



Afghanistan

QUARTERLY PROJECT REPORT [FIRST QUARTER, 2009]

United Nations Development Programme Afghanistan Capacity for Afghan Public service (CAP) Project [01-01-2009 – 31-03-2009]



[Partnership Meeting between UNDP and IARCSC on February 14, 2009]

Project ID:	00052210
Duration:	January 2007 – June 2009
Component (Strategic Plan):	National Ownership, Capacity Development, South-South Cooperation, Democratic Governance, Gender Equality & Empowerment of Women
Total Budget:	USD 7,688,485
Unfunded:	USD 1,109,836
Implementing Partners / Responsible parties:	UNDP and Capacity Development Secretariat (CDS), IARCSC

CAP Donors



India



Canada



UNDP

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I. Implementation progress

Activities of the project were undertaken and the project resources were applied in accordance with the annual work-plan, as presented below.

OUTPUT 1: CAPACITIES OF SELECT CIVIL SERVANTS AT CENTRAL AND PROVINCIAL LEVEL DEVELOPED FOR BETTER IMPLEMENTATION OF POLICY AND INSTITUTIONAL REFORMS AND FOR IMPROVED SERVICE DELIVERY.

Activity 1.1: Promotion of CAP with select line ministries and provinces.

Activity 1.2: Development and implementation of outreach programme.

Activity 1.3: Identification of needs for coaching and advisory services.

Activity 1.4: Receipt of CVs and short-listing.

During the reporting period, promotion of the CAP project was undertaken with Ministries / Line Agencies with the purpose to further increase the level of awareness / understanding of the kind of services being provided by the project. While the current first phase of the project period concentrates on ministries and line agencies of the national government, the second phase, intended to commence in 2009, will roll out the project to the sub-national level. However, the current phase itself envisages that the project would be taken up in a few pilot provinces to gain lessons before expanding the project activities further at sub-national level. In consultations with IARCSC and Afghanistan Sub-National Governance Programme (ASGP) of UNDP representing the interests of Independent Directorate of Local Governance (IDLG) about the placement of the coaches at sub-national level, the project placed international and national coaches in select provinces in the regional office of the IARCSC and made them responsible to the Provincial Affairs Department of IARCSC.

The recruitment of a second batch of international coaches from open market for pilot implementation of CAP project at sub-national level continued during the reporting period.

Activity 1.5: Bids for orientation programme for coaches invited and evaluated and services contracted out.

The activity was completed during 2007 and contract was awarded to the German consultancy partnership InWEnt / ILTIS / APPLICATIO.

Activity 1.6: Development of orientation material for coaches.

Activity 1.7: Delivery of orientation training.

The contracted consortium of consultants continued their orientation / training programme during the reporting period and conducted a three day “Lessons Learnt Workshop” for international and national coaches of the project at Afghanistan Civil Services Institute (ACSI) from February 3 to 5, 2009. The workshop reported the experience of the coaches about the challenges of capacity development in Afghanistan in general and challenges of coaching in Afghanistan in particular and recorded the following lessons learnt:

- Coaching is a long term solution for capacity development.
- Coaching needs customization as per local needs.
- Harmonization of coaching and advising has produced better results.
- Familiarization with local culture and language helps in coaching.
- Coaching has improved professional skills and confidence of counterparts.
- Coaching has helped in capacity development of leaders in the civil service.
- Mixing of coaching with advising creates an atmosphere of trust and confidence at organizational level.
- Commitment of senior management is pre-requisite for success of coaching in the ministry.

- There is a need to develop a mechanism to motivate the counterparts.
- There is a need for developing manuals for various activities / functions and standards / course curriculum for coaching in common functions.
- There is a need to build stronger synergies with other UNDP projects in ministries so as to bring about effective resource utilization.
- The IARCSC should develop a long term strategy for retention of national coaches.

In addition to the lessons learnt workshop, the consortium delivered a nine day training programme in second fortnight of March 2009 starting March 23, 2009. The programme included five day training for national coaches at the ACSI and four one day orientation programmes for coachees in the following four ministries / agencies:

1. Ministry of Labour, Social Affairs, Martyrs and Disabled
2. Ministry of Information, Culture and Youth Affairs
3. Central Statistics Office
4. Ministry of Haj and Religious Affairs

In each of the above four ministries / agencies, the workshop helped the ministry / agency identify the strategic sphere of intervention. The participants were explained to conduct SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the organisation (ministry / department). The participants were engaged in group work for collection of problem solving options that were further analysed and discussed for implementation in the training workshop of national coaches.

The project further reviewed the set of eight Tools & Instruments for coaching and reporting under the project and revised them based upon the feedback from coaches about the effectiveness of the prescribed tools and instruments. The revised tools and their applicability for various levels of coachees are shown in the table below:

Coaching Tools & Instruments	Periodicity	Applicability		
		Senior Management	Middle Management	Lower Management
1 Coaching Agreement	Once	---	X	X
2 Job Analysis Profile	Once	X	X	X
3 Coaching Master Plan	Once	---	X	X
4 Coaching Minutes	Fortnightly	---	---	X
5 Monthly Progress Report	Monthly	X	X	X
6 Quarterly Self Assessment	Quarterly	X	X	X
7 Quarterly Coaching Report	Quarterly	X	X	X
8 Coaching Evaluation Report	Once	X	X	X

These tools and instruments shall help document the coaching process and capture the capacity enhancement of the principal coachees in structured manner in accordance with the agreed learning plan. However, on account of preoccupation of the principal coachees of the senior management with their line functions, they are generally not in a position to dedicate fixed time for regular coaching sessions. In order to provide flexibility for their learning and capacity development, some of the coaching tools and instruments are not made applicable. The status of implementation of these coaching tools is reported in Activity 1.11 (coaching and advisory services being provided).

The national coach attached to the international coach was involved in the coaching process so that adequate training is imparted to the national coach in use of these tools & instruments.

Activity 1.8: Selection and placement of international coaches:

Under the MoU with Government of India (GOI), 30 civil servants from India are to be placed in different ministries / agencies of Government of Afghanistan (GOA) as coach / advisor for capacity

development primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management. Currently, there are 20 civil servants of GOI, working in the project as coaches / advisors.

The pilot project implementation for capacity development in general administration and office management at sub-national level to strengthen service delivery functions of the government at the sub-national level continued during the quarter. While the UNVs completed their six months' assignment with the project during the quarter, two international coaches continued their services at the sub-national level.

The process of recruitment of another batch of international coaches for sub-national level was completed during the reporting period. Contracts were issued to two international Coaches. At the end of the reporting period, their mobilization is under progress.

Activity 1.9: Identification of local Afghan/National coaches.

Activity 1.10: Placement of local Afghan/National coaches.

The CAP project envisages using international coaches sourced from amongst persons with practical experience in governmental institutions as well as civil society from countries within the region. However, while this set of international coaches will only be an initial nucleus, the emphasis will be developing local Afghan coaches who will continue to use coaching as tool to develop capacity on a sustained basis.

During the reporting period, the project completed action for recruitment of national coaches to fill current vacancies as well as to meet additional demand including the requirement to work at the sub-national level.

Activity 1.11: Coaching and advisory services being provided.

Coaching and Advisory services were provided to ministries / agencies during the reporting period. A summary of the results / outputs / activities undertaken in the partner ministries / line agencies at the central level up to the end of the reporting period is presented in Annex-II.

At sub-national level, the project continued to provide services to the Programme Management Unit (PMU) of the Provincial Affairs Department (PAD) of the IARCSC. The goals and objectives of pilot implementation of CAP project at sub-national are to improve the service delivery of the line ministries at sub-national through capacity development (CD) of civil servants in the areas of: General Office Management, Procurement, Planning & Resource Mobilization and Financial Management including Budgeting, Human Resource Management (HRM), Management Information System (MIS) / Reporting and Project Management. The implementation strategy followed by the project was to:

- To facilitate/conduct a comprehensive CD need assessment of client ministries at sub-national level.
- To develop a comprehensive model and participatory coaching plan addressing the CD needs in various areas.
- Coaches to work as facilitator/advisor of CD in partnership/collaboration with other donor/development agencies.

Important activities / outputs of CAP project implementation at sub-national level have been:

- Mission for needs assessment of provincial offices of Ministry of Agriculture (MoA) at Kabul, Balkh and Herat in September 2008.
- CAP sub-national consultative and pre-implementation planning workshop on 9-11 Nov 2008.
- Need assessment report and work plan prepared for Kabul, Herat, Balkh and Jalalabad.

- Preliminary need assessment report prepared for Kunduz.
- Work Plan implementation commenced in Herat, Kabul, Balkh and Jalalabad.
- Common database designed, created & populated for provincial directorate of MoA for its activities

During 2008, the project had initiated the development of a database of coachees, who either received coaching as “principal” coachees under the project or received guidance and training from the project as “occasional” coachees. During the reporting period, the database of personal details of the coachees was updated and details were collected and compiled. The details collected for 647 public servants benefiting from the project at the central level are tabulated below:

Sl. No.	Ministry / Agency	Number of Coachees						
		Type		Gender		Employment Category		
		Principal	Occasional	Male	Female	Tashkeel	PRR	Contract
1	ANDMA	6	28	29	5	0	34	0
2	CAO	2	37	39	0	2	37	0
3	CSO	8	21	21	8	0	29	0
4	IARCSC	23	1	18	6	10	6	8
5	JCMB	8	6	10	4	0	0	14
6	MoA	0	7	7	0	1	6	0
7	MoCI	4	1	5	0	5	0	0
8	MoCIT	13	0	10	3	0	13	0
9	MoEW	16	17	33	0	33	0	0
10	MoF	16	71	81	6	39	16	32
11	MoHE	14	20	25	9	27	0	7
12	MoHRA	7	22	28	1	24	4	1
13	MoIC	10	17	24	3	25	0	2
14	MoJ	5	83	67	21	3	85	0
15	MoLSA	23	68	71	20	78	0	13
16	MoRRA	6	2	8	0	8	0	0
17	MoTCA	10	57	39	28	63	2	2
18	MoUD	14	4	16	2	1	7	10
Total		185	462	531	116	319	239	89
Total Coachees		647		647		647		

ANDMA	Afghanistan National Disaster Management Authority
CAO	Control and Audit Office
CSO	Central Statistical Organisation
IARCSC	Independent Administrative Reform and Civil Service Commission
JCMB	Joint Coordination and Management Board
MoA	Ministry of Agriculture
MoCI	Ministry of Commerce and Industry
MoCIT	Ministry of Communications and Information Technology
MoEW	Ministry of Energy & Water
MoF	Ministry of Finance
MoHE	Ministry of Higher Education
MoHRA	Ministry of Haj and Religious Affairs
MoIC	Ministry of Information and Culture
MoJ	Ministry of Justice
MoLSA	Ministry of Labour and Social Affairs
MoRRA	Ministry of Repatriation and Refugee Affairs
MoTCA	Ministry of Transport and Civil Aviation
MoUD	Ministry of Urban Development

The entry level for the project for capacity development is at individual level as against the organisational level or the enabling environment level. In order to monitor the development of the

capacity of the individual beneficiary from the project, the project has introduced capacity assessment of individual principal coachees following the structured methodology, prescribed in the UNDP Capacity Assessment User's Guide. The assessment was conducted on a rating scale of 1 to 5 based upon a set of 20 questions related to the functional area in which the coach shall provide coaching to develop the capacity of the coachee. The quantitative rating system for the capacity level on the scale of 1 to 5 referred to the following assessment of the capacity level of an individual principal coachee:

1. No evidence of relevant capacity
2. Anecdotal evidence of capacity
3. Partially developed capacity
4. Widespread, but not comprehensive, evidence of capacity
5. Fully developed capacity

The baseline capacity score of the individual principal coachee as of September 2008 was recorded by the project. Based upon the baseline capacity score of the individual principal coachees, the average baseline capacity score of the Ministry / Agency for all principal coachees participating in the project was arrived, which was 1.7 on the scale of 1 to 5. The project had fixed quarterly targets for capacity development for December 2008, March 2009 and June 2009 in terms of achievement of higher capacity scores in a capacity assessment to be conducted using the same questionnaire at the end of every quarter.

