



**United Nations Development Programme
Afghanistan**

**National Institution Building Project (NIBP)
01/01/2010 – 31/12/2013**

Quarterly Project Report [April to June, 2010]



[Training of Trainers (ToT) for Capacity Development Advisors (CDAs) from May 8 -10, 2010 at ACSI, Kabul]

| | |
|---------------------------|---|
| Project ID: | 00073380 |
| Duration: | January 2010 – December 2013 |
| Strategic Plan | National Ownership, Capacity Development, South-South |
| Component: | 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 IARCS |

NIBP DONORS



Australia



Canada



India



Italy



South Korea



UNDP

Table of Contents

| | |
|--|----|
| Acronyms | 4 |
| I. Implementation progress | 5 |
| Output 1 | 5 |
| Output 2 | 10 |
| Output 3 | 10 |
| II. Project implementation challenges | 14 |
| Updated project risks and actions | 14 |
| Updated project issues and actions | 14 |
| III. Financial status and utilization | 15 |
| Financial status | 15 |
| Table 1. Total Income and Expenditure | 15 |
| Table 2. Expenditure by Major Outputs (2010) | 16 |
| Table 3. Expenditure by Donors (2010) | 17 |
| Annexes | 18 |
| Annex I: Advisory Services provided to Ministries / Agencies | 18 |

Acronyms

| | |
|--------|--|
| ACSI | Afghanistan Civil Service Institute |
| ACSS | Afghanistan Civil Service Support |
| ANDS | Afghanistan National Development Strategy |
| CA | Capacity Assessment |
| CAP | Capacity for Afghan Public service |
| CD | Capacity Development |
| CDA | Capacity Development Advisor |
| CIDA | Canadian International Development Agency |
| CSMD | Civil Service Management Department |
| CSO | Central Statistical Office |
| CTAP | Civilian Technical Assistance Plan |
| 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 |
| KETN | Kabul Engineering Technical NGO |
| KOICA | Korea International Cooperation Agency |
| LOA | Letter of Agreement |
| MoEc | Ministry of Economy |
| MoF | Ministry of Finance |
| 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 |
| UNDP | United Nations Development Programme |

I. Implementation progress

The National Institution Building Project (NIBP) was launched on January 1, 2010. The reporting period was the second quarter of the project and the activities were devoted primarily towards consolidation of start up activities including planning and mobilisation.

Project resources were applied in accordance with the annual work-plan. Promotional activities for NIBP were continued during the reporting quarter. The ministries / agencies of the government were sensitized about the kind of services provided under NIBP. Resource mobilization efforts of the project resulted in confirmation of support for NIBP from Italy and Canada. A proposal was submitted to Embassy of Turkey seeking support of Government of Turkey for NIBP.

In order to promote twinning between a ministry / agency of the Government of Islamic Republic of Afghanistan (GIRA) and corresponding ministry / agency of a regional government, a generic draft of the Twinning MOU was prepared and promotional activities for the concept of twinning for Capacity Development (CD) was undertaken. Under the 'Joint Technical Cooperation Programme' between Korea International Cooperation Agency (KOICA) and the UNDP, two training programmes were organized during the reporting quarter.

Advisory services were continued from previous quarter in Ministry of Transport and Civil Aviation (MoTCA), Central Statistical Organisation (CSO), Deputy Ministry of Youth Affairs (DMoYA) and General Directorate of Programs' Design and Management (GDPDM) of the Independent Administrative Reform and Civil Service Commission (IARCSC). Capacity Development (CD) plans for MoTCA, CSO, DMoYA, Procurement Policy Unit (PPU) of Ministry of Finance (MOF) and GDPDM of IARCSC were finalized. The CD plan includes a policy portfolio and programmatic portfolio for the ministry / agency. A mission from Regional Centre in Bangkok (RCB) conducted a three day Training of Trainers (ToT) for Capacity Development Advisors (CDAs) from May 8 -10, 2010 at the Afghanistan Civil Service Institute (ACSI).

The project also provided advisory services to GDPDM and supported in preparation of a framework note on "Public Sector CD in Afghanistan". Further, a Letter of Agreement (LOA) was signed between UNDP and IARCSC for implementation of NIBP related to the services to be rendered by IARCSC. The NIBP also commenced the implementation of an internship programme in Uruzgan province with support from AusAID. The objectives of the training is to increase the skills set of the interns, so that they can be employed as civil servants who can assist public administration reform at the sub national level.

