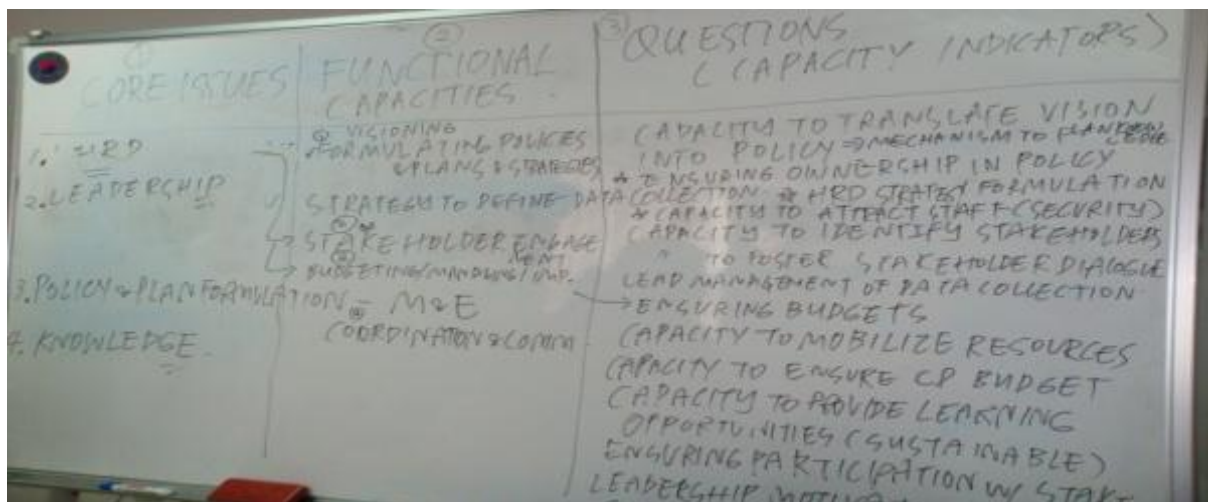


**United Nations Development Programme**  
**Afghanistan**  
**National Institution Building Project (NIBP)**  
**Annual Progress Report – 2010**



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

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

## NIBP DONORS



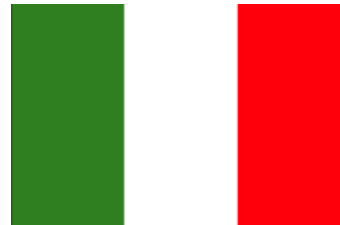
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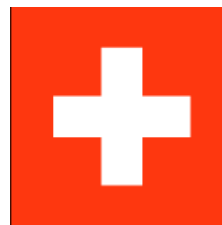
India



Italy



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UNDP

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## Acronyms

AAI	Airport Authority of India
ACSI	Afghanistan Civil Service Institute
ACSS	Afghanistan Civil Service Support
ACT	Anti-Corruption and Transparency
AIHRC	Afghanistan Independent Human Rights Commission
ANDS	Afghanistan National Development Strategy
ANSP	Afghanistan National Statistical Plan
ARTF	Afghanistan Reconstruction Trust Fund
ASGP	Afghanistan Sub-national Governance Programme
ATC	Air Traffic Control
CA	Capacity Assessment
CAP	Capacity for Afghan Public service
CATC	Civil Aviation Training Centre
CD	Capacity Development
CDA	Capacity Development Advisor
CDG	Capacity Development Group
CDO	Capacity Development Officer
CDP	Capacity Development Plan
CIDA	Canadian Independent
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSLD	Civil Service Leadership Development
CSMD	Civil Service Management Department
CSO	Central Statistical Office
CTAP	Civilian Technical Assistance Plan
DG	Director General
DGCA	Director General of Civil Aviation
DIM	Direct Implementation Modality
DMoYA	Deputy Ministry of Youth Affairs
GCC	Government Coordination Committee
GDPDM	General Directorate of Programs' Design and Management
GEP	Gender Equality Project
GIRA	Government of Islamic Republic of Afghanistan
GMS	Gender Mainstreaming Strategy
GOI	Government of India
HRD	Human Resource Development
IARCSC	Independent Administrative Reform and Civil Service Commission
ICCD	Inter-ministerial Commission for Capacity Development
IDLG	Independent Directorate of Local Governance
ITEC	Indian Technical and Economic Cooperation
JHRA	Justice and Human Rights for Afghanistan
KETN	Kabul Engineering Technical NGO
KIA	Kabul International Airport
KIGEPE	Korean Institute for Gender Equality Promotion and Education
KISG	Kookmin Institute for Strategic Governance
KOICA	Korea International Cooperation Agency
LGA	Local Governance and Administration
LOA	Letter of Agreement
MAIL	Ministry of Agriculture, Irrigation and Livestock
MBAW	Making Budget and Aid Work

MCP	Management Capacity Programme
MEA	Ministry of External Affairs
MEW	Ministry of Energy and Water
MoCIT	Ministry of Communications and Information Technology
MoEc	Ministry of Economy
MoEd	Ministry of Education
MoF	Ministry of Finance
MoHE	Ministry of Higher Education
MoIC	Ministry of Information and Culture
MoLSA	Ministry of Labour and Social Affairs
MoPH	Ministry of Public Health
MoPW	Ministry of Public Works
MoTCA	Ministry of Transport and Civil Aviation
MoWA	Ministry of Women Affairs
MOSS	Minimum Operating Security Standards
MOU	Memorandum of Understanding
M&E	Monitoring and Evaluation
NATO	North Atlantic Treaty Organisation
NIAMAR	National Institute of Aviation Management and Research
NIBP	National Institution Building Project
NIFM	National Institute of Financial Management
NPP	National Priority Programmes
NRC	Norwegian Refugee Council
NRVA	National Risk and Vulnerability Assessment
PAD	Provincial Affairs Directorate
PAR	Public Administration Reform
PPU	Procurement Policy Unit
PRT	Provincial Reconstruction Team
PSU	Programme Support Unit
PTC	Provincial Training Centres
RBAP	Regional Bureau for Asia and Pacific
RCB	Regional Centre in Bangkok
RFP	Request for Proposal
RTC	Regional Training Centres
SDC	Swiss Development Corporation
SRF	Statistics Results Facility
SWOT	Strengths Weakness Threats and Opportunities
TOR	Terms of Reference
ToT	Training of Trainers
UNAMA	United Nations Mission for Afghanistan
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
YEP	Youth Education Pack

## Executive Summary

The UNDP, in collaboration with the Independent Administrative Reform and Civil Service Commission (IARCSC) of the Government of Islamic Republic of Afghanistan (GIRA) launched on January 1, 2010 the implementation of the National Institution Building Project (NIBP) to address the critical capacity needs of government institutions in Afghanistan. The General Directorate of Programs' Design and Implementation (GDPDM) of the IARCSC is the Implementing Agency for the Project. The NIBP, to be implemented over a period of four years (2010-2013), follows an integrated approach to Capacity Development (CD). The NIBP places Capacity Development Advisors (CDAs), primarily from the region, in ministries / agencies of the government at both central and sub-national levels, for their institutional and organizational capacity development including coaching and mentoring for skill development of individuals. Further, NIBP promotes twinning arrangements or partnerships of the Afghan government ministries / agencies with corresponding ministries / agencies of other regional countries for transfer of specialized international or regional know-how.

The reporting year 2010 was the first year of the project and the activities were devoted primarily towards planning and mobilisation.