The results of the capacity assessment to arrive at the baseline capacity and the targets and achievements for capacity development were tabulated, which is presented in Annex-III. The average baseline capacity of the 185 principal coachees, currently undergoing coaching and benefiting from the project was rated to be 1.7 on a scale of 1 to 5 as of September 2008. The achievement of average capacity of these principal coachees as of March 2009 has been rated to be 2.2. The target for capacity enhancement by the end of the current project period is 2.7 (for June 2009). The project also monitored and collected information on the status of implementation of coaching tools and instruments for the 185 principal coaches, which is presented in Annex-IV.

Activity 1.12: Performance assessment and feedback by line agencies and the secretariat

The goal of the project is to develop capacity and not to replace capacity. A performance assessment system is therefore essential tool, which is to be used to partly assess the transfer of skills from the coach to the coachee, and partly to be used in the overall evaluation of the project. The detailed assessment, undertaken by CDS on a regular basis both for international and national coaches, includes self-assessment by the coaches, assessment by their coordinator and assessment by their coachees. During the reporting period, the project undertook a rapid impact assessment about the satisfaction level of beneficiaries with the project. The results are presented in the report at Annex-V.

The project also initiated the recruitment process of a consultant for end of project evaluation.

OUTPUT 2: INSTITUTIONAL COMPETENCE OF JOINT CAPACITY DEVELOPMENT SECRETARIAT DEVELOPED.

Activity 2.1: Identification and deployment of short term international TA.

Activity 2.2: Identification of short and long term local TA needs.

Activity 2.3: Deployment of local TA.

Activity 2.4: Identification of Secretariat (CDS) Capacity Gaps.

Activity 2.5: Design of Secretariat (CDS) capacity development programme.

Activity 2.6: Training of Secretariat (CDS) staff.

Activity 2.7: Identification of fellowship programmes.

Activity 2.8: Fellowships for potential Afghan coaches.

During 2008, the project had engaged an international TA for a week to analyze the current capacity of CDS inline with the previous capacity assessment and to further refine required

capacities and future needs of CDS. The scope included defining capacity development strategies for short and long-term capacity interventions. The draft report of the consultant was received during the reporting period and is under review.

In accordance with the first capacity assessment report for the CDS, a detailed training plan for training of the CDS staff to be conducted by international coaches of the project was prepared during 2008. The implementation of the training plan continued during the reporting period. A summary of the 10 training classes of one and half hour duration each, conducted during the reporting period, is presented below:

Record of Trainings conducted for CDS staff during Quarter 1 of 2009			
Sl	Functional Area	Subjects	No. of Classes
1	Project Management	Leadership; Organizational Behavior.	4
2	Human Resource Management		0
3	Financial Management		0
4	Procurement	Procurement of Consultancy Services; Preparation of TORs; Request for Expression of Interest and Shortlisting; Invitation of Proposals; Selection Procedures (QCBS, QBS, FBS & LCS); Receipt and Opening of Proposals; Technical and Financial Evaluation of Proposals; Negotiation and Award of Contract; Preparation of Contract Document.	4
5	Policy Formulation		0
6	Others	Regulatory Framework of Gender Issues in Afghanistan; Communication – Report Writing.	2
Total			10

A total of 73 training classes in the core functional areas, identified by the IARCSC for capacity development, have been conducted by the project for the CDS staff as per the training plan that caters to achievement of output 2 of the project. A summary is tabulated below.

Sl	Functional Area	No. of classes conducted for CDS staff during 2008		
		2008	Q1 of 2009	Total
1	Project Management	29	4	33
2	Human Resource Management	12	0	12
3	Financial Management	12	0	12
4	Procurement	3	4	7
5	Policy Formulation	3	0	3
6	Others	4	2	6
Total		63	10	73

Activity 2.9: Procurement of equipment.

Equipments as required for institutional development of CDS were procured and provided during 2008. During the reporting period 10 laptops were procured for use of national coaches recruited by the CDS.

Gender Mainstreaming

CAP project is increasingly pursuing to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. Special attention was paid to ensure that female coachees are encouraged and barriers of communications do not exclude them from participation in the project. In order to mainstream gender issues in delivery of project

activities, the project ensured that gender segregated data was collected, while conducting monitoring and evaluations.

During the reporting period, the project implemented the Gender Mainstreaming Strategy, approved by the Project Board on November 25, 2008, for bringing about gender mainstreaming in project activities. The strategy has been developed around three components namely, (A) Capacity Development, (B) Organisational Gender Sensitivity and Policy Development, and (C) Gender Sensitization Programmes

The identification of the key components of the CAP Gender Mainstreaming strategy not only signifies that the CAP project is proactively gender sensitive but also makes it imperative for the project to track changes in women's empowerment and in gender equality in the Ministries/Agencies of GoA, where the CAP project is operating through international coaches/advisors. In order to monitor, track and, most importantly, measure progress of the activities articulated in the three strategic components, specific indicators to capture and reflect the deliverables have been designed. The indicators are developed to meet the criteria of being gender sensitive in the sense that they are disaggregated by sex and are gender specific. The baseline data for these indicators were collected for monitoring the trend of gender responsive activities in the ministries / agencies where CAP project is currently operational. The coaches of the project also collect the data on the indicators on a quarterly basis. The data on indicators as on September 2008 (baseline) and March 2009 is presented below:

Component A: Capacity Development

Sl.	Indicator	Sept 2008	March 2009
1	Number of women coachees	76	116
2	Number of women principal coachees	24	32
3	Average capacity score of women principal coachees	1.7	2.3
4	Number of coaching sessions conducted in which women coachees participated	379	915
5	Number of dedicated coaching sessions conducted for women coachees	62	135

Component B : Organizational Gender Sensitivity & Policy Development

Sl.	Indicator	Sept 2008	March 2009
1	Collection & maintenance of data in the Ministry, disaggregated by gender	9Y, 3N	10Y, 3N
2	Finalization of Gender Action Plan by the Ministry	1Y, 12N	2Y, 11N
3	Review of existing policy documents / regulations from gender perspective	1Y, 10N, 2P	3Y, 8N, 2P
4	Development of gender responsive documents / policies / regulations	Score 2/5	Score 2/5
5	Availability of physical facilities for women	8Y, 5P	8Y, 5P
6	% of women employees in grade 2 and above	9%	7%
7	% of women employees in grade 2 and above (during the quarter ending December 2008)		20%
8	% of women employees in grade 3 and below	33%	32%
9	% of women employees in grade 3 and below (during the quarter ending December 2008)		22%

Component C : Gender Sensitization Programmes / Activities

Sl.	Indicator	Sept 2008	March 2009
1	Number of gender awareness training programmes, workshops, film shows organised	14	25
2	Number of participants in above programmes	683	1220

Sl.	Indicator	Sept 2008	March 2009
3	% of women participants in above programmes	33%	46%
4	Ensure gender balance in nominations for training programmes - % of women trainees deputed for domestic trainings	20%	19%
5	Ensure gender balance in nominations for training programmes - % of women trainees deputed for foreign trainings	9%	9%

A brief account of activities of implementation of CAP Gender Mainstreaming Strategy is presented below:

- Capacity Development
 - Coaching activities for women coachees.
 - Gender segregated data for ministries collected.
 - Capacity Assessment of Women Principal Coachees.
- Organisational Gender Sensitivity
 - CAP coaches: Gender Sensitization Workshop for all international / national coaches conducted on November 23, 2008 with support from UNAMA, UNIFEM and UNDP.
 - Series of lectures on gender organized for different ministries on topics like overview of regulatory framework on gender issues in Afghanistan, implementing bodies, basic gender statistics, CAP GMS.
 - Other activities of Component B: Pilot ministry chosen and committee formed for implementing CAP GMS.
- Workshops and training programmes.
 - Women coachees part of lecture series.
 - Selection of women staff from CDS for Training programme to India.
 - Efforts towards formalizing training for women candidates on a regular basis through an institutional mechanism.
- Building Synergies with other gender units
 - Coordination started with Gender Unit of IARCSC and GTZ.

II. Project implementation challenges

Updated project risks and actions

Improper understanding of coaching method for capacity development

The inability of the Ministries to fully understand the coaching process and time taken to develop sustainable capacity in counterparts continued to be a risk for the project. The project continued its efforts to sensitise the Ministries about project outcomes and processes, secure agreement to their roles and responsibilities and allocated more time and effort in sensitising the partner ministries / agencies.

The orientation of both the international and national coaches also proved effective as they themselves took initiatives to explain to the ministries on a continued basis the approach of the project to capacity development and its long term sustainability. As a result, the ministries did assign appropriate counterparts to work with the coaches. However, the lack of political will within the ministries to utilize the coaching services, despite the project continuously making the ministries aware of the appropriate use of the coaching services of the project, remained a risk and needed continued efforts by the project.

Updated project issues and actions

Coordination of project activities at sub-national level

CAP project has over the last year initiated a closer collaboration with other UNDP projects and the synergies and complementarities of the three UNDP projects namely CAP, ASGP and Civil Service Leadership Development (CSLD) will particularly support the GoA at the sub-national level. The synergies between the three projects play an important role in UNDP's support to IARCSC in its PAR programme. However, there are other larger programmes of other donors supporting IARCSC in its PAR programme and coordination with them to avoid duplication in assistance by several donors is an issue that requires considerable effort to ensure that set backs and stagnation are not witnessed in implementation of CAP's strategies and approach.

Providing logistics support to CAP international and national coaches at sub-national level has also been an issue for the project, in particular because of the unfavorable security conditions.

Lack of priority accorded to CAP project in ministries / agencies

While the successes of the project and its implementation methodologies were acclaimed by all, the inability of the project to respond to ad hoc requests for institutional development support as well as support for other conventional modes of training was seen as a disincentive for the ministry/agency to accord CAP its due priority as compared to other larger donor programmes, which had resources to respond to such requests.

Resource constraint

The project faced resource constraint towards the end of the year 2008 because of withdrawal of 2/5th of its committed funds for the project by CIDA on account of reprioritization of their development support to Afghanistan. The project activities have now been scaled down. Alternative sources are to be mobilized to continue the project until the launch of phase-II.