A detailed account of activities / outputs / results of the reporting quarter is 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 a view to determine the likely sources of demand for its services; the level of awareness / understanding of the kind of services to be provided; and the adjustments required to its 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.

During the reporting quarter, advisory services continued in Ministry of Transport and Civil Aviation (MoTCA), Central Statistical Organisation (CSO), Deputy Ministry of Youth Affairs (DMoYA) and

GDPDM of the IARCSC. A summary of the results / outputs / activities undertaken in these partner ministries / agencies during the reporting period is presented in Annex-I.

A significant output of the project during the reporting period was completion of preparation of Capacity Development (CD) plans for MoTCA, CSO, DMOYA, PPU of MOF and GDPDM of IARCSC. The CD plans were prepared based upon a comprehensive analysis of organizational structures, functions and CD needs of the ministry / agency. The needs analysis was done at the individual, organizational and institutional level in collaboration with and under the guidance of the respective ministry / agency. Wider consultation with the leadership and the senior management was undertaken to get their views on the CD needs of the organization including gender mainstreaming and workshops were conducted.

The CD plan includes a policy portfolio and programmatic portfolio for the ministry / agency. The institutional and organisational reforms proposed under the CD plan shall be undertaken under overall PAR strategy. Various policy formulation needs and organizational restructuring requirements will be linked with on-going PAR restructuring and reform efforts. Based on the organizational CD needs, the needs at the individual level have been identified. The CD plan is a dynamic document as priorities and challenges of the ministry or agency are likely to change over time. The CD plans were shared with Capacity Development Group (CDG) of the Regional Centre in Bangkok (RCB), which is the regional resource centre for UNDP to provide quality assurance services and to support CD initiatives in the region.

During the reporting quarter, a mission from RCB visited the project and conducted a three day Training of Trainers (ToT) for CDAs from May 8 -10, 2010. The results were a better understanding of UNDP's approach to CD - definitions, concepts, and applications. The CDAs were exposed to what 'mainstreaming' capacity development entails and what Capacity Assessments (CAs) and CA-derived CD strategies are. The ToT introduced the CDAs to the UNDP methodology for carrying out CAs and the CA Tool for Gender Mainstreaming. The CD plan prepared by the project for GDPDM was presented as a case study for application of UNDP CA tool. The project discussed action plan for continued support of RCB. It was agreed that a template will be developed for preparation of CD plans by future CDAs of NIBP.



[Group activity during the Training of Trainers (ToT) for Capacity Development Advisors (CDAs)]

The project supported the RCB mission for UNDP country office on May 11- 12, 2010. A presentation was organized for UNDP Country Office staff on "Capacity Development and Capacity Assessments".

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, the terms and conditions of contract for NIBP Advisors were finalized and communicated to Government of India (GOI) for recruitment of CDAs under the MOU with the GOI.

On conclusion of MOU with GOI, 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, the project got in touch with the Embassy of Turkey in Kabul to seek support from Government of Turkey for the project. A proposal was 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 Embassy of Italy were concluded on a positive note and Italy confirmed its support to NIBP and a contribution of Euro one million for undertaking CD activities in Hirat province. A proposal was prepared in this regard and submitted to Embassy of Italy in Kabul.

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.

A generic draft of the proposed Twinning MOU was prepared and approved. The draft was then proposed to select ministries / agencies of the government and promotional activities for the concept of twinning arrangements for CD was undertaken.

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.

During the reporting period, the following two training programmes were organized.

Training Course 1:

| | |
|--------------------|---|
| Course Title: | Economic Development Strategy for Afghanistan |
| Course Duration: | May 17 – May 31 2010 |
| Course Objectives: | The objective of the programme was to enhance the capacity of senior Afghan civil servants in planning and management of economic development strategy through sharing the successes and failures of Korea's economy development strategy. |
| Course Contents: | The key topics covered in the training course were related to economic development strategy such as the Korean experience in governmental reforms, administration simplification process, rural development models, trade policies and infrastructure development. Contemporary topics like anti corruption reforms |