At the beginning of the year, the GDPDM of IARCSC undertook promotional activities for the project. Demands within the government were assessed through discussions. For recruitment of Capacity Development Advisors (CDAs), the project pursued modalities of south-south cooperation to source practitioner civil servants and regional advisors, who are culturally more appropriate in Afghan context. Advisory services were provided to Ministry of Transport and Civil Aviation (MoTCA), Central Statistical Organisation (CSO), Deputy Ministry of Youth Affairs (DMoYA) and Procurement Policy Unit (PPU) of Ministry of Finance (MOF). A significant output of the project during the reporting period was preparation of CD plans for MoTCA, CSO, DMoYA, PPU of MOF and GDPDM of IARCSC. The CD plan includes a policy portfolio and a programmatic portfolio for the ministry / agency. 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. The CD Plans of the ministry / agency laid the foundation of NIBP advisory services and CD activities in respective ministry / agency, a summary of which is presented in a table in this report. Also, NIBP facilitation resulted in signing of two twinning MoUs by MoTCA of GIRA. Additionally, the several ministries / agencies of GIRA proposed cooperation in the field of capacity development with corresponding ministries / agencies of Government of India (GOI).

The NIBP 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. Seven training programmes of two weeks each were organized in South Korea. A total of 135 Afghan civil servants underwent capacity enhancement during these 7 KOICA courses.

NIBP pursues to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. NIBP Gender Mainstreaming Strategy (GMS) focuses on three components namely, (A) Capacity Development, (B) Organizational Gender Sensitivity and Policy Development, and (C) Gender Sensitization Programmes. The identification of the key components of the NIBP Gender Mainstreaming Strategy provides a road map for the project to be proactively gender sensitive to track changes in women's empowerment and gender equality in the ministries / agencies of GIRA, where the project would be operational.

The project also provided advisory services to GDPDM. The GDPDM was placed in the lead of project implementation for good government ownership of the project. A Letter of Agreement (LOA) between UNDP and IARCSC was signed paving the way for assignment of key responsibilities of project implementation to GDPDM. 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 Kabul, Herat, Mazar and Jalalabad. An orientation session was organized for national Capacity

Development Officers (CDOs) of GDPDM, IARCSC on UNDP methodology of undertaking Capacity Assessments and preparation of Capacity Development Plans based on capacity assessments. As a result of the orientation session, the national CDOs gained better understanding of "One UNDP" approach to capacity development.

As part of training activities under the project, the implementation of internship programme under AusAID funding in Uruzgan province commenced during the reporting period. The purpose of the training is to increase the skills set of the interns, so that they are able to apply to the cadre of trained civil servants who can assist public administration reform at the sub national level and their knowledge will contribute to quality service delivery.

For advocacy and communication during the inception year of the project, a project brochure was designed and printed. Further, an abridged version of project document was prepared and printed. The Afghanistan DVD prepared by the Capacity Development Group (CDG), Bureau of Development Policy (BDP), UNDP NY for the Global Campaign on Capacity Development was released in March 2010 at Marrakech, Morocco. A collection of 20 success stories of NIBP's predecessor the Capacity for Afghan Public service (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. NIBP also led the Capacity Development Cluster of UNDP Afghanistan and provided guidance to UNDP projects for adopting a common approach on Capacity Development in its activities and facilitated knowledge management.

The challenges faced by the project during 2010 related to its positioning vis-à-vis other CD projects and resource mobilization for the project. Political uncertainty, security, and frequent changes in senior management in partner ministry/agency added to the risk. Further, activities associated with the startup of the project, expansion of project activities at sub-national level, and integrating the project office with government partner were the issues that the project had to address.

An important lesson of project implementation in 2010 so far has been related to the requirement of its positioning as a CD project as against other projects which depend on Technical Assistance under the garb of CD. The distinguishing features of NIBP in terms of its design and approach needs to be highlighted and disseminated. The strength of NIBP is its model of large outreach wherein it operates through teams of advisors placed in different ministries/agencies. However, the common approach of the project in different partner ministries / agencies meets with varying degree of success. The expectations of capacity development therefore need to be realistic. Also, there is a need to develop mechanisms and indicators for measuring results and achievements of CD efforts at all levels. The project should increase advocacy and outreach to remain focused and aligned with the objectives of the project such that the project is accountable to beneficiaries and contribute to ownership by national authorities.

To this end, the activities of 2011 will include continued services in ministries / agencies with renewed focus on policy advice along with coaching. The advocacy and outreach activities shall be ensued for continued demand assessment for project services and resource mobilisation. The source of CDAs shall be diversified by extending the south-south cooperation modality to other regional countries. Undertaking capacity assessment and preparing capacity development plans for partner ministries / agencies shall be the first task of the CDA on his placement. A coordinated implementation of the CD plans shall result in promotion of "One UNDP" approach to CD in Afghanistan. Synergies with other UNDP projects through CD Cluster will see an enhancement in the outreach of NIBP approach to CD in Afghanistan.

The project has provided good opportunity to the partners for supporting ministries / beneficiaries / government entities in accordance with their priorities. Such earmarked support to NIBP is increasingly positioning it as a "Capacity Development Facility" in Afghanistan.

## I. Context

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

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

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

The UNDP, in collaboration with the Independent Administrative Reform and Civil Service Commission (IARCSC) of the GIRA has launched the implementation of the National Institution Building Project (NIBP) to address the critical capacity needs of government institutions in Afghanistan. The NIBP strives to build robust government institutions and support sustainable CD in Afghan Civil Service. The primary objective of the project is "to strengthen national institutional capacity and to create an efficient and capable public sector workforce through the development of institutions and civil service at the national and sub-national levels, the establishment of accountability mechanisms and effective utilization of resources for better service delivery".

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

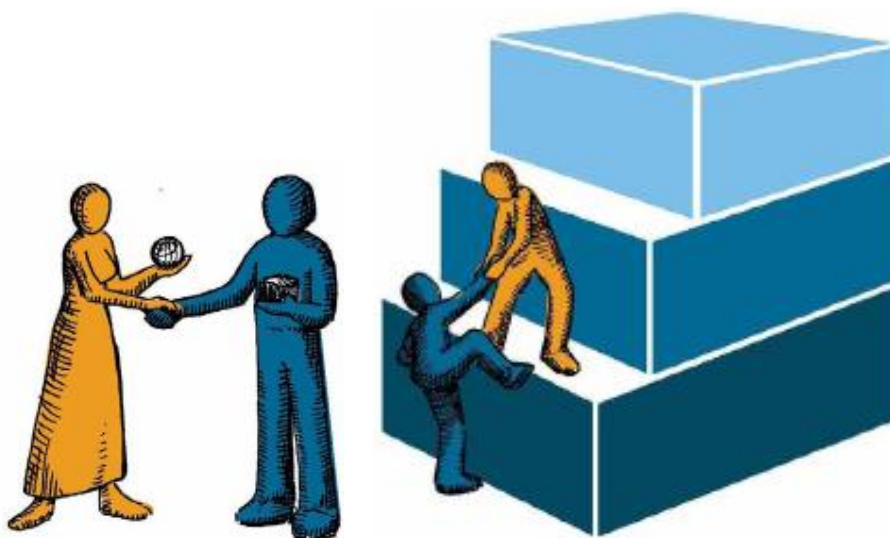
The NIBP, to be implemented over a period of four years (2010-2013), follows an integrated approach to CD. The NIBP places Capacity Development Advisors (CDAs), primarily from the region, in ministries / agencies of the government at both central and sub-national levels, for their institutional and organizational capacity development including coaching and mentoring for skill development of individuals. Further, NIBP promotes twinning arrangements or partnerships of the

Afghan government ministries / agencies with corresponding ministries / agencies of other regional countries for transfer of specialized international or regional know-how through advisory services of CDAs, specialized advisory services, short-term interactions and trainings. NIBP differentiates itself from other CD initiatives / projects in that it follows a structured and comprehensive approach to CD. The CD interventions are designed to enhance capacity within the ministries at all three levels, namely institutional, organizational and individual, which would ultimately result into improved service delivery through an efficient, organized and trained civil service. The visible impact would be better budget utilization, rationalized organization structures and well trained civil servants.