III. Financial status and utilization

Financial status

Table 1: Contribution overview [01-01-2007 – 30-06-2009]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core	2,291,214	2,291,214	-
Govt of India	2,160,000	2,160,000	-
Canada/CIDA	2,907,058	2,907,058	-
Democratic Governance Thematic Trust Fund (DGTTF)	100,000	100,000	-
TCDC	487,200	487,200	-
TOTAL	7,945,472	7,945,472	-

Financial utilization

Table 2: Quarterly expenditure by activity [1 January 2009 – 31 March 2009]

Activity	BUDGET [2009]	QUARTERLY EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1: [Operationalise CDFA Support to GOA]	1,118,481	383,625	734,856	34%
Activity 2: [Establishment and Support to CDFA Secretariat]	50,000	89,676	(39,676)	179%
Activity 3: [Project Support Cost]	290,193	31,827	258,366	11%
UNDP GMS (0% for UNDP, 5% for GOI, 7% for CIDA)	52,717	-	52,717	0%
Total	1,511,391	505,128	1,006,263	33%

Table 3: Quarterly expenditure by donor [1 January 2009 – 31 March 2009]

DONORS	ACTIVITY (as per approved budget)	2009 BUDGET	Q1 EXPENDITURES '01/01/09-31/03/09	BALANCE as of 31/03/09	DELIVERY RATE (%)
UNDP Core	Activity 1: [Operationalise CDFA Support to GOA]	215,000	101,677	113,323	39%
	Activity 2: [Establishment and Support to CDFA Secretariat]	50,000	61,390	(11,390)	
	Activity 3: [Project Support Cost]	235,000	31,827	203,173	
	GMS (0%)	-	-	-	
Subtotal [UNDP]		500,000	194,894	305,106	
Govt of India	Activity 1: [Operationalise CDFA Support to GOA]	538,797	172,256	366,541	28%
	Activity 2: [Establishment and Support to CDFA Secretariat]	-	-	-	
	Activity 3: [Project Support Cost]	55,193	-	55,193	
	GMS (5%)	31,263	-	31,263	
Subtotal [GOI]		625,253	172,256	452,997	
Canada CIDA	Activity 1: [Operationalise CDFA Support to GOA]	364,684	109,692	254,992	36%
	Activity 2: [Establishment and Support to CDFA Secretariat]		28,286	(28,286)	
	Activity 3: [Project Support Cost]			-	
	GMS (7%)	21,454		21,454	
Subtotal [CIDA]		386,138	137,978	248,160	
TOTAL		1,511,391	505,128	1,006,263	33%

Annexes

ANNEX-I	Results and Resources Framework
ANNEX-II	Coaching and Advisory services provided to Ministries / Agencies
ANNEX-III	Capacity Assessment of Principal Coachees
ANNEX-IV	Status of Implementation of Coaching Tools & Instruments
ANNEX-VI	CAP Project Impact Assessment Report 2009

Results and Resources Framework

UNDAF Outcome : Governance, Rule of Law and Human Rights – Outcome 2: By 2008, an effective more accountable and more representative public administration is established at the national and sub-national levels, with improved delivery of services in an equitable, efficient and effective manner
Intended Outcome as stated in the Country Programme Results Framework: The democratic state and government institutions strengthened at national and sub-national levels to govern and ensure the delivery of quality public services including security with special attention to marginalised groups.
Applicable MYFF Service Line: MYFF Goal on Fostering Democratic Governance and MYFF Service Line 2.7 (Public administration reform)
Intended CPAP Output: Public sector capacity strengthened through the development of civil service at the central and sub-national levels, the establishment of accountability mechanisms and the enhancement of information management for better service delivery.
<p>CPAP Output indicator(s), baseline and benchmark:</p> <p>Indicator 2.1: Percentage of aid flow channelled and disbursement tracked through Donor Assistance Database. Target 2008: 80% tracked through Donor Assistance Database.</p> <p>Indicator 2.2: Number of selected civil servants trained within the new Civil Service Training Strategy Target 2008: 75% of senior/middle level civil servants trained.</p> <p>Indicator 2.3: Number of key government institutions restructured per PRR design Target 2008: 50% of key government institutions and line ministries. Common competency training delivered to 4000 central and 6000 provincial and district officials.</p> <p>Indicator 2.4: E-governance policy developed Target: E-governance policy developed and endorsed and pilot E-government projects implemented.</p> <p>Indicator 2.5: An integrated, transparent and participatory national budget strategy and mechanisms developed Target 2008: 50% of bilateral/multilateral funds through the national budget Target 2008: allocation of funds decided on a needs basis to replace historical allocation.</p> <p>Baseline: Average disbursement level between 25% to 30%</p>
Project title and ID: 00052210

Project Outputs	Performance Indicators (baseline; benchmark)	Indicative Activities	Responsible Parties	Inputs
Output 1. Capacities for better implementation of policy and institutional reforms developed of select civil servants at central and provincial level for improved service delivery.	<p>Indicator:</p> <ul style="list-style-type: none"> # of CAP applications received from GoA & Provinces (0; 30) # CAP contractors approved by the Executive Committee (0; 60) % of female CAP contractors (0; 30) # satisfied clients (0; 30) # personnel built up in core functions (0; 1200) % of female personnel built up (0; 15) Orientation programme established 	<ol style="list-style-type: none"> 1.1 Promotion of CAP with select Line Ministries and provinces 1.2 Development and implementation of outreach program 1.3 Identification of needs for coaching and advisory services 1.4 Receipt of CVs and shortlisting of candidates 1.5 Bids for orientation programme to be invited and evaluated and services contracted out 1.6 Development of orientation material 1.7 Delivery of orientation training 1.8 Selection and placement of international coaches 1.9 Identification of potential local afghan coaches 1.10 Placement of local Afghan coaches 1.11 Coaching and advisory services being provided 1.12 Performance assessment and feedback by line agencies and the secretariat 	IARCSC, UNDP	<p>Resources for hiring coaches and advisors</p> <p>Resources for coaching methodology</p> <p>International TA</p> <p>Technical equipment for coaches and advisors</p> <p>Travel costs</p>
Output 2. Institutional competence of joint Capacity Development Secretariat developed.	<ul style="list-style-type: none"> CD Secretariat staffed (8; 20) CD Secretariat fully operational and providing efficient services CD Secretariat produced HR manuals and other required policy and procedural documents PAR Steering Committee and Executive Committee providing direction to CAP under CDS. All procedures and manuals for hiring, performance management harmonised for CAP along with other CDS programmes 	<ol style="list-style-type: none"> 2.1 Identification and deployment of short term international TA 2.2 Identification of short and long term local TA needs 2.3 Deployment of local TA 2.4 Identification of secretariat capacity gaps 2.5 Design of secretariat capacity development programme 2.6 Training of secretariat staff 2.7 Identification of fellowship programs 2.8 Fellowships for potential Afghan coaches 2.9 Procurement of equipment 	IARCSC, UNDP	<p>Staff costs: International CAP Coordinator, Secretariat, International Chief Technical Adviser and required secretariat staff</p> <p>Equipment and furniture for staff/TA</p> <p>International/national consultants</p> <p>Finances for organizing training programmes</p> <p>Exposure visits to good practices</p> <p>DSA & Travel</p>

Coaching and Advisory Services provided to Ministries / Agencies

Coaching and Advisory services were provided to ministries / line agencies during the reporting period. A summary of the results / outputs / activities undertaken in the partner ministries / line agencies up to the end of the reporting period is presented below:

Ministry / Agency	Results / Outputs / Activities
Central Statistical Organisation (CSO)	<ul style="list-style-type: none"> • Coaching was provided to principal coachees in the basic statistics i.e. measures of dispersion (range, mean deviation, variance, standard deviation etc.). • In response to the extremely weak numerical capabilities of employees in CSO, especially at lower levels, a new course was designed on the Mental Mathematics. The course continued for about 15 days on a continuous basis and was given to about 30 coachees with the objectives of (a) improving the numerical calculation skills of the staff of CSO without need of calculators/computers, (b) helping them in developing their abstract thinking abilities, and (c) building their confidence in data management activities. The course was appreciated a lot and a test was taken at the end of the course to assess how much learning took place. • The work of developing a strategic capacity building plan for the CSO, keeping in mind its role of creating, managing and maintaining the Statistical System of the country was taken up. • A Paper was written on the "Role of Central Statistical Organization in the Monitoring and Evaluation of the Afghanistan National Development Strategy" and presented to the Head of CSO. The Paper contains a complete Action Plan as how to prepare the CSO and sensitize the external environment about the role of CSO and what strategic initiatives is to be taken at the CSO level. • The CSO is preparing an Annual Bulletin for the National Accounts. The persons working on the Bulletin were facilitated to improve the content and presentation of the Bulletin.
IARCSC	<ul style="list-style-type: none"> • Coaching of the counterpart HR team of Administrative Reform Secretariat of IARCSC in the area of Recruitment and Selection of Civil Servants, Induction and Placement of new employees, and Performance Appraisal. Advice and assistance were provided in drafting the detailed guidelines for objective and timely performance evaluation of all the employees of the Commission. • Advice and assistance were provided to the DG Administrative Reform Secretariat in preparation of the objective criteria for grant of super-scale pay to the different categories of the employees. • To strengthen the manpower planning of the IARCSC, a format for Human Resource Planning of the Commission was devised in consultation with the DG, Administrative Reform Secretariat. • The Training Manager of HR Directorate has been coached and assisted so as to develop a comprehensive database on training profile of all the employees of the IARCSC. • Coaching was provided to the existing Finance Staff of CDS on General Administration and Financial Management which enhanced the capacity of the staff in these areas. • Coaching sessions were conducted for new Finance staff on Budgeting. • Advice and assistance was provided on the contractual issues related to financial management of the consultant's contract for implementation of MCP programme. • Advice and assistance was provided to Finance Staff of CDS in introducing process improvements so as to expedite payment procedures. • A detailed annual Action Plan for the Finance Section of CDS was prepared. It enumerated the tasks and responsibilities of the section, the staffing required for meeting such tasks and responsibilities, the roles and responsibilities that should be assigned to such required staff and an action plan for the Finance Section and corresponding work plan. • Assistance was provided to Finance Staff of CDS in continual and smooth