| | |
|-----------------------------|---|
| | were also taken up. The theory sessions were supplemented by field visits to various institutes / organizations. |
| Training Organisation: | Korea International Cooperation Agency (KOICA) Korea Development Institute (KDI) |
| Outputs / Results achieved: | <p>The main benefit of the training programme was that the participants, many of whom were director / director general level officials (i.e. decision makers) in the government got a good overview of the different elements that together form a sound economic development strategy of a country.</p> <p>In addition to gaining an overall perspective, they also got understanding of individual areas which are important for an economy. In some of the discussions, the participants learnt new subject areas such as international trade agreements, free economic zones, education business clusters etc. The combination of lectures and study visits enhanced the practical understanding of the subjects. For example the session on factors of shared growth and rural development was aptly supplemented by the visit to the Saemaul Ungdong institute which showcases the basic principles used by the Saemaul Ungdong movement which contributed to the rural development in South Korea. Similarly, the field visits to different factories across the country provided opportunities for practical learning. For some, visits to the shop floors or dock yards were a life changing experience.</p> <p>Also of great significance and benefit was the fact of witnessing first hand, South Korea's tryst with development. What made it 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) was a great source of learning.</p> <p>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.</p> |



Experiential learning: Visit of trainees to the Busan Jinhae Free Economic Zone



Home coming: understanding a Korean home and its customs

Training Course 2:

| | |
|------------------|---|
| Course Title: | Sustainable Agricultural Development |
| Course Duration: | May 22 – June 5, 2010 |
| Course | 1. To enhance participants' overall knowledge about national agricultural policy, |

| | |
|-----------------------------|---|
| Objectives: | <p>rural development and present trends in Korea</p> <ol style="list-style-type: none"> 2. To improve the operational capability of Research & Development (R&D) related to sustainable agricultural development 3. To provide modern theories, knowledge and techniques on sustainable agricultural development 4. To share and improve participants skills and knowledge through the study of various field activities |
| Course Contents: | <p>History of Korean Agriculture; Status of Korean Agricultural Research and Extension</p> <p>Technology for sustainable agriculture - Integrated pest management; Organic farming; Plant protection for the sustainable agriculture; Good agricultural practices (GAP) and food security; Seed protection technology and seed industry; Agricultural Inputs (fertilizers and chemicals)</p> <p>Rural Development - Rural development and economic growth; Korean experience of Rural Development (Saemaul Undong); Forest resource and policy in Korea</p> |
| Training Organisation: | <p>Korea International Cooperation Agency (KOICA)</p> <p>Rural Development Administration</p> |
| Outputs / Results achieved: | <ul style="list-style-type: none"> ▪ Capacity of participants on overall knowledge of sustainable agricultural development strengthened. ▪ Operational capacity of participants on Research and Development for sustainable agricultural development enhanced. ▪ Knowledge of agricultural techniques and latest information on sustainable agricultural development improved. ▪ Application knowledge Korean model of agricultural development shared and enhanced. |



Group of Trainees for Course2



Presentation of group report by the trainees

In addition to the specific intended benefits that were derived by the participants of each training programme, it helped Afghan civil servants build a perspective on development through learning from the experience of another country. Korea is a successful example of a nation that has brought about development while simultaneously dealing with a crisis situation. The similarities of situations made the learning more useful and relevant for Afghan civil servants.

Based upon the lessons learnt from organisation of the two training programmes, 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.

During the reporting period, 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.

The ToT conducted by CDG of RCB included sessions on gender sensitivity and awareness raising, CA Tool for Gender Mainstreaming and CA for Gender Mainstreaming Simulation. The ToT enabled the participants to embed gender consideration while conducting capacity assessment in a ministry / agency of the government.

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 placed three 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. In order to take up the activities under this output, coordination meetings were conducted with CTAP Director and Advisors. Key areas of cooperation were identified, discussed and agreed upon. Firstly and most importantly, client selection and targeting of the government ministries shall be done jointly so as to avoid duplication and creation of redundancies. It has been agreed that as far as possible, the two projects will use shared methodologies for capacity development so as to learn from each other's experience and to make the CD experience of government of Afghanistan most relevant and beneficial. This would include processes like capacity assessment framework, M&E processes etc and also specific CD products like ministry specific CD plan.

This output creates a window for donors to provide off-budget support to CTAP. During the reporting period, follow up activities were undertaken with Canada and Japan. The Canadian International Development Agency (CIDA) confirmed its contribution of CDN\$ 516,000.

