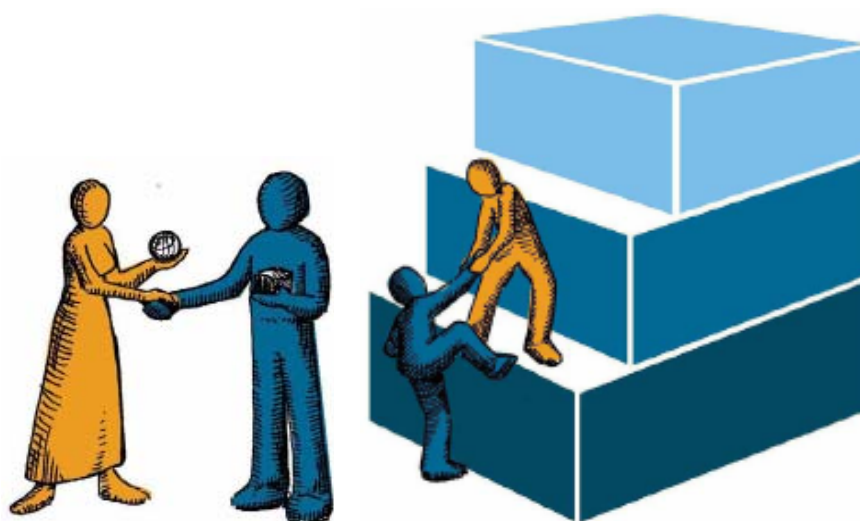


United Nations Development Programme Afghanistan

National Institution Building Project (NIBP)

Third Quarter Project Progress Report – July to September, 2010



You seek... We guide... You strive... We support...

Project ID:	00073380
Duration:	January 2010 – December 2013
Strategic Plan Component:	National Ownership, Capacity Development, South-South Cooperation, Democratic Governance
CPAP Component	Strengthening democratic governance
ANDS Component	Governance, Rule of Law and Human Rights
Total Budget:	USD 115,019,355
Responsible Agency	UNDP and IARCSC

NIBP DONORS



Australia



Canada



India



Italy



South Korea



Switzerland



UNDP

Table of Contents

Acronyms.....	4
Executive Summary.....	5
I. Context.....	6
II. Status of the progress towards the achievement of output/outcome.....	7
Output 1.....	7
Output 2.....	14
Output 3.....	14
III. Challenges.....	17
Risks.....	17
Issues.....	17
IV. Lessons Learned.....	18
V. Future Plans.....	18
VI. Financial status and utilization.....	19
Financial status.....	19
Table 1. Total Income and Expenditure.....	19
Table 2. Expenditure by Major Outputs (2010).....	20
Table 3. Expenditure by Donors (2010).....	21

Acronyms

ACSI	Afghanistan Civil Service Institute
ANDS	Afghanistan National Development Strategy
CAP	Capacity for Afghan Public service
CD	Capacity Development
CDA	Capacity Development Advisor
CDO	Capacity Development Officer
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSLD	Civil Service Leadership Development
CSMD	Civil Service Management Department
CSO	Central Statistical Office
CTAP	Civilian Technical Assistance Plan
DGCA	Director General of Civil Aviation
DMoYA	Deputy Ministry of Youth Affairs
GDPDM	General Directorate of Programs' Design and Management
GEP	Gender Equality Project
GIRA	Government of Islamic Republic of Afghanistan
GOI	Government of India
IARCSC	Independent Administrative Reform and Civil Service Commission
ICCD	Inter-ministerial Commission for Capacity Development
KOICA	Korea International Cooperation Agency
MAIL	Ministry of Agriculture, Irrigation and Livestock
MEW	Ministry of Energy and Water
MoEc	Ministry of Economy
MoF	Ministry of Finance
MoLSA	Ministry of Labour and Social Affairs
MoPW	Ministry of Public Works
MoTCA	Ministry of Transport and Civil Aviation
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NIBP	National Institution Building Project
PAR	Public Administration Reform
PPU	Procurement Policy Unit
PTC	Provincial Training Centres
RTC	Regional Training Centres
SDC	Swiss Development Corporation
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme

Executive Summary

During the reporting quarter, promotion of National Institution Building Project (NIBP) was continued with government ministries / agencies as well as with the donors. Advisory services continued in Ministry of Transport and Civil Aviation (MoTCA) and Deputy Ministry of Youth Affairs (DMoYA) for implementation of their Capacity Development Plan (CDP) prepared by the project. In addition, the General Directorate of Programs' Design and Management (GDPDM) of the Independent Administrative Reform and Civil Service Commission (IARCSC) provided services of 11 national Capacity Development Officers (CDOs) to 6 ministries / agencies of the government: Further, the GDPDM provided services of 6 CDOs at sub-national level. The project provided advisory services to GDPDM. In order to contribute to the Public Administrative Reform (PAR) agenda of the IARCSC, the project also placed services of two national CDOs in Civil Service Management Department (CSMD) of IARCSC and one national CDO in media section of IARCSC. For recruitment of CDAs, the project continued to pursue the modalities of south-south cooperation under the MOU with Government of India (GOI). The project also initiated action to diversify the sourcing of CDAs and submitted a proposal to Turkey for seeking support of Government of Turkey under a MOU on the lines similar to the MOU with GOI. Discussions with Canada, Italy and Swiss Development Corporation (SDC) were concluded on a positive note and agreements were signed with them for their contribution to the project.