Ministry / Agency	Results / Outputs / Activities
	<p>implementation of an automated document tracking system for the purpose of follow up of documents submitted to IARCSC and Ministry of Finance. The tracking sheet was made available to senior management in CDS via shared server space.</p> <ul style="list-style-type: none"> • Assistance was provided to the Finance and IT division of CDS in preparing the TOR for comprehensive computerization of various functions of CDS for the purpose of program management of MCP. • Videography of coaching sessions for project promotion CD was coordinated in IARCSC, DOPT-MoTCA, MoCIT; CDS & CAP project office. Designing, editing and copying of the final CD on coaching, was completed. • Coaching was provided to CAP staff in Gender Regulatory framework in Afghanistan.
Ministry of Communication	<ul style="list-style-type: none"> • Coachees of the ministry were given inputs on the field of Code of conduct and on the Civil Servants law. • Human Resource Management coaching was started in this quarter for the staff of the H R department. • Coaching workshop on planning process and project formulation was conducted in February 2009 for three days. About 33 officials benefited from the workshop. • Coaching workshop on gender mainstreaming was organized. About 34 officials including 19 women participated in the workshop. • A detailed exercise has been started about the review of TORs of all positions in the Planning Department, so that redundant work form TORs can be removed and new additional duties can be added as per the job performed by the officials. • The principal coachees were given inputs on office management, and "how to write Email" was started with hands on exercise by individual coachees.
Ministry of Energy & Water	<ul style="list-style-type: none"> • Coaching was provided on basic concepts of hydro power development covering calculation of estimated power rating and energy generation from the proposed site in terms of available head and water quantity; measurement of head and mean discharge of water from the proposed site; importance of flow duration curve and annual hydrograph; calculation of design flow and expected capacity factor etc. • Coaching was provided about basic concepts of technical and economic feasibility studies carried out for hydro power development. Concepts of pre-feasibility and feasibility study, detailed project report, important issues considered while selecting a site for a hydro power plant, main elements of a small hydro power plant and criteria for selection of a layout of a hydro power scheme at a given site, etc. were introduced. • Coaching was provided about basic concepts of surge impedance and use of this concept in transmission line loading and reactive power compensation calculations. • Coaching was provided about basic concepts of symmetrical components and significance of positive, negative and zero sequence components in the perfectly balanced and un-balanced power system operation and in the phase to ground fault conditions. • Coaching was provided to the officials of the Ministry on various aspects of Afghanistan Procurement Rules and Regulations. • Coaching was provided to the Ministry staff in, Afghanistan Financial Management Information System (AFMIS); Functions of AFMIS; Access to AFMIS; Elements of AFMIS-Budget/Allotment; Payments from Core Budgets; Special Disbursement; Advances Monitoring; Recurrent Expenditures. Revenue processing. Bank Reconciliations; Debt Management; Payroll; Reporting by the Treasury; etc. • Coaching was provided to the officials of the Ministry on various aspects of the Accounting Manual.
Ministry of Finance (Department of Customs and Procurement Policy)	<ul style="list-style-type: none"> • In order to enhance Customs revenue collection, a country-wide plan for Revenue Mobilization Campaign was conceived with all round enforcement activities in the Department, including increased checks by Audit and Mobile

Ministry / Agency	Results / Outputs / Activities
Unit)	<p>Verification Teams.</p> <ul style="list-style-type: none"> • Many coaching sessions were conducted covering all the Audit officers in the ACD Head Quarter, Kabul Custom House and Kabul Airport to help them in carrying out enhanced scrutiny. • Coaching was provided to Head Quarter Enforcement staff about their responsibilities in the revised set up of Enforcement Structure in the country and guidance was provided to them in investigating some of the important cases. The officers were specifically coached in intelligence gathering, reporting, dossier maintenance, profiling and investigation techniques. • Setting up a Risk Management Unit (RMU) in the Customs Department was proposed and Terms of Reference for the unit was prepared. • Advisory services were provided to senior officials of the Department on various issues concerning reforms, data management and gender mainstreaming etc. • The complete process of amendments to the Procurement Law, 2008 was facilitated. • The preparation and finalization of action points for Rules Of Procedure, Standard Bidding Documents, Procurement Manual and Policy circulars was facilitated post amendment of the Procurement Law after detailed discussions with the Procurement Policy Unit (PPU) officials and World Bank and finalization of action plan for completion of the legislative framework was facilitated. • The preparation of draft Rules of Procedure aligned to the amended Procurement Law, 2008 was facilitated. • The Reporting, Monitoring and Evaluation systems for Procurement Controllers was coached for implementation and comprehensive coaching was imparted on the use of the formats designed for the same. • The finalization and issue of circular on referring of high value procurements by Line Ministries / Procuring Entities to Afghanistan Reconstruction and Development Services (ARDS) was coached and facilitated. • The proposal for selection and placement of Procurement Capacity Building Officers (PCBOs) for the Line Ministries, their TOR/Job Description and finalization of communication to the Line Ministries on the subject was facilitated • The proposal for MOU between MOF and IARCSC for creation of permanent facility for capacity building in procurement in the Civil Service Institute was updated and freshly followed up with IARCSC. • The preparation of draft circular on Procurement Capacity Certification of Line Ministries/Procuring Entities, indicating the process and methodologies was facilitated. • The process of capacity building efforts for procurement function was facilitated through establishing system of data base of trainees from procuring entities and updating thereof, standardization and updating of training materials and monitoring of training plans and programs. • The finalization of organization structure and TORs for procurement organization of selected ministries for institutional development was facilitated.
Ministry of Higher Education (MoHE)	<ul style="list-style-type: none"> • Assistance was provided in preparation of Strategic Plan of the Ministry. • Assistance was provided for preparation of notes for the UNESCO conference in New Delhi for the Ministry. • Assisted for arrangements to be made for the proposed SAARC conference to be held in June, 2009 at Kabul. • Coaching was provided on formulation of project proposals, project evaluation, mock interviews, etc. • Assistance was provided to the Ministry on the proposed South Asian University.
Ministry of Haj and Religious Affairs	<ul style="list-style-type: none"> • Team comprising of five officials, were coached on following procurement topics: Bid evaluation – technical & financial; Consideration of cost & quality. • Policy & Plan team comprising of five officials, were coached on: SWOT analysis & PEST analysis; planning process, and project formulation. • A three days annual seminar was organized on February 21-23, 2009 for

Ministry / Agency	Results / Outputs / Activities
	<p>capacity development of all the provincial directors and managers. It was actively participated by all concerned. They were coached on general management, planning, reporting & monitoring, agenda of meetings, minutes of meetings etc.</p> <ul style="list-style-type: none"> • A group of 24 managers were coached on following topics: management functions, Afghan Civil Servant's Law, office management.
Ministry of Information & Culture	<ul style="list-style-type: none"> • Regular coaching sessions were held on project planning and project appraisal for the coachees from the Planning Directorate. Special focus was given on how to prepare project proposal, building log-frame sheet and how to carry financial cost – benefit analysis of a project. • Coaching of the official from the General Services, and Finance Division with specific focus Procurement Law of Afghanistan and related Rules of Procedure for Public Procurement continued during the quarter. • Advice and assistance was provided to Planning Directorate in finalising bid documents and in processing tenders relating to works and services. • Power point presentation on PRR process was made to heads of Finance, HR and General Services in order to create awareness. • Assistance was provided for streamlining and rationalising the file processing and disposal of receipts by the General section and Finance division of the Ministry. • Special one hour coaching session was held daily for the benefit of coachees from Bhaktar Information Agency (BIA). The focus was mainly on drafting, noting, letter writing, news editing and language skills to help translation. • In Deputy Ministry for Youth Affairs (DMYA), various class room training and coaching sessions were organized with the coachees on subjects such as leadership, conflict resolution, peace building, project management cycle, proposal writing, business communications and benefits of public-private-partnership including designing, writing and signing of MoUs with private partners. • The coaching has produced best impact, and Deputy Ministry was able to sign MoUs with one of the most reputed NGO "ACTED" working in Afghanistan for Faryab Youth Development Project funded by Norway Embassy. MoUs were signed with Bakhtar Institute of Higher Education and Karwan Institute of Higher Education for free scholarships for deserving youths in these institutes. With the signing of MoUs around 600 youths will get free scholarship in the field of engineering, computer sciences, political science and economics. The selection of 600 youths were made through written examinations and coaching and training session were organized for conduct of examination, setting of papers, evaluation of papers, preparation of final list of selected students etc. • Coaching sessions were organized for coachees so that they are able to design and develop proposals for resource mobilization. The small grant proposals were developed by coachees and submitted to donors. Canadian Embassy approved a proposal of 40,000 USD for creating awareness among youths through Radio and Television of Afghanistan. Many proposals have been developed are in the pipeline and expected to be approved by the Donors. • Gender Mainstreaming in the Deputy Ministry of Youth Affairs was taken as an activity to sensitize the Deputy Ministry on gender issues.
Ministry of Justice	<ul style="list-style-type: none"> • Coaching Sessions for Principal coachees were organized focused on the following: office management, preparation and analysis of job description, to conduct the training sessions and workshops, generate and maintain database, optimum use of IT tools in office, analyzing the project document, organisation culture and climate. • Coaching Workshops were organized on the theme 'Organisational Process' covering the following topics: organisational culture and climate, dimensions of organisation structure, forms of structural design, etc. • Assistance was provided to the occasional coachees in the Public Administration Reform Group of MoJ and in the project unit for implementation of National Justice Sector Strategy.
Ministry of Labour and Social Affairs	<ul style="list-style-type: none"> • Capacity building in Public Financial Management: The first set of coachees, who were at a more basic level, were coached in the components of PFM,

Ministry / Agency	Results / Outputs / Activities
	<p>Public Finance & Expenditure Management Law, Cash Management, Line-item and Program Budgets, different building blocks of Program budgets viz. overall strategy, programs, sub-programs and projects/activities. They were also trained in basic mathematics and MS- Word. The other set of coachees, who were at a more advanced level, were coached in issues like Surplus and Deficit budgets, Public debt, basics of Monetary and Fiscal policy, Policy Development, etc.</p> <ul style="list-style-type: none"> • Establishing a new Pension System: Assistance was provided to ministry officials in answering various queries raised by the Ministry of Justice on the new Pension Regulation prepared by the ministry. Further, once the Pension Reforms Project received 'in-principle' approval from the Ministry of Finance, assistance was provided to prepare the 'Project Preparation Facility' documents for the project. • Designing Development Projects: The coachees were given further training in preparing project proposals. Assistance was provided in preparing two project proposals viz. 'Funding for Employment Service Center in Kandahar' and 'Proposal for Vocational Education Training in Kandahar'. • Workshops were conducted on various topics of Project Proposal and Project Management like SWOT analysis and Logframe Analysis to the Principal and Occasional Coachees of Grant Management Unit, Planning Department and Publication department of the Ministry. • Technical inputs were provided in preparing comments on the new project proposals, presentations, preparing clarifications to the comments received from the donors and in implementation of the projects and in their day to day working problems. • Assistance was provided to the Ministry in preparation and finalization of project proposals for Martyrs and Disability Division on (i) Livelihood programs like fishing, bee-keeping, orchards raising, farming activities, small business ventures, (ii) educational development programs, (iii) subsidy related programs. • Assistance was provided in the preparation and finalization of the Orphanage project in Samangan Province. • Assistance was provided in the preparation and finalization of welfare project on rehabilitation of old age persons, orphans and vocational training programmes in the three provinces of Khost, Nimroz and Helmand. • Coaching was provided on HR management to the Grant Management Unit on the aspects of 'Promotion policies' and 'Technical Competencies'. • A scheme for rehabilitation of Women Beggars in Kabul was formulated. • Samnagan province's orphanages project was developed. • Workshops and daily coaching sessions were conducted on various aspects of report writing, office management, computer skills, english for officials of the Social Protection Department
Ministry of Repatriation and Refugee Affairs	<ul style="list-style-type: none"> • A proposal for setting up a Grant Management Unit (GMU) was prepared. The proposal was approved in the Ministry and submitted to MoF. • Assistance was provided to the Ministry in preparation of a concept note on plan of action that may be undertaken to assist potential deportees. The concept note delineates measures that may be undertaken to ameliorate the immediate and short-term hardship of the deportees and provide them avenues for income generation. • Assistance was provided to the Publication Division of the Ministry in developing the website of the Ministry. • Assistance was provided to improve the reporting system in the Settlement Division.
Ministry of Transport	<ul style="list-style-type: none"> • Assistance was provided to the Ministry in preparation of comprehensive tender document for maintenance of airport terminal, runway and runway lighting. • Assistance was provided to the Ministry in scrutinizing MoU proposal of UAE for providing security at the KIA. Feedback has been sent to UAE to broaden the scope of the MoU to ensure that KIA is made ICAO annexure 17 compliant. • Assistance was provided to the Ministry in preparation of alternative proposal