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.

Recently the USAID funded Afghan Civil Service Support (ACSS) programme has started in IARCSC. AS part of this project, different directorates of IARCSC are getting support. GDPDM staff of different sections was advised and assisted by NIBP in identifying the requirements and preparing the corresponding work plans for the purpose of support from ACSS. The support sought from ACSS was to feed the CD needs of GDPDM, not yet being met through other donor support. The GDPDM was also supported in developing a proposal for a pilot initiative for capacity development at sub-national level to enhance the capacity in planning, implementation and monitoring. The NIBP project office supported the GDPDM for development of a concept note in this regard. The GDPDM was also supported in preparation of a presentation for donors regarding the mandate and strategies of GDPDM as well as its current programmes / projects.

GDPDM was assisted in conducting recruitment of staff for institutional development of the office and for carrying out CD activities in the ministries/agencies of government of Afghanistan.

In accordance with the principles of project management, enunciated in the project document, the GDPDM is to be placed in lead of project implementation for good government ownership of the project. In this regard, a Letter of Agreement (LOA) between UNDP and IARCSC for implementation of NIBP related to the services to be rendered by IARCSC was signed during the quarter paving the way for assignment of key responsibilities of project implementation to GDPDM. The LOA empowers the GDPDM to undertake recruitment of international and national CD advisors as well as project staff to undertake CD activities in ministries / agencies of the government. In pursuance of this mandate, the GDPDM recruited 24 nationals and placed them in ministries / agencies of the government including at sub-national level in Kbul, Hirat, Mazar and Jalalabad and staff support to Civil Service Management Department (CSMD) and Communication unit in IARCSC.

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. Pending mobilisation of adequate resources for the project, the implementation of these activities was deferred and the reporting period could not see commencement of these activities except for an internship programme in Uruzgan province.

The UNDP Afghanistan has been implementing CD programmes with the IARCSC including internship programmes at the provincial levels. The objectives of the internship program are the following:

1. To help young graduate and post-graduate Afghan Nationals to complement their development-oriented theoretical knowledge with practical experience in various aspects of multilateral administrative and technical field through on the job training and learning by doing.
2. To provide the Afghan Government with sufficient qualified young professionals to implement its reconstruction and recovery programme in an effective and efficient manner.

The objective 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. The internship programme in Uruzgan province is being implemented under NIBP with support from AusAID. The reporting quarter saw the commencement of the programme. The procurement process was completed and the contract to conduct the programme was awarded to Kabul Engineering Technical NGO (KETN) for implementation of the programme over a period of 12 months in Trinkot, Uruzgan.

During the reporting quarter, KETN grounded the activities and conducted preliminary discussions with IARCSC officials and the PRT in Uruzgan. Assessment tests were conducted for selection of

trainees and the selection of 50 interns was completed. On May 22, 2010, formal classes commenced for the interns. While the classroom training is conducted at the KETN regional educational centre in the afternoon, the interns are attached to various provincial departments of the ministries / agencies for on-the-job practical exposure to government functioning.

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 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 print media channel is also being utilised to disseminate information regarding the project model and its successes. Articles are being submitted on a regular basis to the communication division, UNDP for wider publication in newspapers and regional magazines.

The NIBP being successor to CAP project continued to document and publish 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. During the reporting period, the project published the following success stories of CAP project in "Afghanistan Times".

1. Systemizing Land Record Management – making a positive impact in sub-national governance – a step towards improving service delivery – Ministry of Agriculture, Irrigation and Livestock (MAIL), Provincial Department in Kabul province. (published in Afghanistan Times on April 6, 2010)
2. Institution Building of the Deputy Ministry of Youth Affairs – transforming Lives of Youths through Public-Private-Partnership – Keeping Youth away from Insurgency & Drugs : Ministry of Information and Culture. (published in Afghanistan Times on April 18, 2010)
3. Back to basics – aligning Capacity Development efforts to ground realities – the journey from mental mathematics to sampling in CSO : Central Statistical Organisation. (published in Afghanistan Times on May 4, 2010)

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.

An abridged version of the story on "transforming lives of youths" was also selected for publication by the RBAP (Regional Bureau for Asia and Pacific) in its update. The story was published in Issue 14 of the RBAP update.