The year 2010 witnessed some significant adjustments in the approach of international community towards supporting the stabilization and development process in Afghanistan. The GIRA and the international community renewed their commitment to Afghan people through the "Kabul International Conference on Afghanistan", which was held on July 22, 2010.

The Conference marked a new phase in the partnership, the Kabul Process, and a heightened commitment to a secure, prosperous and democratic Afghanistan. The Afghan Government's programme has been defined by measurable benchmarks contained in National Priority Programmes (NPPs) that represent the prioritized requirements of the ANDS. The hallmark of the Kabul Process is Afghan leadership and ownership. The Consultative Peace Jirga of June 2010 was an expression of national consensus and gave a mandate to adopt a "whole of the state" approach and "whole of government" path to national renewal. The essence of the "whole of the state" is constitutionalism: to strengthen each of the three branches of the government and to reinforce the constitutional checks and balances that guarantees and enforces citizen rights and obligations. The essence of the "whole of government" approach is structural reform to create an effective, accountable and transparent government that can deliver services to the population and safeguard national interests. Together, these complementary approaches, by putting people at the core, are central to stability and prosperity.

In support of Afghanistan's vision of renewal and programmes, to deliver concrete benefits to its citizens, the international community is realigning its assistance to advance Afghanistan's priorities. The international community welcomes the Afghan Government's committed reforms outlined in its new NPPs. By design, the NIBP is in complete alignment with the NPP<sub>3</sub> for "efficient and effective government" and the "whole of government" approach, adopted by the GIRA.



*You seek...We guide* .....

*You strive...We support* .....

## II. Results and Impact

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

**Output 1: “Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services to improve service delivery and to support Public Administration Reform (PAR) objectives”.**

**Indicator 1.1: Institutional strengthening, organizational reforms and skills development undertaken in select government entities through provision of coaching and advisory services of CDAs**

### Project Promotion

At the beginning of the year, the GDPDM of IARCSC undertook promotional activities for the project with a view to determine the likely sources of demand for project 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 led by the GDPDM. The promotional activities resulted in sensitizing potential beneficiary ministries / agencies and a demand assessment for project’s advisory services. This in turn resulted in applications being received by the GDPDM for seeking services of Capacity Development Advisors (CDAs) under NIBP.

### Capacity Development Advisors

For recruitment of CDAs, the project pursued modalities of south-south cooperation to source practitioner civil servants and regional advisors, who are culturally more appropriate in Afghan context. A MOU was signed between the GIRA, the Government of India (GOI) and the UNDP on March 30, 2010 under which the GOI has agreed to contribute partially towards the cost of the project for up to 30 of its civil servants to be contracted to work as CDAs in different ministries / agencies of GIRA under the project. The terms and conditions of contract for NIBP Advisors under MOU with GOI were finalized. The GOI notified the opportunity among its civil servants and forwarded the applications received in response to the notification. From among the applications received, a transparent and competitive recruitment process was undertaken and contracts for 4 CDAs were issued. Starting January 2011, these CDAs shall be placed in (1) Ministry of Agriculture, Irrigation and Livestock (MAIL); (2) Ministry of Information and Culture (MoIC); (3) Central Statistics Organisation (CSO); and (4) Ministry of Labour and Social Affairs (MoLSA).

The MOU with GOI not only includes provision for securing services of CDAs but also provides for twinning arrangements between ministries / agencies of GIRA and corresponding ministries / agencies of GOI. Also, a possibility of assigning to NIBP the administration of Short Term Technical Training Programmes of GOI for Afghans under its “Indian Technical and Economic Cooperation (ITEC)” programme has been included in the MOU. In order to build mutual partnership and increase the effectiveness of IARCSC’s capacity development programs for Afghan civil servants as well as of GOI’s training programs under ITEC, linkages would be established between NIBP CD initiatives in ministries / agencies of GIRA and such overseas training programmes.

Upon conclusion of MOU with GOI, the project diversified 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. In this regard, discussions with 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 western region. Further, discussions with Swiss Development Corporation (SDC) were also concluded on a positive note and SDC sanctioned a contribution of

CHF 1,800,000 for the project. The SDC contribution is to be utilized towards CD at sub-national level in 7 provinces namely 5 provinces of Northern region (Balkh, Samangan, Sare-Pul, Jawzan and Faryab) and 2 provinces of Central Highlands (Bamyan and Daikundi). Terms of Reference (TOR) for assignment of a CDA at sub-national level was prepared and the project initiated action for recruitment of CDAs under Italian and SDC funding.

#### Advisory services and Capacity Development Plans (CDPs)

During the reporting period, advisory services were continued from NIBP's predecessor Capacity for Afghan Public service (CAP) project in Ministry of Transport and Civil Aviation (MoTCA), Central Statistical Organisation (CSO), Deputy Ministry of Youth Affairs (DMoYA) and Procurement Policy Unit (PPU) of Ministry of Finance (MOF). The services of CDAs from GOI were utilised in these ministries / agencies of GIRA. A significant output of the project during the reporting period was preparation of 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.

The CD plan includes a policy portfolio and a 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.


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.






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 country office staff on "Capacity Development and Capacity Assessments", which clarified the role of RCB and resulted in better understanding of CD terminologies.


The CD Plans of the ministry / agency laid the foundation of NIBP advisory services and CD activities in respective ministry / agency. A summary of the results / outputs / activities undertaken in these partner ministries / agencies during the reporting period is presented in the table below.