Ministry / Agency	Results / Outputs / Activities
	<p>for strengthening security at KIA. A proposal for creation of dedicated aviation security force under Afghan national security force has been developed to make KIA ICAO annexure 17 compliant.</p> <ul style="list-style-type: none"> • Assistance was provided to the Ministry in preparation of documents for extension of ADB project for rehabilitation of the regional airports. Assistance was also provided in preparation of economic analysis report for the project. • Assistance was provided to the Ministry in negotiation and finalization of terms and condition for starting training of technical personnel in CACT, Allahabad, India. • Capacity development of lower level officers of Ministry - during the quarter 7 sessions was conducted on effective business communication skills. The national Coach is encouraged to take up the coaching work independently to a large extent. • Capacity development of senior management of the Ministry- there is limited capacity of Civil servant in the Ministry. They are not exposed to the modern management concepts. 9 classes were organized during the quarter covering the topics such as role of different forms of organizational structure in achieving organizational effectiveness, role and importance of Human Resource Management, strategic human resource management and man power planning. • Capacity development of female employees of the Ministry- Gender mainstreaming is one of the goals of the CAP project. Dedicated coaching sessions for women employees are being conducted under the project. They are being exposed to the basic concepts of management and communications. More than 16 classes of the women coachees were held during the quarter. • Analysis of the manpower and work of different units of the Directorate General of Private Sector Transport was undertaken and modality of Restructuring and Manpower Planning for the Directorate was discussed. • SWOT analysis of the Directorate was carried out to examine the overall Strength, Weaknesses, Opportunities and Threats of the Directorate. • A workshop of the Middle level officers of the Directorate was organized at the from 17th to 25th January 2009 covering the following themes: Functions of a Manager; Strategic Human Resource Management and Planning; Recruitment & Selection, Training & Development; Employees Performance Appraisal; Change Management; Leadership; Communication skills for effective H R Management; Team Building; Decision Making; Delegation of Power; Motivational techniques and HRM; and Gender Issues. • Coaching was provided covering the following topics: Principles of Management; Basic concepts of management; SMART Goal setting; Planning: Significance and purpose of planning; Types of planning; Strategic planning; Operational planning; Preparing Action Plan; Leadership; Distinction between leadership and management; Strengths of a leader; Role of a leader and a manager; Styles of leadership; How to lead groups; Essentials of organizing; Basics of English for communication skill and official correspondence; etc.
Ministry of Urban Development	<ul style="list-style-type: none"> • Middle Level Management Coachees were given coaching on various methods of collection of data for conducting survey. • Coaching on HR Management was started exclusively for the 15 officials of HR Department of the Ministry. • Coachees were imparted training on data analysis which includes measures of central tendency, measures of dispersion, pie diagram, histogram, regression analysis, risk management techniques, project appraisal techniques, etc. They were also given coaching on report writing. • A four day workshop on "Organisational Behaviour and Administrative Techniques" was organized for officers of the Ministry of Urban Development from February 22 - 25 2009 covering following topics: change management, leadership, decision making, and delegation of authority, motivational techniques to facilitate change control process and performance management. 55 officers participated in the workshop. • A two day workshop was organised on "Enhancing Communication Skill" for officers of the Ministry of Urban Development from January 4 - 5 2009. Thirty

Ministry / Agency	Results / Outputs / Activities
	officers of the ministry participated in the workshop.

Capacity Assessment of Principal Coachees

Sl. No.	Ministry / Agency	Number of Principal Coachees	Capacity Assessment Score of Principal Coachees						
			Sep 08	Dec 08		Mar 09		Jun 09	
			Baseline	Target	Achvmt	Target	Achvmt	Target	Achvmt
1	ANDMA	6	2.2	2.4	2.8	2.8	2.8	3.4	---
2	CAO	2	---	---	---	---	---	---	---
3	CSO	8	1.1	1.4	1.5	2.1	2.1	2.8	---
4	IARCSC	23	1.6	1.7	1.7	1.8	1.8	2.0	---
5	JCMB	8	---	---	---	---	---	---	---
6	MoA	0	---	---	---	---	---	---	---
7	MoCI	4	---	---	---	---	---	---	---
8	MoCIT	13	1.6	1.9	1.8	2.3	2.2	2.8	---
9	MoEW	16	2.0	2.2	2.2	2.5	2.4	2.9	---
10	MoF	16	2.1	2.5	2.6	2.8	2.8	3.2	---
11	MoHE	14	1.7	1.8	1.8	1.9	1.8	2.0	---
12	MoHRA	7	1.3	1.7	1.4	2.2	1.7	2.7	---
13	MoIC	10	1.6	2.0	2.0	2.3	2.3	2.9	---
14	MoJ	5	1.7	2.0	2.1	2.4	2.5	2.9	---
15	MoLSA	23	1.6	1.8	1.8	2.0	2.0	2.4	---
16	MoRRA	6	2.2	2.2	2.2	2.3	2.3	2.4	---
17	MoTCA	10	1.6	1.7	1.7	2.1	1.9	2.6	---
18	MoUD	14	1.5	2.1	1.9	2.8	2.4	3.6	---
Total		185	1.7	2.0	2.0	2.3	2.2	2.7	---

Status of Implementation of Coaching Tools & Instruments

Sl. No.	Ministry / Agency	Number of Principal Coachees	Status of implementation of Coaching Tools & Instruments												
			Coaching Agreement			Job Analysis Profile		Self Assessment Profile		Master Plan			Coaching Minutes		
			Y	N	NA	Y	N	Y	N	Y	N	NA	Y	N	NA
1	ANDMA	6	5	0	1	5	1	5	1	0	5	1	2	0	4
2	CAO	2	0	2	0	0	2	0	2	0	2	0	0	2	0
3	CSO	8	8	0	0	8	0	8	0	8	0	0	0	5	3
4	IARCSC	23	8	4	11	19	4	19	4	6	7	10	0	5	18
5	JCMB	8	0	7	1	0	8	0	8	0	7	1	0	0	8
6	MoA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	MoCI	4	0	3	1	0	4	0	4	0	3	1	0	2	2
8	MoCIT	13	12	1	0	12	1	12	1	0	13	0	0	9	4
9	MoEW	16	15	1	0	8	8	8	8	8	8	0	0	6	10
10	MoF	16	14	0	2	16	0	16	0	12	2	2	3	0	13
11	MoHE	14	14	0	0	12	2	12	2	3	11	0	9	5	0
12	MoHRA	7	4	0	3	6	1	6	1	4	0	3	0	0	7
13	MoIC	10	10	0	0	10	0	10	0	7	0	3	7	0	3
14	MoJ	5	3	0	2	5	0	5	0	0	3	2	0	0	5
15	MoLSA	23	22	0	1	23	0	21	2	16	4	3	0	5	18
16	MoRRA	6	0	0	6	5	1	5	1	0	0	6	0	0	6
17	MoTCA	10	0	5	5	5	5	5	5	0	5	5	0	1	9
18	MoUD	14	11	0	3	14	0	14	0	0	11	3	0	0	14
Total		185	126	23	36	148	37	146	39	64	81	40	21	40	124

CAP Project Impact Assessment Report 2009



United Nations Development Programme (UNDP), Afghanistan Capacity for Afghan Public Service (CAP) Project

CAP Project Impact Assessment report March 2009

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1. Introduction

1.1. About CAP

Limited capacity is the most fundamental challenge to Afghanistan's development. The Capacity for Afghan Public Service (CAP) project, which is based on the demand from Government of Afghanistan (GOA), focuses on long term capacity development, with a strong emphasis on sourcing expertise from a pool of national and international cadre of experts from the region. In the current design, capacity development is done in the five common function areas, namely Policy & Strategy development, Project Management, Financial Management, Procurement and Human Resource Management.

The primary aim of CAP is capacity **building** and not capacity **replacement**. It has been observed that in post conflict countries including Afghanistan, during times of reconstruction, most activities result into capacity replacement and not capacity building. Often it is seen that most of international support is in terms of Advising and training. However, CAP is unique in its approach in that it focuses on coaching and mentoring as the primary tools, along with the usual ones like advising, training and consulting.

The key hypothesis on which CAP project works is that one of the best and most effective forms of building capacity is by means of a one-to-one relationship between a coach and a coachee. This is because the coach can have a close and flexible relationship with the individual coachee. This enables a learning event to be developed to suit both the learning needs of the coachee and to satisfy operational requirements. Coaching therefore systematically increases the ability and experience of the coachee by giving him or her planned tasks related to the day to day work, coupled with continuous appraisal, advice and counselling by the coach. The project is unique in the sense that it uses "coaching and mentoring" techniques, which unlike traditional classroom training, is an "on-the-job" learning process that enables better retention of learning. Coaching and mentoring proves useful for jobs that require dealing with a wide variety of situations typical of public management and for jobs where guided practice is important.

1.2. Impact Assessment

The project has put in place an impact assessment system, which can be used partly to assess the transfer of skills from the coach to the coachee as a result of the coaching process, and partly to assess the overall impact of the project. The Impact assessment exercise is conducted across the various ministries/agencies in which CAP coaches are carrying out capacity development at any period of time.

2. Results of Impact Assessment 2008

The very first impact assessment was conducted by the CDS in March 2008, towards the end of first year of operation of the project. Data was collected for 46 coachees in 9 ministries following the interview methodology based on a questionnaire. The questionnaire contained questions evaluating the performance of the project on 8 different parameters. The average satisfaction level with the project for the various parameters, as reflected in the results based on analysis of the base data was 74 %. Analysis was also done for each individual parameter.

3. Impact Assessment 2009

The second Impact Assessment exercise was conducted in February 2009, with the same twin goals of assessing skill transfer from coaches to coachees and overall impact of the project.