Under the twinning arrangement with Korea International Cooperation Agency (KOICA), called the 'Joint Technical Cooperation Programme' for capacity development of Afghan civil servants, two training programmes on "Capacity Building for Gender Policies" and "Public Sector Training Development for Afghanistan" were organized during the reporting period.

As part of training activities under the project, the implementation of AusAID supported internship programme for 50 interns in Uruzgan province continued during the quarter. First three months of basic studies were completed in August and second professional / advance programme has commenced. Based on interns' evaluation and examination, interns scoring average was 65% in July which increased to 77% in September. The attendance of interns was recorded to be 96%.

The project has also undertaken an activity to conduct a survey about the perception of civil services in Afghanistan. The survey is to be completed during the next quarter.

The UNDP Afghanistan has advocated pursuing a cluster approach in implementation of its programmes / projects. The objectives of the Cluster on Capacity Development (CD) is to provide guidance to UNDP projects for adopting a common approach on Capacity Development in its activities and facilitate knowledge management. During the reporting period, the guideline / template for preparation of a capacity development plan for each UNDP project was prepared and adopted by the CD Cluster.

The risks identified by the project during the reporting period were associated with the risk of security of internationals and positioning of NIBP vis-à-vis other CD projects. The issues that the project is currently addressing relate to resource mobilization, activities associated with start up of the project and expansion of project activities at sub-national level.

The proposed activities of the next quarter include continued services in ministries / agencies with renewed focus on policy advice along with coaching. Most importantly, the next quarter shall be devoted to complete recruitment of CDAs and pursue twinning arrangements as well as expansion of the project to sub-national level.

I. Context

Capacity Development (CD) is at the heart of UNDP's mandate and over the years it has gathered rich experience in the field. UNDP's strategic plan 2008-2011 positions capacity development as the organization's overarching service to programme countries. The UNDP, in collaboration with the Independent Administrative Reform and Civil Service Commission (IARCSC) of the Government of Islamic Republic of Afghanistan (GIRA) has on January 1, 2010 launched the implementation of the National Institution Building Project (NIBP). NIBP is the vehicle to comprehensively address the critical capacity needs of government institutions in Afghanistan.

A fragmented civil service with low human capacity at all levels is one of the major stumbling blocks in driving and sustaining reconstruction and development programmes in Afghanistan. Weak and inadequate capacity in the government has hindered the implementation of its ambitious reform programme and has resulted in a very low disbursement of budgeted funds under the national reconstruction and development framework. Building robust government institutions for effective governance and a professional and responsive civil service with the overall aim of improving service delivery to Afghan people are therefore one of the top priorities of the GIRA. In the Afghanistan National Development Strategy (ANDS), CD has been identified as a cross cutting issue and the improvement of public sector capacity in particular as the key challenge to development in Afghanistan. It has been recognised that unless adequate capacities are built, technical and financial support will remain underutilised to the detriment of the development process.

In Afghanistan, problems of capacity exist at all levels where capacity is needed and assessed. At the overarching systemic level of the enabling environment, the legal and policy framework needs to be put in place to guide and lead the implementation of measures for development of effective organizations and improved performance. At the organizational level, some of the major problems include an incoherent government structure with overlapping functions across government ministries; outdated work processes, procedures and systems; patronage and nepotism in appointments; gender imbalances; and the absence of well defined mechanisms for carrying out common functions of government, namely policy and strategy formulation, project management, financial management, procurement and human resource management. At the individual level, lack of human capacity in terms of availability, knowledge and competence, is a serious issue in government ministries/agencies responsible for service delivery at national and sub-national levels. There has been a basic lack of core competencies and specialist skills to develop policies, implement projects and deliver services.

The United Nations Development Assistance Framework (UNDAF) underlines the need to develop the capacity of the Government at all levels, especially at the provincial and district levels, where the interaction between the people and the Government is most critical. The Country Programme Document (CPD) of the United Nations Development Programme (UNDP) also underlines this challenge.

The UNDP, in collaboration with the IARCSC has launched the implementation of the NIBP to build robust government institutions and support sustainable CD in Afghan Civil Service. The primary objective of the project is "to strengthen national institutional capacity and to create an efficient and capable public sector workforce through the development of institutions and civil service at the national and sub-national levels, the establishment of accountability mechanisms and effective utilization of resources for better service delivery".

The General Directorate of Programs' Design and Implementation (GDPDM) of the IARCSC is the Implementing Agency for the Project. The GDPDM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for effective use of Project resources.