Ministry / Agency	Results / Outputs / Activities
<p data-bbox="188 528 421 663">Ministry of Transport and Civil Aviation (MoTCA)</p> 	<ul style="list-style-type: none"> <li data-bbox="443 528 1171 562">• A Capacity Development Plan for MoTCA was prepared.</li> <li data-bbox="443 566 1406 741">• In view of the ANDS strategy for improving safety and security function of the aviation sector of the Ministry, a comprehensive concept paper detailing role and function of the proposed Civil Aviation Authority was prepared. A new administrative structure for the Ministry was proposed to the Reform Implementation and Management Unit (RIMU) of the Ministry.</li> <li data-bbox="443 745 1406 887">• NIBP supported the Ministry in preparing comprehensive TORs for the positions of President of Kabul International Airport, President (private sector development) and other important positions under the Management Capacity Programme (MCP).</li> <li data-bbox="443 891 1406 958">• A comprehensive TOR for privatization of Aircraft Maintenance Workshop on Public Private Partnership basis was prepared.</li> <li data-bbox="443 963 1406 1030">• NIBP assisted MoTCA in finalizing the modalities for development of Airport Master Planning of the airports.</li> <li data-bbox="443 1034 1406 1245">• In collaboration with other Advisors from Federal Aviation Authority, a comprehensive Civil Aviation Master Plan for ANDS strategy of the Ministry was prepared. A list of development projects and important activities such as restructuring of the Ministry and enactment of Civil Aviation Authority Law, which are needed for implementing ANDS strategy, have been identified in the Master Plan.</li> <li data-bbox="443 1249 1406 1496">• NIBP assisted the Ministry in developing a comprehensive check list to ensure smooth Hajj operation for the year 2010. The Hajj operations of the year 2009 had come for severe criticism and the Ministry had to take remedial measures for the year 2010. A comprehensive TOR for leasing / chartering of aircrafts for organizing Hajj Operations for the year 2010 was prepared. The results were visible in terms of improved services to the benefitting citizens of Afghanistan.</li> <li data-bbox="443 1500 1406 1747">• In collaboration with another Advisor from Transport Security Agency, a concept note was prepared for the Ministry on the issue of strengthening safety and security functions of the ministry. The proposal submitted by the Global Company for starting second phase of aviation security project at the Kabul International Airport (KIA) was reviewed and broad scope of work for enhancement of security at KIA was finalized. The security services at KIA are hallmark of good services being delivered to all users.</li> <li data-bbox="443 1751 1406 1863">• NIBP assisted MoTCA in developing mechanism for identifying 235 suitable officers from the Ministry and Mol for attending aviation security courses which are being organized by Global Company.</li> <li data-bbox="443 1868 1406 2033">• NIBP prepared concept paper and assisted MoTCA in processing necessary documents for becoming member of Cooperative Development of Operational Safety and Continuing Airworthiness Programme (COSCAP) and the Cooperative Aviation Security Programme (CASAP) to strengthen safety and security functions of the country through regional cooperation.</li> </ul>


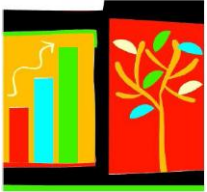
Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> <li>• NIBP assisted MoTCA in restructuring of safety and security departments.</li> <li>• In collaboration with Advisors from Federal Aviation Authority and NATO (North Atlantic Treaty Organisation), a comprehensive master plan for transition of civil aviation function was developed. A roadmap for transition of Air-Traffic Control (ATC) function at KIA was prepared.</li> <li>• NIBP conceptualized and coordinated the signing of MoUs between MoTCA and (1) Directorate General of Civil Aviation (DGCA), India and (2) Airport Authority of India (AAI) for conducting courses in the field of safety oversight and management of airport operations.</li> <li>• A comprehensive MOU was prepared for twinning arrangement and cooperation between Government of India (GOI) and Government of Afghanistan in the area of civil aviation. The MOU includes provision for deputation of resource persons to Afghanistan, exchange of resource persons for conducting short term training in Afghanistan, developing institutional linkage between training institutes of Ministry of Civil Aviation, GOI and Civil Aviation Training College of Afghanistan, technical support for strengthening aviation security in Afghanistan, developing mechanism for training of Afghan officers on regular basis, identification of courses in which fellowships can be provided by GOI to the Afghan officers under ITEC programme of GOI and managing of Afghan airspace.</li> <li>• NIBP assisted the Ministry in organizing 21 week long training programme in the areas of Navigation Aids for 12 Afghan ATC students at Civil Aviation Training Centre (CATC), Allahabad, India. The course started on 25<sup>th</sup> January, 2010. NIBP continued to monitor the progress of the training and further coordinated with Directorate General of Civil Aviation (DGCA), India for finalization of another training of 5 weeks for 12 Afghan civil servants in India in the area of safety oversights. The training started on 18<sup>th</sup> October 2010 at the DGCA facility at National Institute of Aviation Management and Research (NIAMAR), India.</li> </ul>  <p>The image shows two men in a cockpit simulator. One man, wearing glasses and a white shirt, is pointing at the instrument panel. The other man, wearing a blue shirt, is looking at the panel. The instrument panel is filled with various gauges, dials, and screens. The background is a bright, slightly blurred view of the sky.</p> <p style="text-align: center;"><b>MoTCA civil servants at DGCA facility at NIAMAR, India</b></p>