3.1. Methodology

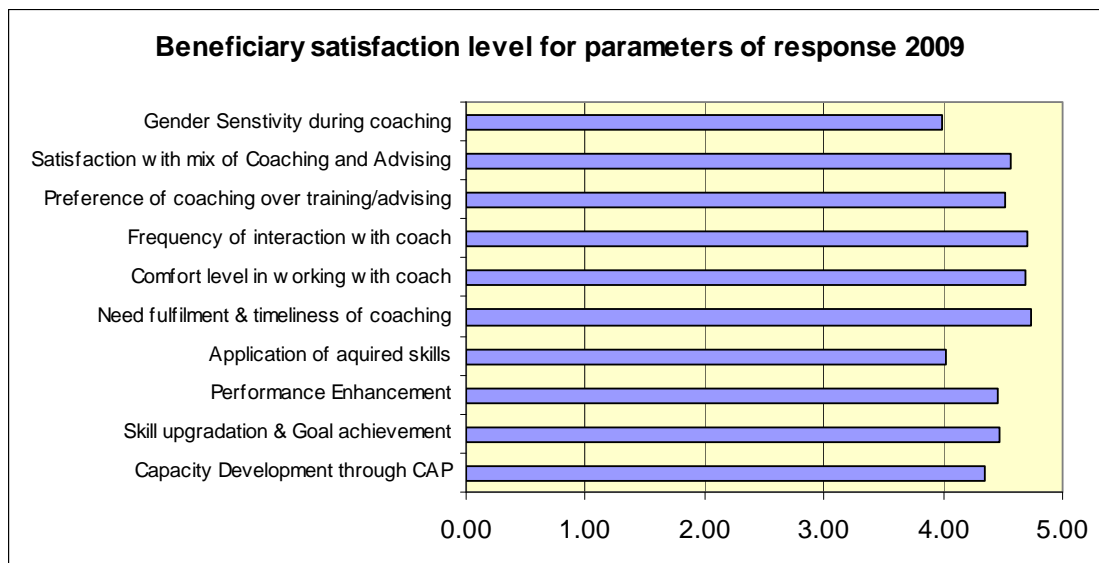
The CDS staff visited the ministries / agencies, interacted with the coachees and interviewed them seeking feedback from them about the performance of the project in their ministry / agency and their level of satisfaction with the project approach, project methodology and project impact.

A brief questionnaire containing 10 questions (Annex-1) was designed to seek response of the coachees about their level of satisfaction for the parameter mentioned in the question. Response to each question was provided by the coachee on a scale of 1 to 5, with 1 meaning poor and 5 indicating high satisfaction level. The different parameters aimed to capture beneficiary satisfaction level on various issues like benefits arising out of coaching; acquisition and application of new skills/knowledge gained as a result of coaching; comfort level and frequency of interacting with CAP coaches; benefit of simultaneous mix of Coaching & Advising and ; gender sensitivity during coaching.

113 coachees in 13 different ministries/agencies were interviewed and the results (Annex-3) were compiled (Annex-2) based on the signed responses of coachees on the questionnaire forms. Of the 113 coachees, 18 were women and 95 men. There were 71 principal coachees and 42 occasional coachees.

3.2. Results

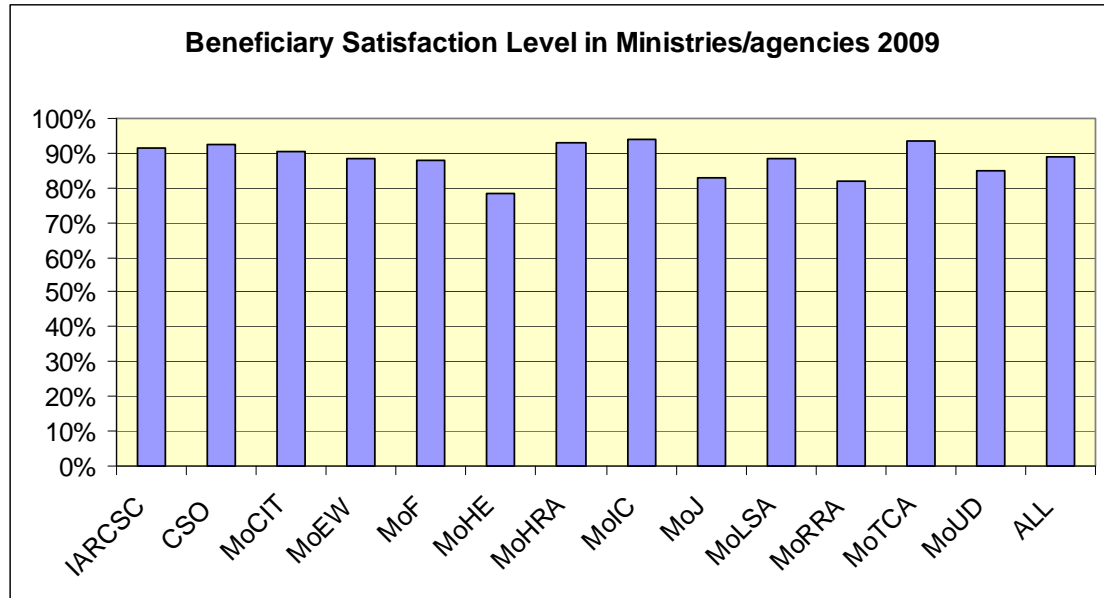
The responses received from the coachees were compiled for data analysis and interpretation about beneficiary satisfaction with the project. The average satisfaction level for each parameter of response is presented below:



A noticeable outcome of the rapid impact assessment was the confirmation of acceptance of coaching as a tool for capacity development (score 4.35). Another result worth mention is the high satisfaction level with the mix of coaching and advising (score 4.58) and high preference for coaching over mere training or advising (score 4.52). Highest average score of 4.73 has been obtained for the parameter which determined whether coaching was needed and whether it was available as and when needed. The impact of coaching on team's performance (score 4.46), application of acquired skills and knowledge (score 4.02) and on personal development (score 4.47) was also reported to be significant. Of the ten parameters, the lowest score of 3.99 was for gender sensitivity during coaching. However this can be understood more in light of the fact that

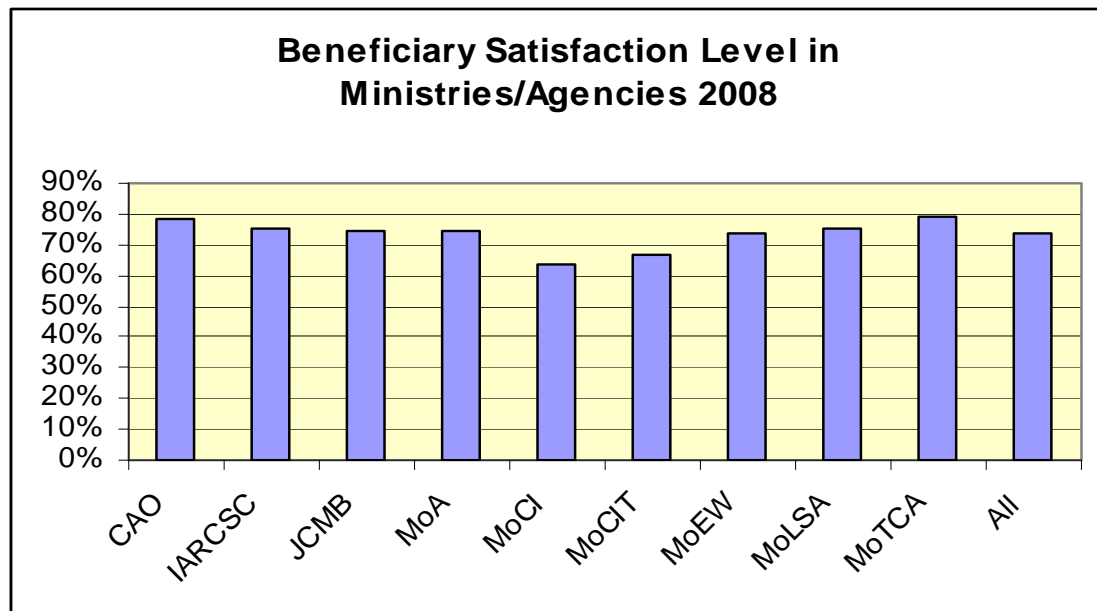
on absolute terms, 3.99 is not very low. Besides, Gender Mainstreaming Strategy of CAP has only been implemented recently and will take time to achieve higher results.

The beneficiary satisfaction level in individual ministry / agency, where the assessment was undertaken is presented below:



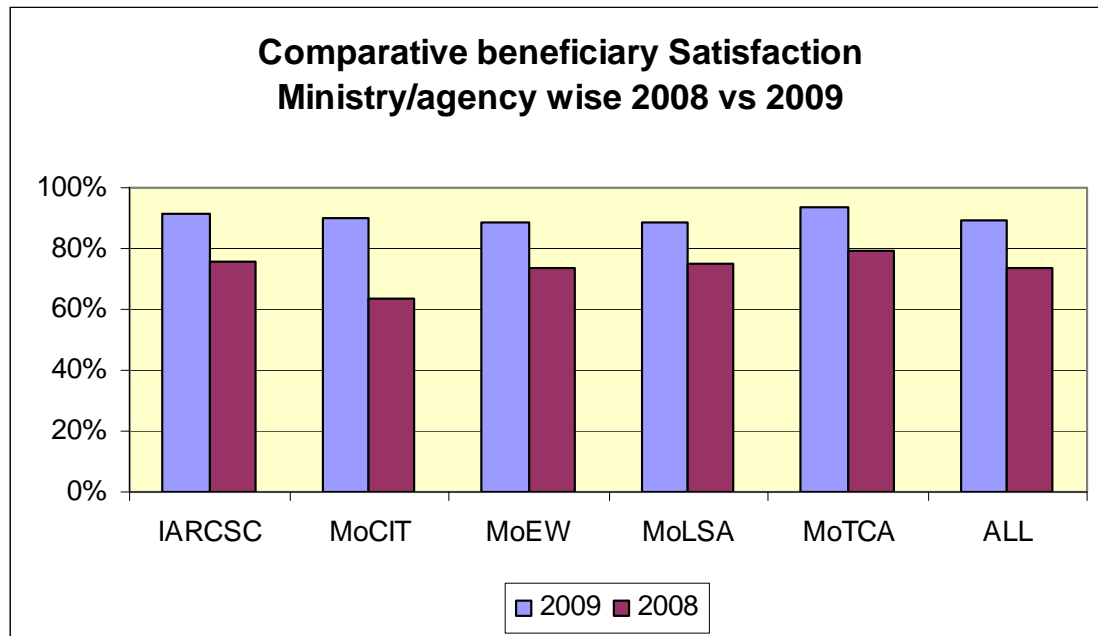
The results from the chart show that satisfaction level in all ministries / agencies ranged between 79 to 94 percent (average 89%).

At this point, it is relevant to mention that the satisfaction levels in the ministries in the Impact Assessment 2008 ranged from 63 to 80 percent (average 74%), as seen from the chart below.



Therefore, the average satisfaction levels in the ministries/agencies are higher in 2009 than 2008.

Further, if we look at individual ministries and compare the results for 2008 and 2009, there is a marked increase in satisfaction levels. A comparative chart for the ministries/agencies common to both 2008 and 2009 exercise is presented below.



This is a direct indicator of the fact that the counterparts/coachees in the ministries are now more familiar with coaching and have reaped substantial and visible benefits in the process in the past two years. The gradual improvement in the score for each parameter from the first to the second year also indicates that coaching is an ongoing and continual process.