The NIBP, to be implemented over a period of four years (2010-2013), follows an integrated approach to CD. The NIBP places Capacity Development Advisors (CDAs), primarily from the region, in ministries / agencies of the government at both central and sub-national levels, for their institutional and organizational capacity development including coaching and mentoring for skill development of individuals. Further, NIBP promotes twinning arrangements or partnerships of the Afghan government ministries / agencies with corresponding ministries / agencies of other regional countries for transfer of specialized international or regional know-how through advisory services of CDAs, specialized advisory services, short-term interactions and trainings. NIBP differentiates itself from other CD initiatives / projects in that it follows a structured and comprehensive approach to CD. The CD interventions are designed to enhance capacity within the ministries at all three levels, namely institutional, organizational and individual, which would ultimately result into improved service delivery through an efficient, organized and trained civil service. The visible impact would be better budget utilization, rationalized organization structures and well trained civil servants.

II. Status of the progress towards the achievement of output/outcome

The NIBP was launched on January 1, 2010. The reporting period was the third quarter of the project and the activities were devoted primarily towards expansion of the project including planning and mobilisation. Project resources were applied in accordance with the annual work-plan, as presented below.

Output 1

"Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives".

Activity 1.1: Provision of services of Capacity Development Advisors (CDAs) in select government entities to provide coaching and advisory services for institutional strengthening, organizational reforms and skills development.

Promotion of the NIBP was continued during the reporting quarter with government ministries / agencies as well as with donors to enhance the level of awareness / understanding of the kind of services offered by the project; and to ascertain the adjustments required to be made for project services and operational model. Demands within the government were assessed through discussions. The process was led by the General Directorate of Programs' Design and Management (GDPDM) of the Independent Administrative Reform and Civil Service Commission (IARCSC) and meetings and presentations were organized.


For recruitment of CDAs, the project continued to pursue the modalities of south-south cooperation that was followed in CAP project to source practitioner civil servants and regional advisors, who are culturally more appropriate in Afghan context. During the reporting quarter, based upon the terms and conditions of the contract for NIBP Advisors communicated to

Government of India (GOI) for recruitment of CDAs under the MOU with the GOI, the GOI initiated further action to notify the opportunity among its civil servants. The notification was very widely publicized during the quarter and by the end of the quarter the GOI started referring applications to the project office for recruitment of CDAs.

The project initiated action to diversify the sourcing of CDAs such that the requirement of the project for a well qualified pool of institutional development specialists, technical advisors and mentors are met from different countries. In this regard, a proposal has been prepared and submitted to Turkey for seeking support of Government of Turkey under a MOU on the lines similar to the MOU with GOI. The scope of the proposal included undertaking CD activities in two central ministries / agencies and two provinces namely Sar-e-pul and Jawzjan. Discussions with Swiss Development Corporation (SDC) were concluded on a positive note and SDC sanctioned a contribution of CHF 1,800,000 for the project. The SDC contribution is to be utilized towards CD at sub-national level in 7 provinces namely 5 provinces of Mazar region (Balkh, Samangan, Sare-Pul, Jawzan and Faryab) and 2 provinces of Bamyán region (Bamyán and Daikundi). Earlier, Italy had confirmed its support to NIBP and a contribution of Euro one million for undertaking CD activities in western region (Hirat, Ghor, Farah and Badghis provinces). Terms of Reference (TOR) for assignment of a CDA at sub-national level was prepared and the project initiated action for recruitment of CDAs under Italian funding.

During the reporting quarter, advisory services continued in Ministry of Transport and Civil Aviation (MoTCA) and Deputy Ministry of Youth Affairs (DMoYA) for implementation of the Capacity Development Plan (CDP) prepared by the project for respective ministries / agencies. A summary of the results / outputs / activities undertaken in these partner ministries / agencies during the reporting period is presented below.

Ministry / Agency	Results / Outputs / Activities
Ministry of Transport and Civil Aviation (MoTCA) 	<ul style="list-style-type: none"> ▪ A concept note was prepared for the Ministry on the issue of strengthening safety and security functions of the ministry. ▪ A concept note was prepared for the Ministry to become member of the Cooperative Aviation Security Programme (CASP). ▪ NIBP supported the Ministry in review of the proposal submitted by the Global Company for starting second phase of aviation security project at the Kabul International Airport (KIA). ▪ NIBP assisted the ministry in preparation of a roadmap for transition of the ATC function at KIA. ▪ NIBP assisted the Ministry in developing implementation plan for Multilateration system to improve over flights from Afghanistan. ▪ NIBP assisted the Ministry in developing a comprehensive check list to ensure smooth Hajj operation for the year 2010. The Hajj operations of the year 2009 had come for severe criticism and the Ministry had to take remedial measures for the year 2010. ▪ NIBP assisted the Ministry in developing a roadmap for maintenance of its Millie buses. ▪ NIBP has assisted the Ministry in organizing 50 week long training programme for 12 Afghan ATC students at Civil Aviation Training Centre (CATC), Allahabad, India. NIBP continued to monitor the progress of the