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> <li>NIBP Assisted the Ministry in coordinating with the Singapore Aviation Academy for sending 17 officers, for attending a customized two week training course (11/01/2010 to 23/01/10) in its institute on "Airport Terminal Operation and Management."</li> </ul>  <p><b>Training on "Airport Terminal Operation and Management" at Singapore Aviation Academy</b></p> <ul style="list-style-type: none"> <li>Coaching and advisory services were provided for the normal functioning of MoTCA for achievement of quarterly targets of each division and for capacity development of its staff.</li> <li>As part of on-the-job training, NIBP assisted MoTCA in contract management Emergency Transport Rehabilitation project for Kabul International Airport.</li> <li>NIBP assisted the Ministry in developing a strategy for transport sector and a roadmap for maintenance of its Millie buses.</li> </ul>
<p>Central Statistics Organisation (CSO)</p> 	<ul style="list-style-type: none"> <li>A Capacity Development Plan for CSO was prepared.</li> <li>The CSO was invited to apply for the World Bank Global Trust Fund, Statistics for Results facility – Catalytic Fund (SRF-CF) as one of 5 countries selected. An application was to be made for this fund after consultations with users, stakeholders and donors. NIBP led the process in CSO for completing the process and assisted CSO in securing US\$ 14 million funding from SRF Council for undertaking comprehensive capacity development of CSO, Afghanistan.</li> <li>NIBP led the process of preparation of Afghanistan National Statistical Plan (ANSP) for next four years covering all statistical activities to be taken up by CSO in a prioritized and sequenced manner. The ANSP also includes capacity development for CSO.</li> <li>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</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<p>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.</p> <ul style="list-style-type: none"> <li>• The Planning process for the designing and implementation of National Risk and Vulnerability Assessment (NRVA) 2010 was started and a new design through which NRVA will be held every year with core and variable modules was developed to meet data needs of different sectors. The focus of NIBP support was on capacity development so that from NRVA 2011, CSO can do it of its own.</li> <li>• In order to strengthen Administrative Statistical System in Afghanistan, a plan to prepare Statistical Yearbook with much expanded content, improved design and greater relevance to the user needs was prepared. This is likely to lead to timely publication of Statistical Yearbook. The design work for the Statistical Yearbook 2009/10 was supported and tables of 2008/09 were checked for economic sector errors and improvements. The Statistical Yearbook 2008/9 was launched in January 2010. The system to cost the Statistical Yearbook was prepared so that CSO can recover the cost of printing it year after year and become self-sufficient in this regard preventing delays due to dependence on donors for printing.</li> <li>• A CD was designed for the Statistical Yearbook in CSO. A team of 7 staff headed by the Manager of Database worked closely with NIBP CDA to develop the CD in all three languages (English, Dari and Pushto). The costing for CD was also done.</li> <li>• Two presentations were prepared for Afghanistan's presentation at the 41st Session of the United Nation Statistics Department at New York. The presentations were on "Strategic Planning in Statistical Development in Conflict countries" and on "Census planning in Conflict Environment: Afghanistan as a Case Study".</li> <li>• A paper on Agricultural Statistics in Afghanistan was prepared.</li> <li>• 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.</li> <li>• 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.</li> <li>• Coaching was provided to selected employees in CSO on policy making with a view to involve them in making a policy for "Dissemination of Micro-data on various surveys conducted by CSO".</li> <li>• 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.</li> <li>• 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</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<p>ministries to help in the processes of a) collection of administrative data from ministries, b) helping MOF in their Results Framework for budget processes, and c) M&amp;E of ANDS.</p>
<p>Deputy Ministry of Youth Affairs (DMoYA), Ministry of Information &amp; Culture (MoIC)</p> 	<ul style="list-style-type: none"> <li>• A Capacity Development Plan for DMOYA of MoIC was prepared.</li> <li>• 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.</li> <li>• MoUs were developed and signed with Mariam, Arianna, Maiwand, Dunya, and Kardan universities for providing professional training courses to students either free of cost or with substantial discount. During 2010, about 12,000 students benefitted from this initiative of DMOYA.</li> <li>• Annual Work Plans of the programme and communications divisions of DMOYA were prepared. Staff was trained on its implementation. As a result of development of AWP of programme division, many proposals were prepared and submitted to stakeholders and resources were mobilized.</li> <li>• NIBP assisted the DMOYA in establishment of a Library which has now become a place for knowledge management and interaction not only for DMOYA staff but also for youth in general.</li> <li>• Coaching and advisory services were provided for the normal functioning of the DMOYA ensuring that quarterly targets of each division are achieved, partnerships are built, and capacity of the staff is enhanced. These activities included writing of letters, emails, discussions, meetings with stakeholders and suitable advice to promote mandate of the DMOYA.</li> <li>• A discussion draft of National Youth Policy was prepared. Assistance was provided to DMOYA in organizing and managing a consultation workshop on National Youth Policy at the Kabul University in which more than 200 university students participated and gave their feedback on their expectations from the national youth policy. Consultation workshop was also organized with other UN agencies and stakeholders. Based upon the consultations, the final draft of the National Youth Policy was prepared.</li> <li>• NIBP supported DMOYA in organizing 'youth congress' in Kabul which was jointly organized by the DMOYA and Ministry of Counter-narcotics. Representatives of 6 SAARC countries participated in the congress.</li> <li>• Training on legal literacy for youth directors and managers of youth centers was organized. Youth Information and Contact Centers in all provinces were supported.</li> <li>• NIBP supported DMOYA 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.</li> <li>• NIBP supported the DMOYA in development of the concept for Youth Councils, its structure and its mandate. These Youth Councils are elected bodies where members are selected through democratic process. The election for the national youth councils were concluded and nineteen members are elected for the council. The election process for the provincial youth councils is underway.</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	 <p data-bbox="480 801 1369 860"><b>Elected representative of National Youth High Council discussing on the resolution on 30 October 2010 at the National Jirga Hall, Kabul</b></p> <ul data-bbox="443 880 1406 1951" style="list-style-type: none"> <li>• NIBP supported the DMoYA in organization of national youth conference and international youth day from 7-9 August 2010 in Kabul. Around 600 youths from various provinces participated in the conference apart from representatives of civil society organizations, NGOs, youth federations, youth councils. NIBP provided advisory support to DMoYA officials at each and every stage of organizing and managing the conference which included development of a concept paper and the proposal with budget, resource mobilization, stakeholder negotiations, training on logistics, agenda preparation, inviting speakers and other associated activities. The opportunity was used to undertake coaching and mentoring for DMoYA officials to upgrade their skills in organizing such large conferences. The conference had useful discussions on the priorities of youth including national youth policy. The feedbacks received during the conference shall be used by DMoYA in formulation of policies and programme for youth in Afghanistan.</li> <li>• As a follow up to National Youth Conference, NIBP supported the participation of Deputy Minister of Youth Affairs in the world youth conference at Mexico from 22-26 August 2010.</li> <li>• NIBP also supported organization of Regional Youth Conferences in Herat and Balkh province.</li> <li>• NIBP supported the release of a magazine and film on youth and DMoYA activities. The first issue of the magazine was released. The film was screened at the national youth conference.</li> <li>• NIBP assisted DMoYA in negotiating and signing a MoU with Norwegian Refugee Council (NRC) for implement the Youth Education Pack (YEP) project in five provinces of Afghanistan. The project will benefit 150,000 youth.</li> <li>• NIBP supported DMoYA in preparation and review of a project document for Youth Volunteerism in Afghanistan. Organisation of International Volunteer Day on December 5, 2010 was also supported.</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	 <p data-bbox="507 976 1337 1003"><b>Procession of volunteers on the International Volunteers Day on December 5, 2010</b></p> <ul data-bbox="443 1025 1407 1240" style="list-style-type: none"> <li>• NIBP supported DMoYA in organizing the training of 15 trainees from DMoYA in "Project Management" from 22nd November to 3rd December 2010 at Management Development Institute (MDI), Gurgaon, India.</li> <li>• In November 2010, NIBP also supported DMoYA in organizing one week training of Directors of DMoYA and six provincial Directors in "management and administration" at Ibn-sina institute.</li> </ul>
<p data-bbox="188 1272 421 1413">Procurement Policy Unit (PPU) of Ministry of Finance (MoF)</p> 	<ul data-bbox="443 1272 1407 2033" style="list-style-type: none"> <li>• A Capacity Development Plan for Procurement Policy Unit (PPU) and Public Procurement in Afghanistan for the period 1389-1393 was prepared.</li> <li>• A reform proposal for public procurement in Afghanistan including vision statement for PPU was prepared. The "Capacity Development Strategy for PPU and Public Procurement in Afghanistan" was prepared.</li> <li>• The Procurement Policy sub-program for 1389-1393 was finalized indicating output and outcome indicators and targets for achievements.</li> <li>• Revised Manual of Procedures for Procurement Appeal and Review was prepared and issued by PPU.</li> <li>• NIBP assisted PPU in finalization and issuance of national Standard Request for Proposals (RFP) Documents for consultancy services.</li> <li>• NIBP assisted PPU in finalization and issuance of national Standard Prequalification Documents for procurement of works.</li> <li>• PPU web site was launched and a seminar on Procurement Management Information System was supported.</li> <li>• Institutional development report of six provinces for their procurement function was finalized.</li> <li>• Procedural guidelines for capacity certification of procuring entities were drafted.</li> <li>• NIBP assisted PPU in compilation and circulation of monthly reports for 43 procurement entities including monitoring action thereon.</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> <li>• Coaching and advisory sessions were held with Procurement Controllers and officials of PPU to clarify issues related to public procurement and procurement plan preparation.</li> <li>• NIBP assisted PPU in finalization of implementation arrangements with Afghanistan Civil Service Institute (ACSI) under the provisions of the MOU between MOF and IARCSC on cooperation for capacity development in public procurement.</li> <li>• NIBP worked with and through counterparts in PPU, MOF to facilitate their performance and for their capacity development, played advisory role on procurement policy and management and took lead in assisting PPU in managing its functions as mandated by Procurement Law.</li> </ul>

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

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

**Indicator 1.2: Institutional and organizational CD of ministries / agencies of GIRA undertaken through provision of twinning arrangements with ministries / agencies of other regional governments.**

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 a ministry of government of Afghanistan and the counterpart ministry in the regional government. 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.