4. Conclusion

The results of the Impact Assessment exercise 2009 confirm the hypothesis presented in the beginning of this report that 'coaching and mentoring', unlike traditional classroom training, proves to be a very useful learning tool that enables better retention of learning and thereby better capacity development. This is especially true if the entry level capacity is low which is the case in Afghanistan. Further, when the threshold capacity levels are low, the process needs to continue over a large period of time for the benefits to stabilize and become irreversible. CAP model of building capacity by using a mix of coaching & mentoring as the primary tools and advising, training & consulting as supplementary tools, is therefore optimum for sustainable capacity development in Afghanistan.



Islamic Republic of Afghanistan
 Independent Administrative Reform and Civil Service Commission
 United Nations Development Programme (UNDP)
 Capacity for Afghan Public Service (CAP) Project



Feedback Form for Project Performance in Ministries / Agencies

1.	Name of the Coachee:			
2.	Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female	
3.	Type of the Coachee:	<input type="checkbox"/> Principal Coachee	<input type="checkbox"/> Occasional Coachee	
4.	Designation:			
5.	Ministry / Agency:			
6.	Coach / Adviser Name:			

#	Query	Response				
		1	2	3	4	5
1	How far the CAP Project has been beneficial in developing capacity in your Ministry/Agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent coaching is successful in building your capacity and in: upgrading your knowledge & skills; helping you meet targets & expected results; and in bringing about personal growth?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent coaching is helping you or your team significantly to do a better job now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent you had the opportunity to apply new skills and knowledge in your Ministry/Agency as a result of coaching?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent you receive guidance for your work from the Coach as and when required and are your doubts and questions fully addressed during coaching sessions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	How comfortable are you working with the coach and interacting with him on a regular basis?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Are you satisfied with the frequency/regularity of interaction with the Coach?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	To what extent are you satisfied with coaching (i.e. one to one interaction on a 24/7 basis) as a methodology as compared to training or advising?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Are you satisfied with the simultaneous mix of coaching and advising?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Are gender issues or gender sensitivity taken into account during coaching in your ministry?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Response Levels: (1) poor; (2) somewhat; (3) average; (4) significant; (5) high

Signature of interviewer

Signature of interviewee

Annex-2

Score Table for Project Performance in Ministries / Agencies

Question		Beneficiary Satisfaction Score													
		IARCSC	CSO	MoCIT	MoEW	MoF	MoHE	MoHRA	MoIC	MoJ	MoLSA	MoRRA	MoTCA	MoUD	AVG
Q1	Benefit of CAP in developing capacity	4.33	4.17	4.67	4.25	4.42	4.40	4.71	4.75	3.75	4.28	3.50	4.80	4.50	4.35
Q2	Success of CAP in knowledge and skill upgradation, goal achievement and personal growth	4.33	4.50	4.67	4.50	4.67	4.27	4.57	4.67	3.92	4.28	4.50	4.90	4.33	4.47
Q3	Contribution of coaching in improving performance	4.67	4.33	4.50	4.25	4.58	3.87	4.86	4.58	4.08	4.22	5.00	4.70	4.33	4.46
Q4	Application of acquired (new) skills & knowledge	3.67	4.67	4.33	4.00	3.92	4.13	4.29	4.67	3.08	3.94	3.50	4.00	4.00	4.02
Q5	Need based and timely availability of coaching for problem solving	4.33	4.83	4.67	5.00	4.58	4.47	5.00	4.92	4.50	4.56	5.00	5.00	4.67	4.73
Q6	Comfort level regarding working with coach	5.00	5.00	4.67	4.75	4.58	4.33	4.71	4.83	4.50	4.78	5.00	5.00	3.83	4.69
Q7	Satisfaction with frequency of interaction with coach	5.00	5.00	4.50	4.75	4.58	4.73	4.71	4.83	4.58	4.78	4.50	5.00	4.17	4.70
Q8	Satisfaction and Preference of coaching over training/advising	4.67	4.50	4.83	4.25	4.67	4.47	4.86	4.58	4.08	4.39	4.00	4.90	4.50	4.52
Q9	Satisfaction with mix of Coaching and Advising	4.67	4.50	4.67	4.25	4.50	4.67	5.00	4.67	4.58	4.67	4.00	5.00	4.33	4.58
Q10	Gender Sensitivity during coaching	5.00	4.83	3.67	4.25	3.42	4.60	3.86	4.42	4.42	4.22	2.00	3.40	3.83	3.99
Total (out of 50)		45.67	46.33	45.17	44.25	43.92	43.93	46.57	46.92	41.50	44.11	41.00	46.70	42.50	44.51
Percentage Beneficiary Satisfaction		91%	93%	90%	89%	88%	88%	93%	94%	83%	88%	82%	93%	85%	89%

Annex-3

Data of Response from Beneficiaries

sl	coach	agency	ce_name	ce_gender	ce_designation	ce_type	q01	q02	q03	q04	q05	q06	q07	q08	q09	q10	Total	%
1	BN	MoCIT	Nadia Hashimi	Female	Registration Officer	Principal	5	5	5	4	5	4	5	5	4	4	46	92%
2	BN	MoCIT	Wafa Nigannad Muslih	Male	Capacity Development Program Of	Principal	4	5	4	5	4	5	4	5	5	4	45	90%
3	BN	MoCIT	Shah Mohammad Ibrahim	Male	Journal Manager	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
4	BN	MoCIT	Khyber Afsarzai	Male	Administration Officer	Principal	5	5	5	5	5	5	5	5	5	1	46	92%
5	BN	MoCIT	Najeebullah Najeeb	Male	General Manager Procurement	Principal	4	3	3	2	4	4	3	4	4	5	36	72%
6	BN	MoCIT	Saqi	Female	Map Department Manager	Principal	5	5	5	5	5	5	5	5	5	3	48	96%
7	SSG	MoF	Shamsuddin Ghyasi	Female	Procurement Policy Analyst	Principal	4	5	5	5	5	5	5	5	4	4	47	94%
8	SSG	MoF	Ahmad Suhail Tahmas	Male	Procurement Controller	Principal	5	5	4	4	4	5	4	5	4	4	44	88%
9	SSG	MoF	Zulmai Ahmadi	Male	Coordinator, Procurement Controlle	Occasional	5	4	5	5	5	5	4	5	5	5	48	96%
10	VPS	IARCSC	Rahila Stanekzai	Female	Attendance Manager	Principal	5	4	4	3	4	5	5	4	4	5	43	86%
11	VPS	IARCSC	Farid Ahmad Rawan	Male	Performance Evaluation Manager	Principal	4	5	5	3	5	5	5	5	5	5	47	94%
12	VPS	IARCSC	Amrullah Oryakhil	Male	Recruitment Manager	Principal	4	4	5	5	4	5	5	5	5	5	47	94%
13	AKG	CSO	Farida Omarzada	Female	Field Operations Officer	Principal	4	4	5	5	5	5	4	4	4	5	46	92%
14	AKG	CSO	Nasratullah Ramzi	Male	Database Assistant	Principal	4	4	4	5	5	5	5	4	4	4	44	88%
15	AKG	CSO	SayedYosuf Hashimi	Male	Database Officer	Principal	4	4	4	4	4	5	5	5	5	5	45	90%
16	AKG	CSO	Sayed Ali Aqa Hashimi	Male	General Manager of Sampling	Principal	5	5	4	5	5	5	5	4	5	5	48	96%
17	AKG	CSO	Masuda Noori	Female	Assistant)Records)	Principal	4	5	4	5	5	5	5	5	4	5	47	94%
18	AKG	CSO	Farahdiba Yosufzai	Female	Sampling Assistant	Principal	4	5	5	4	5	5	5	5	5	5	48	96%
19	GKS	MoTCA	Yaqob Rasooli	Male	Chief Advisor to the Minister	Principal	5	5	5	4	5	5	5	4	5	5	48	96%
20	GKS	MoTCA	Sayed Kabir Zewari	Male	Technical President	Principal	5	5	4	5	5	5	5	5	5	5	49	98%
21	GKS	MoTCA	Eng. Mohd. Asif Aslami	Male	Director of Policy Formulation	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
22	GKS	MoTCA	Abdul Majid Besudwal	Male	Director Evaluation	Occasional	5	5	5	5	5	5	5	5	5	5	50	100%
23	GKS	MoTCA	Shafiq Ahmad Hassan	Male	President Internal Audit	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
24	GKS	MoTCA	Ghulam Abbas	Male	Foreign Relation Officer	Occasional	5	5	5	5	5	5	5	5	5	5	50	100%
25	NM	MoLSA	Nazifa Rahimyar	Female	Social Worker	Occasional	4	5	4	3	5	5	5	5	5	4	45	90%
26	NM	MoLSA	Abdul Jabar	Male	Manager of Social Protection	Occasional	5	4	5	3	4	5	5	5	5	4	45	90%
27	NM	MoLSA	Mohd. Yahya Beghash	Male	Member, CIC	Occasional	4	5	4	4	4	5	5	5	4	5	45	90%
28	NM	MoLSA	Abdul Haque	Male	Manager, CIC	Principal	5	5	5	4	4	5	5	4	5	3	45	90%
29	NM	MoLSA	Mohammad Nawaz	Male	Disaster Management Officer	Occasional	5	4	4	4	5	5	5	5	5	4	46	92%
30	NM	MoLSA	Hafizullah Ameri	Male	Social Worker	Occasional	4	4	4	4	5	5	5	5	5	4	45	90%
31	NM	MoLSA	Mohammad Ashraf	Male	Attendance Manager	Occasional	4	4	4	3	5	5	5	3	5	5	43	86%
32	NM	MoLSA	Yahya Ikhtari	Male	Manager of Publications	Occasional	4	4	4	4	5	5	5	5	5	5	46	92%
33	SMS	MoLSA	Abdul Ghafar Samanti	Male	GM, Plan (Provinces)	Occasional	5	5	5	5	5	5	5	5	5	5	50	100%
34	SMS	MoLSA	Mohd. Rahim Pasani	Male	GM, Plan	Occasional	5	5	4	4	4	4	4	4	4	4	42	84%
35	SMS	MoLSA	Ahmad Javid Khandan	Male	Contract and Financial Managemen	Principal	5	5	5	4	4	5	5	4	5	5	48	96%
36	SMS	MoLSA	Ahmad Javid	Male	GM, Development Porjects	Occasional	5	5	4	4	5	5	5	5	5	5	48	96%
37	SS	MoLSA	Zahidullah Hatem	Male	Plan and Policy Officer, GMU	Principal	3	4	4	5	5	5	5	4	5	3	43	86%
38	SS	MoLSA	Ajmal Jabarkhil	Male	Project Development Officer	Occasional	3	4	4	5	5	5	5	3	3	3	40	80%
39	SS	MoLSA	Maliha Asghar	Female	Member, Budget Ssection	Principal	4	4	4	3	4	4	5	5	5	4	42	84%
40	SS	MoLSA	Said Jawad	Male	Member, Budget Ssection	Principal	4	3	4	5	4	4	4	4	3	4	39	78%