Ministry / Agency	Results / Outputs / Activities
	training and further coordinated with Directorate General of Civil Aviation (DGCA), India for finalization of another training of 5 weeks for Afghan civil servants in India in the area of safety oversights.
<p data-bbox="245 352 462 527">Deputy Ministry of Youth Affairs (DMoYA), Ministry of Information & Culture (MoIC)</p> 	<ul style="list-style-type: none"> <li data-bbox="493 352 1383 562">▪ Youth Council: NIBP supported the DMoYA in development of the concept for Youth Councils, its structure and its mandate. These Youth Councils are elected bodies where members are selected through democratic process. The election for the national youth councils were concluded and nineteen members are elected for the council. The election process for the provincial youth councils is underway. <li data-bbox="493 583 1383 1150">▪ National Youth Conference: NIBP supported the DMoYA in organization of national youth conference and international youth day from 7-9 August 2010 in Kabul. Around 600 youths from various provinces participated in the conference apart from representatives of civil society organizations, NGOs, youth federations, youth councils. NIBP provided advisory support to DMoYA officials at each and every stage of organizing and managing the conference which included development of a concept paper and the proposal with budget, resource mobilization, stakeholder negotiations, training on logistics, agenda preparation, inviting speakers and other associated activities. The opportunity was used to undertake coaching and mentoring for DMoYA officials to upgrade their skills in organizing such large conferences. The conference had useful discussions on the priorities of youth including national youth policy. The feedbacks received during the conference shall be used by DMoYA in formulation of policies and programme for youth in Afghanistan. <li data-bbox="493 1171 1383 1308">▪ World Youth Conference at Mexico: As a follow up to National Youth Conference, NIBP supported the participation of Deputy Minister of Youth Affairs in the world youth conference at Mexico from 22-26 August 2010. <li data-bbox="493 1329 1383 1497">▪ Workshop on National Youth Policy: NIBP assisted DMoYA in organizing and managing a consultation workshop on National Youth Policy at the Kabul University in which more than 200 university students participated and gave their feedback on their expectations from the national youth policy. <li data-bbox="493 1518 1383 1654">▪ NIBP assisted DMoYA in negotiating and signing an MoU with Norwegian Refugee Council (NRC) for implement the Youth Education Pack (YEP) project in five provinces of Afghanistan. The project will benefit 150,000 youth. <li data-bbox="493 1675 1383 1780">▪ NIBP assisted DMoYA in organization and management of legal literacy training for 40 youths from the provinces. The training was funded by UNICEF. <li data-bbox="493 1801 1383 1864">▪ NIBP supported DMoYA in preparation and review of a project document for Youth Volunteerism in Afghanistan.

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> ▪ Advocacy and communication support: NIBP supported the release of a magazine and film on youth and DMOYA activities. The first issue of the magazine was released. The film was screened at the national youth conference.

In addition to the NIBP support services to MoTCA and DMOYA reported above, the GDPDM provided services of 11 national Capacity Development Officers (CDOs) to the following ministries / agencies of the government: (1) Ministry of Labour and Social Affairs (MoLSA), (2) Ministry of Public Works, (3) Ministry of Agriculture, Irrigation and Livestock (MAIL), (4) Procurement Policy Unit (PPU) of Ministry of Finance (MoF), (5) Government Coordination Committee (GCC) of MoF, and (6) Ministry of Communication and Information Technology (MoCIT). The services primarily included coaching and mentoring of counterpart staff and working with them on the day to day activities of respective ministry / agency. Important outputs / results included: MoPW - supporting the appraisal and evaluation process, conducting on-the-job training for preparation of terms of references and job descriptions, and supporting capacity assessment process; PPU, MoF - group coaching sessions with 24 Procurement Controllers working in line ministries / procuring entities regarding preparation of Procurement Plan, providing regular advisory support to Procurement Controllers, and introduction of asset management system in PPU; MoLSA – support for publication of ministry’s brochure, and coaching sessions on common functions of government; MoCIT – supporting capacity assessment in the ministry, design and implementation of training programmes for ministry staff on civil servants’ Law, human resource management, gender issues, presentation skills, proposal writing, report writing, filing system, time management, and principles of management; MAIL – supporting capacity assessment in the ministry, and coaching sessions on filing system, memo writing, management basics, monitoring and evaluation, performance appraisal of the employees, preparation of the financial reports, etc. The performance appraisal department of the GDPDM closely monitored the work of these CDOs.

Further, the GDPDM provided services of 6 national Capacity Development Officers (CDOs) at sub-national level in provinces of Hirat (1), Balkh (2), Nangarhar (1) and Kabul (2). These CDOs worked with provincial departments of assigned ministry through the regional offices of IARCSC and under the overall supervision and control of the Provincial Affairs Directorate (PAD) of the CSMD of IARCSC. The CDOs were involved in the needs assessment exercise conducted by the PAD and implementation of CD activities under the overall framework of sub-national Public Administration Reform (PAR).

The project has also undertaken an activity to conduct a survey about the perception of civil services in Afghanistan. The procurement process for awarding contract to an independent Non-government Organisation was completed during the reporting period. The contract was awarded to Afghan Center for Socio-economic and Opinion Research (ACSOR) Survey, Afghanistan and signed. The first meeting was conducted with ACSOR management to discuss the survey methodology and the sample size and its distribution. The assignment commencement date was fixed as September 24, 2010. The survey is to be completed and final report is to be submitted by the contractor in 12 weeks.