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 Member-based Substantive 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.

During the reporting period, three meetings of the CD cluster were held and terms of reference for the CD cluster was finalized. 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. An implementation plan for the activities of CD Cluster for the year 2010 was also finalized. The CD cluster will produce the following outputs / deliverables during 2010:

1. A guideline for preparation of a Capacity Development Plan (CDP) for each project.
2. Appraisal of existing capacity development methodologies being used by different projects.
3. Based upon the standard UNDP CD methodology, development of a CD methodology for Afghanistan which is linked to GOA needs and priorities.

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 one 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.

II. Project implementation challenges

Updated project risks and actions

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 has put in place measures to follow UNDP security guidelines and to be MOSS compliant in all its operations.

Adverse affect of emergence of competing 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 recent CD initiatives of Ministry of Finance (MOF) namely CTAP incorporate these features. There is a risk of CTAP affecting NIBP in terms of the area or spread of operation. Another serious risk is that donors preferring CTAP, it being a MOF led project. This risk has been addressed by using a multi-pronged approach. Firstly, one of the outputs of NIBP has been tailored to fit in CTAP as part of the project. Another risk mitigating activity has been close coordination with CTAP.

Updated project issues and actions

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; start up of activities in Atlas; 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. An issue for the project is providing logistics support to its international and national advisors at sub-national level, in particular because of the unfavorable security conditions. Operations will be started only in those places where the project can address this requirement suitably.

III. 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 | Received recently |
| Canada | 499,033 | | 499,033 | 0 | | 0 | 0 | Agreement signed recently |
| India | 4,320,000 | | 4,320,000 | 0 | | 0 | 0 | |
| Italy | 1,233,045 | 1,233,045 | 0 | 0 | | 0 | 1,233,045 | Received recently |
| UNDP | 2,000,000 | 2,000,000 | 0 | 0 | 1,089,790 | 1,089,790 | 910,210 | |
| Total | 8,277,708 | 3,458,675 | 4,819,033 | 0 | 1,089,790 | 1,089,790 | 2,368,885 | |

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 | 1,095,000 | 821,083 | | |
| | GMS | | | | |
| Subtotal | | 1,095,000 | 821,083 | 74.98% | |
| Output_2 | Institutional and Organizational capacity development of select government entities through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP) | | | | |
| | GMS | | | | |
| Subtotal | | 0 | 0 | | |
| Output_3 | PAR management and coordination capacity of IARCS C strengthened and institutional and policy support for implementing required training programmes for civil servants established | 375,000 | 91,950 | | |
| | GMS | 0 | 0 | | |
| Subtotal | | 375,000 | 91,950 | 24.52% | |
| Output_4 | Project Management Support | 530,000 | 176,757 | | |
| | GMS | 0 | 0 | | |
| Subtotal | | 530,000 | 176,757 | 33.35% | |
| Total | | 2,000,000 | 1,089,790 | 54.49% | |

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 |
|-----------------|----------------|------------------------|--|-------------------|---------|
| UNDP | Output_1 | 1,095,000 | 821,083 | | |
| | Output_2 | | | | |
| | Output_3 | 375,000 | 91,950 | | |
| | Output_4 | 530,000 | 176,757 | | |
| | GMS | | | | |
| Subtotal | | 2,000,000 | 1,089,790 | 54.49% | |
| Total | | 2,000,000 | 1,089,790 | 54.49% | |

Annexes

Annex I: Advisory Services provided to Ministries / Agencies

Coaching and Advisory services were provided to ministries / line agencies during the reporting period (Quarter 2 of 2010). A summary of the results / outputs / activities undertaken in the partner ministries / line agencies during the reporting period is presented below:

| Ministry / Agency | Results / Outputs / Activities |
|---|--|
| Central Statistical Organisation (CSO) | <ul style="list-style-type: none"> ➤ NIBP supported CSO in meetings of Cluster Coordination Secretariat and designed the formats for outcome matrices and estimation of employment generation under different national bankable programs. ➤ A series of workshops (4 workshops) were held in CSO on policy formulation for training selected staff. The focus of the workshops was to familiarize staff with the policy making processes, structure and contents of the policies and consultation processes involved. ➤ Capacity to plan is very weak in CSO at all levels especially at the level of the Heads of Departments. Two formats were prepared to facilitate departments plan for different interventions under ANSP (Afghanistan National Statistical Plan). The two formats are a) Template for listing of activities for interventions under ANSP, and b) Template for preparation of plans for implementing interventions under ANSP. A half-day workshop was organized to familiarize and educate all heads of departments on these formats followed by a series of meetings. ➤ The draft micro-data policy was prepared in collaboration with the In-country Donor Statistician from DFID after wide consultations with CSO senior management. The Micro-data policy will provide a great impetus to optimum utilization of data collected by CSO and add value to development processes by third-party research. ➤ A group of about 23 persons have been identified in CSO to work with various ministries. They were sensitized to the needs of interacting with ministries to help in the processes of a) collection of administrative data from ministries, b) helping Ministry of Finance in their Results Framework for budget processes, and c) Monitoring and Evaluation of ANDS. ➤ President General of CSO was assisted in preparation of a paper on Agricultural Statistics in Afghanistan and a presentation based on the paper for a conference in Cambodia. ➤ President General of CSO was assisted in preparation of the presentation to be presented at the meeting of the statistical organizations heads of Economic Cooperation Organisation (ECO) countries at Astana, Kazakhstan. |
| Ministry of Information & Culture (Youth Affairs) | <ul style="list-style-type: none"> ➤ The final version of the Capacity Development Plan of DMoYA was prepared. ➤ A stakeholder meeting with UN / international agencies, NGOs and private parties was organized to sensitize them about the Capacity Development Plan and receiving support from them. ➤ A discussion draft of National Youth Policy was prepared which was circulated by the Ministry to the partners for comments. ➤ DMoYA was assisted in preparation of a paper for inclusion of DMoYA, MoIC in Human Resource Cluster for Kabul conference. ➤ A proposal was prepared for organization of International Day Youth Conference and was submitted to stakeholders for support and mobilization of resources. ➤ Supported organizing 'youth congress' in Kabul which was jointly organized by the DMoYA and Ministry of Counter-narcotics. ➤ Assisted DMoYA for organizing training on legal literacy for youth directors and managers of youth centers. ➤ Assisting DMoYA in establishment of High Council of Youth at the central level and youth council at the provincial level. ➤ Assisting DMoYA in implementing activities under AWP signed with UNICEF |

| Ministry / Agency | Results / Outputs / Activities |
|--|--|
| | <p>and UNFPA. Developed proposal for extension of Youth Information and Contact Center in all provinces.</p> <ul style="list-style-type: none"> ➤ DMoYA was assisted in developing a proposal for transfer of UNFPA supported youth centers to UNDP. ➤ Coaching and advisory support was provided to senior and middle management to carry out their regular activities. ➤ Supported in development and signing of MoU with NAI and inter-news agency for multimedia training of youth, celebration of youth festival and organization of International Youth Day. ➤ Supported DMoYA in signing of MoU with private universities such as Mariam, Duniya for professional training/courses for the youth either free of cost or with higher discount. |
| Ministry of Transport and Civil Aviation | <ul style="list-style-type: none"> ➤ Final version of the Capacity Development Plan of the Ministry was prepared. ➤ A comprehensive TOR for privatization of Aircraft Maintenance Workshop on Public Private Partnership basis was prepared. ➤ Assisted the Ministry in reviewing progress of the ICAO transition Plan in the light of the detailed terms and condition signed between the two parties. ➤ Helped the Ministry in finalizing the modalities for development of the Airport Master Planning of the airports. ➤ Assisted the Ministry in developing implementation plan for Multilateration system to improve over flights from Afghanistan. ➤ Prepared comprehensive TOR for leasing/chartering of aircrafts for organizing Hajj Operations for the year 2010. ➤ Assisted the ministry in getting comprehensive Security Plan developed. ➤ Prepared concept paper and processed all the necessary documents for MoTCA to become member of COSCAP-SA. ➤ Assisted the Ministry in developing proposal for strengthening security at the Kabul International Airport (KIA). ➤ Assisted the Ministry in developing mechanism for identifying 235 suitable officers from the Ministry and MoI for attending aviation security courses which are being organized by Global Company. ➤ Helped the Ministry in developing a Human Resource plan for restructuring of safety and security departments. ➤ Assisted PIU in developing ToR for Aviation Advisor. |