Activities for twinning arrangements commenced during the reporting period wherein NIBP facilitation resulted in signing of two MoUs by MoTCA of GIRA. On 12th March, 2010, Chairman of Airport Authority of India (AAI), MoCA, GOI and the Deputy Minister (Technical), MoTCA signed a MoU for organizing dedicated training for the officers of the ministry in the area of airport management. Under this twinning arrangement, National Institute of Aviation Management and Research (NIAMAR), Delhi provides training courses covering subjects related to aviation such as terminal management, airside management, revenue management, budgeting, project management and safety and security management of the airports. On 15th March, 2010 a second MoU was signed between Director General of Civil Aviation (DGCA), MoCA, GOI and the Deputy Minister (Technical), MoTCA to train officers of the ministry in the area of safety oversight. Under this twinning arrangement, DGCA provides training course covering subjects related to airworthiness, licensing and flight operation. The course would help the ministry in developing its capacity for regulating civil aviation operation in Afghanistan.

Additionally, the following ministries / agencies of GIRA proposed cooperation in the field of capacity development with corresponding ministries / agencies of GOI.

Sl	Ministry / Agency in GIRA	Ministry / Agency in GOI
1.	Central Statistics Organization (CSO)	Ministry of Statistics and Programme Implementation
2.	Ministry of Transport & Civil Aviation (MoTCA)	Ministry of Civil Aviation
3.		Ministry of Surface Transport
4.		Ministry of Information & Broadcasting
5.	Ministry of Information and Culture (MoIC)	Ministry of Culture
6.		Ministry of Tourism
7.		Ministry of Youth & Sports
8.		Ministry of Labour and Social Affairs (MOLSA)
9.		Ministry of Social Justice and Empowerment
10.	Ministry of Economy (MoEc)	Planning Commission
11.	Ministry of Agriculture, Irrigation and Livestock (MAIL)	Ministry of Agriculture
12.		Ministry of Fertilizer
13.	Ministry of Education (MoEd)	Ministry of Human Resource Development
14.	Ministry of Higher Education (MoHE)	
15.	Afghanistan Independent Human Rights Commission (AIHRC)	National Human Rights Commission

On December 28, 2010, the Ministry of External Affairs (MEA) of GOI called a meeting of all ministries / agencies of GOI with whom twinning MOUs have been proposed.



A presentation on NIBP in Ministry of External Affairs (MEA), Delhi on December 28, 2010



Mir A. Javid, DG, CSMD, IARCSC addressing the representatives of ministries / agencies of GOI

A presentation was made on NIBP, its objectives and purpose of twinning MOUs for capacity development of ministries / agencies of GIRA. His Excellency the Ambassador of India in Afghanistan chaired the meeting which resulted in good understanding of NIBP approach and methodology for capacity development in Afghanistan and the institutional support the regional governments can provide under the twinning arrangement by promoting south-south cooperation.

The NIBP 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 were organized in South Korea. The details of the training programmes are provided in the following table:

Sl	Course	Duration	Target Group	Institute	Results / benefits of the Course
1	Economic Development Strategy for Afghanistan	17/05/2010 to 31/05/2010	Director level and above in charge of administration, policy and planning for national development – various ministries / agencies of GIRA	Korea Development Institute (KDI), South Korea	Improvement of technical knowledge and capacity in policy planning and management of economic development
2	Sustainable Agricultural Development for Afghanistan	22/05/2010 to 05/06/2010	Public officials in agriculture (Administrator, Scientist, Extension worker, etc.) – Ministry of Agriculture, Irrigation & Livestock (MAIL) of GIRA	Rural Development Administration, South Korea	Enhancement of knowledge and skills related to agricultural technologies for sustainable agriculture and for increasing agricultural productivity using environment friendly technologies
3	Capacity Building for Gender Policies for Afghanistan	15/07/2010 to 31/07/2010	Middle or Senior level officials engaged in gender policy making and its implementation – various ministries / agencies of GIRA	Korean Institute for Gender Equality Promotion and Education (KIGEPE), South Korea	Enhancement of knowledge about development of gender policies and process of its implementations, gender power, leadership and governance and sensitization about challenges in administering gender policies in traditional societies
4	Public Sector Training Development for Afghanistan	16/08/2010 to 31/08/2010	Middle or managerial level officials working with HR or training management departments - various ministries / agencies of GIRA	Asia Development Institute of the Graduate School of Public Administration, Seoul National University, South Korea	Improvement of capacity in developing training programmes, career development plan, competency based curriculum strategies and sensitization of HRD strategies for better management of civil services
5	Administration Reform through E-Government	29/09/2010 to 12/10/2010	Middle or manager level officials engaged in	Kookmin Institute for Strategic	Enhancement of the capacity to implement e-government projects in

Sl	Course	Duration	Target Group	Institute	Results / benefits of the Course
	for Afghanistan		implementation of e-government projects – Ministry of Communications and IT (MoCIT)	Governance (KISG), South Korea	Afghanistan
6	Local Administration for Afghanistan	30/09/2010 to 15/10/2010	Manager level officers working for improvement in service delivery and governance for sub-national governance – IDLG and officers from provincial offices	Gyeonggi Human Resource Development Center, South Korea	Enhancement of understanding of strategies for decentralization and Govt. reforms, core issues of public policy and challenges of local administrative system for providing good governance
7	Gender Equality and Women's leadership Development for Afghanistan	17/10/2010 to 01/11/2010	Middle or manager level officials or Gender Focal points (Women) engaged in implementation of gender mainstreaming agenda - various ministries / agencies of GIRA	Korean Institute for Gender Equality Promotion and Education (KIGEPE), South Korea	Better understanding of the concept of gender mainstreaming, gender equality policies, development of female human resources and developing national women leader's ability to develop gender sensitive policies

A total of 135 Afghan civil servants, as per the details given in the table below, underwent capacity enhancement during these 7 KOICA training programmes organized during the reporting period.

Sl	Course Title	Number of trainees				
		Total	Men	Women	National Level	Sub-national Level
1	Economic Development Strategy for Afghanistan	19	19	0	19	0
2	Sustainable Agricultural Development for Afghanistan	19	17	2	9	10
3	Capacity Building for Gender Policies	20	14	6	20	0
4	Public Sector Training Development For Afghanistan	19	17	2	19	0
5	Administration Reform through e-Government for Afghanistan	20	15	5	12	8
6	Local Administration for Afghanistan	20	20	0	8	12
7	Gender Policies and Women Leadership	18	4	14	16	2
<b>Total</b>		<b>135</b>	<b>106</b>	<b>29</b>	<b>103</b>	<b>32</b>

In addition to the specific intended benefits that were derived by the participants of each of the 7 training programme, it helped the 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 the Afghan civil servants. For all 7 training courses, of great significance and benefit was the fact of witnessing first hand, South Korea's trust with development. Further, apart from the technical learning, the overall

experience of visiting a foreign country provided an exposure to the participants resulting into subtle / covert capacity development by way of confidence building.

Based upon the lessons learnt from organisation of the 7 training programmes during 2010, further improvements are planned for courses to be conducted in 2011.

KOICA Course 1 : Economic Development Strategy for Afghanistan



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



Home coming: understanding a Korean home and its customs

KOICA Course 2 : Sustainable Agricultural Development for Afghanistan



Group of Trainees for Course2



Presentation of group report by the trainees

KOICA Course 3 : Capacity Building for Gender Policies



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



Lecture session for the trainees on "Gender Policies" at the training institute

KOICA Course 4 : Public Sector Training Development for Afghanistan



Group of Trainees for Course4



Preparing for the assignment during the course

KOICA Course 5 : Administrative Reform through e-Government for Afghanistan



Trainees on an exposure visit to Posco



Afghanistan Country presentation by a trainee

KOICA Course 6 : Local Administration for Afghanistan



Group of Trainees for Course6 at KOICA



Trainees on an exposure visit to Samsung

## KOICA Course 7 : Sustainable Agricultural Development for Afghanistan



Afghan men and women civil servants receive training on gender policies in Korea



Afghan Korea Cultural Amalgamation  
Afghan women at home in Korean

### Activity 1.3: A gender mainstreaming strategy to bring about empowerment of women civil servants developed and implemented.