Activity 1.2: Provision of advisory services for specialized capacity development under twinning arrangements with ministries / agencies of other regional governments for institutional and organizational CD of ministries / agencies of GIRA.

A differentiating feature of NIBP is that the CD initiatives of the CDAs in the ministries will be supplemented by advisory services under twinning arrangements with ministries and agencies of

regional governments which are culturally appropriate for such twinning arrangements. The twinning arrangement will be implemented via MOUs between UNDP, a ministry of government of Afghanistan and the counterpart ministry in the regional government. The MOU with GOI not only includes provision for securing services of CDAs but also provisions for twinning arrangements between ministries / agencies of GIRA and corresponding ministries / agencies of GOI. Support shall be provided in the area of policy and strategy formulation along with improvement of systems and procedures. This will be complemented by exposure visits of Afghan civil servants to the respective ministries in the regional government.

During the reporting period, draft MOUs were prepared and proposed to select ministries / agencies of the GIRA as well as the GOI and promotional activities for the concept of twinning arrangements for CD was undertaken. Discussions were held with the Embassy of India to facilitate the process.

The NIBP has also entered into a twinning arrangement with Korea International Cooperation Agency (KOICA), called the 'Joint Technical Cooperation Programme' for capacity development of Afghan civil servants. Under this twinning arrangement between UNDP and KOICA, 7 training programmes of two weeks each are proposed to be organized in South Korea. Two such training programmes on "Economic Development Strategy for Afghanistan" and "Sustainable Agricultural Development for Afghanistan" were organized during second quarter of the year. Another two training programmes on "Capacity Building for Gender Policies" and "Public Sector Training Development for Afghanistan" were organized during the reporting period. A total of 77 civil servants, as per the details given in the table below, underwent capacity enhancement during these four KOICA training programmes organized during the year so far.

SI	Course Title	Number of trainees				
		Total	Men	Women	National Level	Sub-national Level
1	Economic Development Strategy for Afghanistan	19	19	0	19	0
2	Sustainable Agricultural Development for Afghanistan	19	17	2	9	10
3	Capacity Building for Gender Policies	20	14	6	20	0
4	Public Sector Training Development For Afghanistan	19	17	2	19	0
Total		77	67	10 (13%)	67	10 (13%)

The details of the two KOICA training programmes, conducted during the reporting period, and the results achieved are provided below:

Training Course 3:

Course Title: Capacity Building for Gender Policies

Course Duration: July 15 – July 31, 2010

Course Objectives: The objective of the programme was to enhance the capacity of senior Afghan civil servants in design and implementation of Gender Policies. In particular the objectives were to (a) introduce the development of gender policies in Korea; (b) exchange policies and strategies for gender equality; and (c) provide participants with an opportunity to review the status quo of gender policies.

Course Contents: The key topics covered in the training course were related to development of gender policies in Korea, gender and policies, gender responsive budgets and gender assessment impact in Korea, gender policies in UN, and gender policies at local level in Korea. The theory sessions were supplemented by field visits to various institutes / organizations such as Ministry of Gender Equality and Family, Gender Equality and Family Committee, and Ewha Women’s University.

Training Organisation: Korea International Cooperation Agency (KOICA)
Korean Institute for Gender Equality Promotion and Education (KIGEPE)

Outputs / Results achieved: The main benefit of the training programme was that the participants, many of whom were senior management level officials in the government got a good overview of the different elements that together form a sound gender balanced development strategy of a country. In addition to gaining an overall perspective, the participants also got an understanding of individual areas such as gender sensitivity enhancement, women's employment expansion strategy, women's rights issues, women's health issues, women & education, women's roles in development and development of women & international cooperation. The context of development of Korean society and women and gender policies of Korea reinforced the learning. The programme enhanced the overall knowledge and awareness of the participants about gender related development issues.



Experiential learning: Visit of trainees to the Ministry of Gender Equality and Family



Lecture session for the trainees on “Gender Policies” at the training institute

Training Course 4:

Course Title: Public Sector Training Development For Afghanistan

Course Duration: August 16 ~ August 31, 2010

Course Objectives: The objective of the programme was to enhance the capacity of senior Afghan civil servants in development of robust public administration systems. In particular the objectives were to (a) share skills and knowledge about development of public administration system; (b) provide useful

policy assistance for reconstruction of public administration system in Afghanistan; (c) set an innovation target and implementation strategies for economic and social development in the face of globalization, information age and climate change; and (d) develop ideas on human resources management strategy in public sector.

Course Contents: The key topics covered in the training course were related to concepts and tools for managing public sector, building an effective public administration system, industrialization and public policy, and making effective state institution to implement good public policy. The theory sessions were supplemented by field visits to various institutes / organizations.