sl	coach	agency	ce_name	ce_gender	ce_designation	ce_type	q01	q02	q03	q04	q05	q06	q07	q08	q09	q10	Total	%
41	SS	MoLSA	Mohammad Salim Mastoor	Male	Project Formulation Manager, GMU	Principal	4	3	4	4	3	4	4	4	5	4	39	78%
42	SS	MoLSA	Nasreen Kohistani	Female	General Manager, Operating Mana	Principal	4	4	4	3	5	5	4	4	5	5	43	86%
43	AC	MoRRA	Marofi Omar Kalim	Male	Head of Reintegration Section	Principal	4	5	5	4	5	5	5	4	3	1	41	82%
44	AC	MoRRA	Abdul Wasi	Male	Head of Foreign Affairs	Principal	3	4	5	3	5	5	4	4	5	3	41	82%
45	KNP	MoTCA	Mohd. Omar Zamani	Male	HR Manager	Principal	4	5	4	1	5	5	5	5	5	1	40	80%
46	KNP	MoTCA	Najibullah Hunarwar	Male	Writings Manager	Principal	4	5	4	2	5	5	5	5	5	1	41	82%
47	KNP	MoTCA	Atiqullah Abdulrahimzai	Male	Secretary of the Head of Transport	Principal	5	5	5	5	5	5	5	5	5	1	46	92%
48	KNP	MoTCA	Ahmad Shah	Male	Member of Plan Department	Principal	5	4	5	3	5	5	5	5	5	1	43	86%
49	JK	MoHE	Osman Ahmad Tarin	Male	Admin/Finance Officer	Principal	5	5	5	5	5	5	5	5	5	4	49	98%
50	JK	MoHE	Nafisa Yawar	Female	Assistant to Chief of Staff	Principal	5	5	4	3	5	5	5	5	5	5	47	94%
51	JK	MoHE	Sayed Abdullah	Male	Assisant, Planning Dept.	Occasional	4	4	3	4	5	4	4	4	4	5	41	82%
52	JK	MoHE	M. Humayoon Omar	Male	Assistant, Examination	Principal	4	5	5	4	4	4	5	5	5	5	46	92%
53	JK	MoHE	Ali Dost Shahab	Male	In Charge of Admin Dept.	Occasional	5	4	5	5	4	5	5	5	5	4	47	94%
54	JK	MoHE	Zarmina Sherzad	Female	Assistant, Foreign Relations	Occasional	4	4	3	5	4	3	5	4	4	5	41	82%
55	JK	MoHE	Mohd. Noor Amin	Male	General Manager, Foreign Relation	Principal	4	3	4	3	4	5	5	4	5	5	42	84%
56	JK	MoHE	S.Shafiqullah Halim	Male	Member, Planning Dept.	Principal	3	2	3	2	3	3	3	4	5	5	33	66%
57	JK	MoHE	Ahmad Syar	Male	Assistant, Foreign Relations	Occasional	4	4	3	4	4	4	4	3	3	4	37	74%
58	JK	MoHE	Ahmad Jawid Quraeshi	Male	Assistant, Foreign Relations	Principal	4	5	4	4	5	5	5	5	5	5	47	94%
59	JK	MoHE	Eng. Mohd. Younus	Male	Engineer, Planning Dept.	Occasional	4	5	4	5	5	5	5	4	5	3	45	90%
60	JK	MoHE	Ajmal Mohammadi	Male	IT Officer	Principal	5	4	4	4	5	5	5	5	4	5	46	92%
61	JK	MoHE	Nisar Karimzai	Male	Recruitment Manager	Occasional	5	4	3	4	4	3	5	4	5	5	42	84%
62	JK	MoHE	M. Ali Mawlawi	Male	Engineer, Planning Dept.	Occasional	5	5	4	5	5	5	5	5	5	5	49	98%
63	JK	MoHE	Atta Mohd. Samim	Male	Assistant, Foreign Relations	Occasional	5	5	4	5	5	4	5	5	5	4	47	94%
64	ASK	MoHRA	Abdul Khaliq	Male	Procurement Manager	Principal	5	5	5	5	5	4	4	5	5	4	47	94%
65	ASK	MoHRA	Eng. Mohd. Naim	Male	Civil Engineer	Occasional	5	5	5	3	5	5	5	5	5	4	47	94%
66	ASK	MoHRA	Mohd. Rshim Bakshi	Male	IT Manager	Principal	4	3	5	5	5	5	5	5	5	4	46	92%
67	ASK	MoHRA	Mohd. Humayoun	Male	Procurement Manager	Occasional	4	4	5	4	5	4	4	4	5	4	43	86%
68	ASK	MoHRA	Mohd. Hamid	Male	Logistics Manager	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
69	ASK	MoHRA	Shir Mohammad Ibrahim	Male	Director of Massajid	Occasional	5	5	4	4	5	5	5	5	5	2	45	90%
70	ASK	MoHRA	Mohd. Ashraf Awliakhel	Male	General Manager-Services	Principal	5	5	5	4	5	5	5	5	5	4	48	96%
71	SM	MoF	Sayed Abdul Rahman Sayeed	Male	Enforcement & Audit Coordinator	Principal	5	5	5	4	5	5	5	5	5	3	47	94%
72	SM	MoF	Ehsanullah	Male	Member of Audit	Principal	4	5	4	3	5	4	4	5	4	3	41	82%
73	SM	MoF	Atta Mohammad	Male	Audit Officer	Principal	4	4	4	2	4	3	4	4	4	3	36	72%
74	SM	MoF	Mohsin Shah	Male	Audit Manager	Principal	4	5	5	3	5	4	5	5	5	3	44	88%
75	SM	MoF	Ghulam Bahlol	Male	Audit Officer	Occasional	5	5	5	5	4	5	5	5	5	3	47	94%
76	SM	MoF	Safiullah	Male	Audit Officer	Occasional	5	5	5	4	5	5	5	4	4	3	45	90%
77	SM	MoF	Mohd. Atif	Male	Archieve Officer	Occasional	4	5	4	4	5	5	5	4	5	4	45	90%
78	SM	MoF	Shamsuddin	Male	Audit Officer	Occasional	5	5	5	4	4	5	5	5	5	3	46	92%
79	SM	MoF	Abdul Haque Nadimi	Male	Audit Officer	Principal	3	3	4	4	4	4	4	4	4	3	37	74%
80	AM	MoUD	Eng. Ibrahim	Male	Admin and Finance Director	Principal	4	4	5	4	5	5	4	5	5	4	45	90%

sl	coach	agency	ce_name	ce_gender	ce_designation	ce_type	q01	q02	q03	q04	q05	q06	q07	q08	q09	q10	Total	%
81	AM	MoUD	Humayoun Karwand	Male	Civil Engineer	Principal	5	5	4	4	5	4	4	5	4	4	44	88%
82	AM	MoUD	Abdul Raziq Hakimi	Male	Road Engineer	Principal	4	5	4	5	5	4	5	4	5	4	45	90%
83	AM	MoUD	Shabir Ahmad	Male	Chief of Water Supply and Sanitati	Principal	5	4	4	4	5	3	4	4	3	3	39	78%
84	AM	MoUD	Malalai Tahir	Female	Civil Engineer	Principal	5	4	5	3	5	4	5	5	5	3	44	88%
85	AM	MoUD	Habibullah Pathan	Male	GIS Officer	Principal	4	4	4	4	3	3	3	4	4	5	38	76%
86	PC	MoJ	Aqiqullah Aqiq	Male	General Manager	Principal	4	5	4	4	5	5	5	4	5	5	46	92%
87	PC	MoJ	Abdul Samad Maqsoudi	Male	Director	Principal	3	4	4	2	4	5	5	4	3	3	37	74%
88	PC	MoJ	Zuhra Rahimi	Female	Employee	Principal	4	5	5	3	5	5	5	4	5	5	46	92%
89	PC	MoJ	Azam Ahmadi	Female	Computer Operator	Principal	2	3	3	2	4	3	3	2	3	5	30	60%
90	PC	MoJ	Mir Hassan Turabi	Male	Director	Occasional	4	3	4	3	5	5	5	4	5	4	42	84%
91	PC	MoJ	Rabia Rizaiee	Female	General Manager	Occasional	5	5	5	4	5	5	5	5	5	5	49	98%
92	PC	MoJ	Sima Panshar Panjsheri	Female	Admin Manager	Principal	5	4	5	3	5	3	5	5	5	5	45	90%
93	PC	MoJ	Mary Qurbanzada	Female	General Manager	Principal	5	5	5	4	5	5	5	5	5	4	48	96%
94	PC	MoJ	Abdul Walid Karimzai	Male	Director	Principal	5	5	5	4	5	5	5	5	5	5	49	98%
95	PC	MoJ	Mohammad Omar Aryan	Male	HR Training and Development Boa	Principal	2	2	3	3	3	3	3	4	4	3	30	60%
96	PC	MoJ	Mohd. Nazir Askarzyar	Male	Employee	Occasional	4	3	4	3	5	5	5	4	5	4	42	84%
97	PC	MoJ	Ali Reza Mowhidi	Male	Specialist	Occasional	2	3	2	2	3	5	4	3	5	5	34	68%
98	IAK	MoEW	Mohammad Ibrahim Mayar	Male	Electrotechnic Enignner	Principal	4	5	4	4	5	5	5	5	5	5	47	94%
99	IAK	MoEW	Ahmad Shah	Male	Engineer	Principal	4	5	4	3	5	5	5	3	4	5	43	86%
100	IAK	MoEW	Matiullah Jamal	Male	Engineer	Occasional	5	4	4	5	5	5	5	4	4	5	46	92%
101	IAK	MoEW	Habibullah Mashwari	Male	Enginner of Hydrotechnic	Principal	4	4	5	4	5	4	4	5	4	2	41	82%
102	TQM	MoIC	Abdul Wadood Afghan	Male	Director, Legal Support	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
103	TQM	MoIC	Sayed Abdul Wahab	Male	Production Manager	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
104	TQM	MoIC	Ehsanullah Haroni	Male	Protocol Manager	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
105	TQM	MoIC	Farzana Nemat	Female	GM, Office Management	Occasional	5	5	5	5	5	5	5	5	5	5	50	100%
106	TQM	MoIC	Farhad Sahel	Male	Accountant	Occasional	5	5	5	4	5	5	5	5	5	5	49	98%
107	TQM	MoIC	Sayed Ajmal Baha	Male	Director of Relations	Principal	5	5	5	5	5	5	5	5	5	5	50	100%
108	TQM	MoIC	Abdul Hai Abad	Male	Designing Manager	Occasional	5	5	5	5	5	5	5	5	5	5	50	100%
109	TQM	MoIC	Faridoon Rahmati	Male	GM, Program Design	Occasional	5	5	5	4	5	5	5	4	5	5	48	96%
110	GSN	MoIC	Bashir Ahmad Monsif	Male	Head of Development Budget	Principal	4	4	3	4	5	4	4	4	3	5	40	80%
111	GSN	MoIC	Hedayatullah Arbab	Male	M & E Officer	Occasional	4	3	3	5	5	5	5	3	3	1	37	74%
112	GSN	MoIC	Hamidullah Ahadzai	Male	General Head of Planning	Principal	4	4	4	5	4	4	4	4	5	3	41	82%
113	GSN	MoIC	Amanullah Sharifi	Male	Head of Finance	Principal	5	5	5	4	5	5	5	5	5	4	48	96%
							4.39	4.44	4.37	4.03	4.69	4.65	4.72	4.52	4.64	4.1	44.55	89%