NIBP pursues to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. In order to mainstream gender issues in delivery of project activities the project is ensuring that gender disaggregated data is collected, while conducting monitoring and evaluations.

NIBP Gender Mainstreaming Strategy (GMS) focuses on three components namely, (A) Capacity Development, (B) Organizational Gender Sensitivity and Policy Development, and (C) Gender Sensitization Programmes. The component on capacity development pays special attention to advisory and technical assistance to the women civil servants with thrust on coaching leading to confidence building of women civil servants in leadership positions. The second component required the NIBP Advisors to act as facilitators in the ministries / agencies to help bring in policies aimed at women's empowerment and gender equality and to facilitate gender analysis and formulation of Gender Action Plans. The component on gender sensitization programmes / activities relate to transfer of gender progressive ideas among male counterparts through coaching, facilitation in organizing gender sensitization programmes in the ministries / agencies, and providing assistance in creation of a gender mainstreaming network in the ministries / agencies and exchange of best practices and ideas. The identification of the key components of the NIBP Gender Mainstreaming Strategy provides a road map for the project to be proactively gender sensitive to track changes in women's empowerment and gender equality in the ministries / agencies of GIRA, where the project would be operational.

In order to realize the abovementioned objectives, NIBP engaged in a 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. Further, the ToT conducted by the Capacity Development Group (CDG) of the Regional Centre in Bangkok (RCB) included sessions on gender sensitivity and awareness, 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. Also, two KOICA training courses namely "Capacity Building for Gender Policies" and "Gender Policies and Women Leadership" were devoted exclusively for proactively promote gender consideration in training programmes undertaken by NIBP. These courses resulted in better understanding of the participating Afghan civil servants about the concepts of gender mainstreaming, gender equality policies, development of female human resources and developing gender sensitive polices.



KOICA training debriefing in MoWA  
H.E. Dy. Minister Ms. Palwasa Kakar in Chair



Mainstreaming Gender in NIBP activities  
Training on Capacity Assessment in MAIL

**Activity 1.4: Inter-ministerial Commission for Capacity Development (ICCD) in Ministry of Economy (MoEc) supported 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, in consultation with representatives of the ministry, the terms of reference were developed for advisory support to ICCD and placed two national Capacity Development Officers with MoEc. The limited support however enabled the MoEc to revitalize the ICCD secretariat functions.

**Output 2: "Institutional and Organizational capacity of select government entities strengthened by policy and strategy development and systems improvement through coaching and advisory services in alignment with Civilian Technical Assistance Plan (CTAP)".**

**Indicator 2.1: Institutional strengthening, organizational reforms and skills development undertaken in select government entities through provision of coaching and advisory services of CDAs in alignment with CTAP**

Under this output, NIBP has a provision of providing services of CDAs to select ministries in alignment with the Civilian Technical Assistance Programme (CTAP) of the MOF. Coordination meetings were held with CTAP under the leadership of GDPDM, IARCSC and 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 was 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. This output creates a window for donors to provide off-budget support to CTAP. During the reporting period, discussions were held with potential donors and an agreement was signed with the Canadian International Development Agency (CIDA) for a CIDA contribution of CDN\$ 516,000 towards implementation of this output. The preference of CIDA to provide capacity development support to Ministry of Education (MoEd), Ministry of Public Health (MoPH) and Ministry of Finance (MoF) were pursued and the process of recruitment of CDAs for these ministries was initiated.

**Output 3: "PAR management and coordination capacity of IARCSC strengthened and institutional and policy support for implementing required training programmes for civil servants established".**

**Indicator 3.1: Institutional capacity of IARCSC strengthened for improved PAR Management and Coordination.**

As part of activities under NIBP for 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. Important activities / outputs / results of NIBP advisory support to GDPDM are presented below:

- A Capacity Development Plan (CDP) for GDPDM was prepared.
- 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.
- GDPDM monitoring and evaluation (M&E) section was assisted in a comprehensive review of the existing M&E framework which is currently being used for evaluation of MCP project of GDPDM. It was acknowledged that the M&E framework and associated tools should be subjected to rigorous field testing.
- NIBP assisted GDPDM in identifying the requirements and preparing the corresponding work plans for the purpose of support from USAID funded Afghan Civil Service Support (ACSS) programme. The support sought from ACSS feeds to the CD needs of GDPDM.
- 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 GIRA.
- The GDPDM was supported in developing a concept note and proposal for a pilot initiative for capacity development at sub-national level to enhance the capacity in planning, implementation and monitoring.
- The GDPDM was supported in donor relations' management including presentation to donors on the mandate and strategies of GDPDM and its current programmes / projects.
- The GDPDM initiated the process of review of its recruitment procedure for ARTF funded MCP. The NIBP supported the Review Committee and provided advisory services to GDPDM in review of its recruitment procedure.
- As part of the International Dialogue for Peacebuilding & Statebuilding, the first meeting of the International Dialogue Working Group on "External Assistance to Capacity Development" was held in Paris on 18-19 November 2010. The Government of Afghanistan was represented by the GDPDM. The NIBP supported the preparation of GDPDM's presentation on IARCSC's approach to capacity development, IARCSC's programs / projects for capacity development including NIBP, and the Afghan experience of external assistance for capacity development. The report of the Working Group drew substantially from Afghan experience of capacity development.

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 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 Kabul, Herat, Mazar and Jalalabad.

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

An orientation session was organized on December 19, 2010 for national Capacity Development Officers (CDOs) of GDPDM, IARCSC on UNDP methodology of undertaking Capacity Assessments and preparation of Capacity Development Plans based on capacity assessments. As a result of the orientation session, the national CDOs gained better understanding of "One UNDP" approach to capacity development.



A training programme was organized for the staff of GDPDM in National Institute for Financial Management (NIFM), an autonomous training institute under ministry of Finance, India from 22nd to 28th February 2010 in the institute campus at Faridabad, India. Twenty Afghan nationals, including three women, working with GDPDM in different areas including financial management, human resource management, communications, general administration and capacity development were trained in this course.

The subject matter of the training programme focused on areas related to the common functions of government as recognized by IARCSC to be of prime importance for capacity development. Overview was provided on principles of financial management, human resources management, project management and procurement. The results from the training programme were enhanced capacity of the participants. The programme resulted in building not only the technical capacities in the functional areas, but it also helped the participants learn useful training techniques from the trainers. The programme also exposed the participants to an experience of international visit with its associated activities which in the long term contributes to personality development through confidence building. The training therefore provided a wholesome capacity development experience through enhancing the hard skills as well as soft skills of the participants.



Training of GDPDM / NIBP national staff at NIFM, India February 22-28, 2010

**Indicator 3.2: A National Training Policy developed.**

**Indicator 3.3: Operational capacity of Afghanistan Civil Service Institute (ACSI) supported.**

**Indicator 3.2: Operational capacity of RTCs and PTCs supported.**

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

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.

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

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.