Training Organisation: Korea International Cooperation Agency (KOICA)
Asia Development Institute of the Graduate School of Public Administration, Seoul National University

Outputs / Results achieved: The main benefit of the training programme was that the participants got a good overview of the polices and regulations that are to be designed and implemented to strengthen the public and private sector to boost country's economy and service delivery to its citizens. In addition to gaining an overall perspective, the participants also got an understanding of individual areas such as economic development and the role of government (industrial policy and trade policy), personnel system and structure of government, peace building and international development cooperation, infrastructure building for industrialization and energy policy, local governance, anti-corruption reform, regulation reforms in the process of making effective market, industrialization and public policy - the role of public enterprises, institutional reform for effective implementation of public policy, long-term strategy for the public administration system and governance and the role of civil society.

The programme resulted in enhancing the capacity of participants to become good policy makers for sustainable development of Afghanistan.



Group of Trainees for Course4



Preparing for the assignment during the course

Also, for both training courses, of great significance and benefit was the fact of witnessing first hand, South Korea's tryst with development. What made the programmes especially relevant and beneficial was the fact that South Korea has developed after facing destruction through wars. So the similarity in situations (post war South Korea and current post conflict Afghanistan) made the learning more useful and relevant for Afghan civil servants. Apart from the technical learning, the overall experience of visiting a foreign country provided an exposure to the participants resulting into subtle / covert capacity development by way of confidence building.

Based upon the lessons learnt from organisation of the four training programmes so far during the year, further improvements are planned for future courses.

Activity 1.3: Development and implementation of a gender mainstreaming strategy to bring about empowerment of women civil servants.

As reported above for activity 1.2, a KOICA training course on "Capacity Building for Gender Policies" was organized during the reporting period. Further, NIBP continued its dialogue with UNDP's Gender Equality Project (GEP) towards building synergies between the two projects in the areas of gender mainstreaming and women's empowerment.

Activity 1.4: Support to the Inter-ministerial Commission for Capacity Development (ICCD) in Ministry of Economy (MoEc) to serve as a government body to oversight, coordinate, advocate, monitor, and report to both government and donors on CD interventions in Afghanistan.

This activity of NIBP aims to provide support to the Inter-ministerial Commission for Capacity Development (ICCD) in the MoEc with an overall objective of strengthening institutional mechanisms within government of Afghanistan for capacity development. Pending full donor funding support for ICCD secretariat, the project has placed two nationals in MoEc to support the activities of ICCD.

Output 2

"Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)".

Activity 2.1: Provision of services of CDAs in select government entities in alignment with CTAP to provide coaching and advisory services for institutional strengthening, organizational reforms and skills development.

Under this output, NIBP has a provision of providing services of CDAs to selected ministries in alignment with the Civilian Technical Assistance Programme (CTAP) of the MOF. This output creates a window for donors to provide off-budget support to CTAP. During the reporting period, an agreement was signed with the Canadian International Development Agency (CIDA) for a CIDA contribution of CDN\$ 516,000 towards implementation of this output.

Output 3

"PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established".

Activity 3.1: Strengthening institutional capacity of IARCSC for improved PAR Management and Coordination.

As part of the activities under the output which cater to capacity development of GDPDM, the project provided advisory services to GDPDM. The GDPDM of IARCSC is the lead department of

IARCSC for undertaking institutional capacity development in Afghanistan for public sector. The GDPDM was involved in preparations for Kabul conference and Governance Cluster meetings of the government. The project supported GDPDM in preparation of a framework note on "Public Sector CD in Afghanistan". This included sensitization of the senior management of GDPDM on CD needs, strategies and approaches for CD of public sector in Afghanistan.

The project also placed services of two national CDOs in Civil Service Management Department (CSMD) of IARCSC and one national CDO in media section of IARCSC. Important outputs / results included providing assistance for setting up a Library in CSMD, design of training programmes for CSMD staff, establishment of archives, coaching for standardization of filing system, support for preparation of TOR for various positions at sub-national level, and collection of data and information for IARCSC newsletter.

Activity 3.2: Development of a National Training Policy.

Activity 3.3: Deepening the support for the operational CD of ACSI

Activity 3.4: Developing the operational capacity of RTCs and PTCs

The activities 3.2, 3.3 and 3.4 all relate to CD of Afghanistan Civil Service Institute (ACSI) at the central level and Regional Training Centres (RTCs) and Provincial Training Centres (PTCs) at the sub-national level. On account of inadequate mobilisation of resources for these activities the project and because of other support available with the institute, the implementation of these activities did not commence. The UNDP issued a clarification note to all donors as well as to IARCSC to the effect that the UNDP support for training institutes shall cease to exist on full utilization of donor resources available with Afghanistan Sub-national Governance Programme (ASGP) for PTCs.

As part of training activities under the project, the implementation of internship programme under AusAID funding in Uruzgan province continued during the quarter. The contract to conduct the programme has been awarded to Kabul Engineering Technical NGO (KETN) for implementation of the programme over a period of 12 months in Trinkot, Uruzgan starting April 2010. The purpose of the training is to increase the skills set of the interns, so that they are able to apply to the cadre of trained civil servants who can assist public administration reform at the sub national level and their knowledge will contribute to quality service delivery.

During the reporting period, the programme continued as per planned schedule for the 50 interns. Half days practical training is being held in the morning within different government departments in Trinkut, and classroom training is held in the afternoon. First three months of basic studies were completed in August and second professional / advance programme has commenced. The subject areas include Computer, English and Management. Standard manuals prescribed by IARCSC are being used for the training. The management course covers wide range of topics such as leadership, SWOT analysis, staffing, interview, time management, conflicts and conflict resolution, financial management, procurement and extensive elaboration on different phases of project management (initiation, execution, monitoring & evaluation, reporting and closing). Based on interns' evaluation and examination, interns scoring average was 65% in July which increased to 77% in September.

IARCSC and KETN in coordination with the respective government office supervise the interns during on-the-job training. The monthly stipend is paid to the interns based upon their monthly attendance. During the reporting quarter, the attendance of interns was recorded to be 96%. In July, a high level review meeting was held between the course participants, KETN, representatives

of Provincial Reconstruction Team (PRT), the Ambassador of Australia in Afghanistan, Uruzgan's Governor, and Directors of different departments.

At the end of the reporting period, the internship programme in Uruzgan is under implementation as per plan in close collaboration with IARCSC, PRT and UNAMA.

Advocacy and Communication

The project is in the phase of expanding its activities to newer ministries and there is a continuous need to keep on disseminating information regarding the project approach and methodology. Since NIBP's approach is an enhanced version of its predecessor Capacity for Afghan Public service (CAP) project, there is a need for sharing of this fact not only with the government partners but also with other stakeholders like donors and other development agencies so as to ensure more support to the project. The project in partnership with IARCSC engages with different ministries/agencies to increase the outreach for the project. In this regard, high level meetings have already been conducted in several ministries.

The NIBP being successor to CAP project documented and published success stories about coaching and advisory services rendered by CAP project in ministries and agencies of the government. The attempt in any success story is to provide a brief account of the problem or the challenge or the issue and the solution or the approach of the project to address the same. A clear 'before and after' analysis of the problem/issue is attempted so that one understands as to how the project's intervention made a real difference. The collection of 20 success stories of CAP project was printed with a view to document the stories to provide useful learning for others and to briefly describe the next steps or the way ahead.

A project brochure was also designed and printed. Further, an abridged version of project document was prepared and printed. The Afghanistan DVD prepared by the Capacity Development Group (CDG), Bureau of Development Policy (BDP), UNDP NY for the Global Campaign on Capacity Development was also copied for distribution.

Capacity Development Cluster

The UNDP Afghanistan has advocated pursuing a cluster approach in implementation of its programmes / projects. The proposed clusters are thematic and one such cluster is on Capacity Development for which the NIBP is designated as the coordinator. The objectives of the Cluster on Capacity Development is to provide guidance to UNDP projects for adopting a common approach on Capacity Development in its activities and facilitate knowledge management. The TOR for the CD cluster was finalized during the previous quarter. The tasks and responsibilities assigned to the cluster included advisory services in areas such as development of common strategic approach, knowledge management, and advocacy and networking.

During the reporting period, the guideline / template for preparation of a capacity development plan for each UNDP project was prepared and adopted by the CD Cluster. The template is a generic document and suggests different sections that any project CD plan must contain. Within the sections, flexibility has been built in so that the different projects can adapt the plan based on the nature of the work done by the project and more importantly based on the CD component and focus of the particular project. The CDP template is based on UNDP's structured approach to capacity development wherein a comprehensive CD response is developed based on a structured capacity assessment which has been conducted while ensuring stakeholder engagement and participation. The key dimensions of UNDP's CD methodology have been employed in developing the CDP template. At the same time it has been ensured that sufficient flexibility is provided to cater to project specific and stakeholder specific requirements.

III. Challenges

Risks

Security of internationals

The security situation in Afghanistan continues to be a concern for personal safety of the international staff. Serious incidents of security violation of complex nature since late last year have redefined the rules of the game in terms of operations and movements of internationals. NIBP CDAs are particularly vulnerable to incidents related to security violation as they operate from the premises of the government ministries, many of which are often sites of incidents like explosions. The project strives to put in place measures to follow UNDP security guidelines and to be MOSS compliant in all its operations. Regular inspection is undertaken by UNDP security. The NIBP office in GDPDM was inspected during the quarter and was declared non-MOSS compliant. Currently, the project is operational from UNDP Country Office and measures are being contemplated to comply with MOSS requirement to get the NIBP Office in GDPDM become complaint again.

NIBP positioning vis-à-vis other CD projects

Some of the key reasons for the success of the predecessor project of NIBP i.e. CAP were its unique and effective features such as it drew on regional resources, provided relevant demand led CD responses and was Afghan led. NIBP is an enhanced version of CAP and thus retains its successful elements along with addition of some improvement. The lessons learnt from CAP implementation have also been incorporated in project design of other CD projects. The risk is to lose the uniqueness of NIBP and this calls for appropriate positioning of NIBP vis-à-vis other CD projects under implementation in Afghanistan. The risk is being mitigated by promoting and disseminating the comprehensive CD approach of NIBP.

Issues

Resource mobilization

The current resources available with the project can support a moderate scale of operation. More resources would be needed to expand the operations to the full scale as intended in the project document. More effort is therefore required towards further mobilization of resources. Regular meetings with different donor organizations are conducted towards this purpose. This is supplemented with increased advocacy of the project amongst various stakeholders.

Activities associated with the start of the project

NIBP has been launched in January 2010. It therefore needs to attend to issues associated with the start up phase of the project. Some of the important activities relate to procurement of human resources, both national and international; resource mobilization; procurement of goods such as vehicles, safety equipment etc. Further, NIBP also has to start up specialized activities specific to the project such as entering into MoU with regional governments for resources and twinning arrangements. Action on all these activities has been started and progress is being made.

Expansion of project activities at sub-national level

For NIBP's institution building CD work to truly make a difference, it needs to have a wider presence at the sub national level. Accordingly, appropriate attention is being given to build up synergies between UNDP projects already working in the provinces and also care is being taken to avoid creation of redundancies.

IV. Lessons Learned

NIBP is in an initial stage of implementation and therefore it is early in the day to compile its lessons learnt. However, the lessons learnt from its predecessor project which was also a project for CD in the public sector, have been incorporated into the design of NIBP. The new and modified CD model of NIBP has already been rolled over in some of the ministries where it is currently operating. An important lesson of project implementation so far has been related to the requirement of its positioning as a CD project as against other projects which depend on Technical Assistance under the garb of CD. The distinguishing features of NIBP in terms of its design and approach needs to be highlighted and disseminated.

V. Future Plans

The proposed activities of the next quarter include continued services in ministries / agencies with renewed focus on policy advice along with coaching. The advocacy and outreach activities shall be ensued for continued demand assessment for project services and resource mobilisation. Most importantly, the next quarter shall be devoted to complete recruitment of CDAs and pursue twinning arrangements as well as expansion of the project to sub-national level.

VI. Financial status and utilization

Financial status

Table 1. Total Income and Expenditure

Donor				Expenditures			Balance	Remarks
	Total Commitment (approx US\$)	Total Received (approx US\$)	Total Receivable (approx US\$)	Total Cumulative Expenditures as of Dec 2009 (US\$)	Current Year 2010 (US\$) Cumulative as of the current Quarter	Total Expenditures (US\$)	Total Received minus Total Expenditures (US\$)	
Australia	225,630	225,630	0	0		0	225,630	
Canada	499,033	499,033	0	0		0	499,033	
India	4,320,000	1,080,000	3,240,000	0		0	1,080,000	
Italy	1,233,045	1,233,045	0	0		0	1,233,045	
SDC	1,872,000		1,872,000	0		0	0	
UNDP	2,000,000	2,000,000	0	0	1,821,895	1,821,895	178,105	
Total	10,149,708	5,037,708	5,112,000	0	1,821,895	1,821,895	3,215,813	

Note : AWP has been revised which includes budget from the Cost Sharing agreements. Budget will be revised in Atlas and expenditure from cost sharing agreements will reflect in the next quarterly report.

Table 2. Expenditure by Major Outputs (2010)

Project Output		Budget AWP 2010 (US\$)	Cumulative Expenditure as of the current Quarter (US\$)	Delivery Rate (%)	Remarks
Output_1	Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives	1,540,484	1,301,119		
	GMS				
Subtotal		1,540,484	1,301,119	84.46%	
Output_2	Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)	125,000			
	GMS				
Subtotal		125,000	0		
Output_3	PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established	404,306	206,369		
	GMS	0	0		
Subtotal		404,306	206,369	51.04%	
Output_4	Project Management Support	485,118	314,407		
	GMS	0	0		
Subtotal		485,118	314,407	64.81%	
Total		2,554,908	1,821,895	71.31%	

Table 3. Expenditure by Donors (2010)

Donor	Project Output	Budget AWP 2010 (US\$)	2010 Cumulative Expenditure as of the current Quarter (US\$)	Delivery Rate (%)	Remarks
Australia	Output_1				
	Output_2				
	Output_3	112,815			
	Output_4				
	GMS	8,491			
Subtotal		121,306	0		
Canada	Output_1				
	Output_2	116,250			
	Output_3				
	Output_4				
	GMS	8,750			
Subtotal		125,000	0		
India	Output_1				
	Output_2				
	Output_3				
	Output_4				
	GMS				
Subtotal		0	0		
Italy	Output_1	219,000			
	Output_2				
	Output_3				
	Output_4	68,000			
	GMS	21,602			
Subtotal		308,602	0		
SDC	Output_1				
	Output_2				
	Output_3				
	Output_4				
	GMS				
Subtotal		0	0		
UNDP	Output_1	1,305,000	1,301,118		
	Output_2				
	Output_3	283,000	206,369		
	Output_4	412,000	314,407		
	GMS				
Subtotal		2,000,000	1,821,894	91.09%	
Total		2,554,908	1,821,894	71.31%	