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

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 inception year of the project required dissemination of information regarding the project approach and methodology. In this regard, a project brochure was designed and printed. Further, an abridged version of project document was prepared and printed. The Afghanistan DVD prepared by the Capacity Development Group (CDG), Bureau of Development Policy (BDP), UNDP NY for the Global Campaign on Capacity Development was also copied for distribution. The DVD was released in March 2010 in the global event on capacity development at Marrakech, Morocco.



Project Brochure : National Institution Building Project (NIBP)

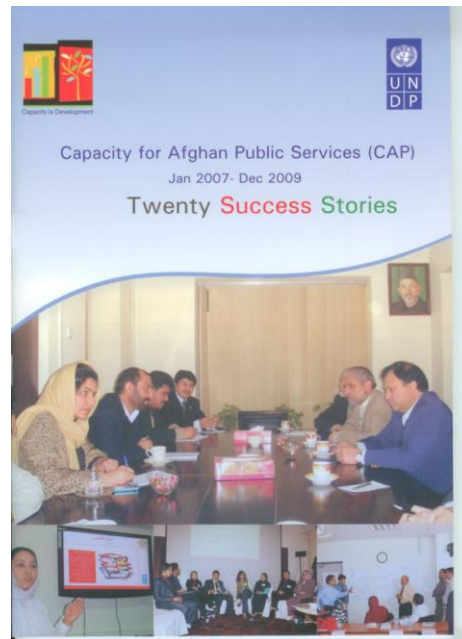
The project in partnership with IARCSC engages with different ministries / agencies to increase the outreach for the project. In this regard, high level meetings were conducted in several ministries. NIBP's approach to capacity development is an enhanced version of its predecessor CAP project. There was a need for documenting and sharing of the successes of CAP project not only with the government partners but also with other stakeholders like donors and other development agencies so as to ensure greater support to the project. Accordingly, NIBP continued to document 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. The central theme of the story as to whether it related to individual capacity development or organizational reform or institutional level activity is introduced in the write-up. 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 prepared the following five success stories of CAP project, taking the total number to twenty.

1. Procurement Controllers in Line Ministries – Procurement Policy Unit (PPU), MOF
2. Capacity Development in MoIC – Ministry of Information and Culture
3. Organizational Restructuring in MoCIT – Ministry of Communication and IT
4. Communication for Youth – Deputy Ministry of Youth Affairs
5. Results through relevant and responsive Capacity Development Tools – Project level

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.

The print media channel was also 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. 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)

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 was 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. As a first step towards establishment of the CD Cluster, the 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.

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.

In an expanded meeting of CD Cluster, held on Wednesday October 13, 2010, NIBP made a presentation on “UNDP approach to Capacity Development”. The meeting was a formal launch of the cluster for its work with all UNDP projects in Afghanistan to promote the “One UNDP” approach on CD. In continuation, guidance was provided during the year to the following UNDP projects for preparation of their capacity development plans: (1) JHRA - Justice and Human Rights for Afghanistan; (2) Democratic Policing; (3) GEP - Gender Equality Project; (4) ACT project - Anti-corruption and Transparency project; and (5) Making Budget and Aid Work (MBAW) project.

### **III. Implementation Arrangements**

The Project is implemented through the Direct Implementation Modality (DIM) of UNDP. The IARCSC is the Government Cooperating Agency for the Project. The IARCSC is the governmental unit directly responsible for the government’s participation in the Project. A Letter of Agreement (LoA) between the IARCSC and UNDP as per UNDP programming guidelines places the IARCSC in lead role in managing the project with an aim to take the ownership, and be accountable for the

implementation of the project. The GDPDM of the IARCSC is the Implementing Agency for the Project on behalf of IARCSC. The IARCSC has designated the Director General of the GDPDM as its representative for the Project, who performs the role and functions of Senior Beneficiary in the Project Board. The GDPDM is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of Project resources.

The Project Board consists of the Executive (IARCSC & UNDP) representing the ownership of the Project, the Senior Beneficiary (GDPDM, IARCSC) representing interests of those who will ultimately benefit from the project, and the Senior Supplier (UNDP and Donors) representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Project Board is responsible for making by consensus, management decisions for the project, including approval of project plans and revisions. In addition, the Project Board plays a critical role in project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Project reviews by Project Board are made at designated decision points during the running of the project.

The Local Governance and Administration (LGA) Unit of UNDP Country Office undertakes the role of Project Assurance and supports the Project Board by carrying out objective and independent project oversight and monitoring functions. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. A Project Management Team supports the Project Manager in areas of project management, financial management, procurement, human resource management, asset management and general administration. The project team is organized in output based component clusters delivering the results under the respective components.

The government partner and project management is by UNDP through the establishment of different programme, oversight and operation support units. Results Management and Reporting services are being established through the appointment of a Knowledge Management and Reporting Officer. Budget and Finance Oversight services are performed by the Programme Support Unit (PSU) in UNDP to plan, manage and have oversight of the project cost sharing agreements, budget, expenditures, and reporting. The Operations Unit in UNDP provides human resource, administration, security and logistic services.

The project endeavors to form different partnerships and consultative or advisory groups to coordinate and forge partnerships which should help in enhancing delivery of sustainable results. Regular consultations with the donors as part of strengthening the "joint project" management and advisory arrangements are organized. The project is subjected to internal UNDP monthly reviews as well as quarterly reviews with the government and other partners. Project implementation is governed through Annual Work Plans, which is jointly prepared with the government partner.

## **IV. Challenges/Risks/Issues**

### **Challenges**

#### NIBP positioning vis-à-vis other CD projects

Some of the key reasons for the success of the predecessor project of NIBP i.e. the CAP project were its unique and effective features such as it drew on regional resources, provided relevant demand led CD responses and was Afghan led. NIBP is an enhanced version of CAP and thus retains its successful elements along with addition of some improvement. The lessons learnt from CAP implementation have also been incorporated in project design of other CD projects, e.g., Civilian Technical Assistance Programme (CTAP) of Ministry of Finance (MoF). The challenge is not to lose

the uniqueness of NIBP and this calls for appropriate positioning of NIBP vis-à-vis other CD projects under implementation in Afghanistan. An associated challenge is related to other projects affecting the market share of NIBP in terms of the area or spread of operation. The challenge is being addressed by promoting and disseminating the comprehensive CD approach of NIBP.

#### Resource mobilization

The NIBP implementation commenced on January 1, 2010 with initial funds (USD 2 million) provided by UNDP. While several other donors contributed to the project resources during the year, 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.

### **Risks**

#### Political uncertainty

An undercurrent of political uncertainty related to formation of the Cabinet prevailed during the initial months of 2010. Increased incidents of security violation added to the uncertainty. The public sector was directly affected by such a situation. As NIBP works in the different governmental ministries/agencies its operations get adversely affected in a scenario of political uncertainty regarding the leadership in the ministry/agency. In order to mitigate this risk, in its initial phase, the project operations were scaled up gradually in terms of the number of ministries where it operated. A gradual approach was used to expand the project operations to newer ministries / agencies. This minimized change management in challenging situations.

#### 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 2009 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 often became sites of incidents like explosions. The project strives to put in place measures to follow UNDP security guidelines and to be MOSS (Minimum Operations Security Standards) compliant in all its operations. Regular inspection is undertaken by UNDP security. The NIBP office in GDPDM was inspected during the quarter and was declared non-MOSS compliant. Currently, the project is operational from UNDP Country Office and measures are being contemplated to comply with MOSS requirement to get the NIBP Office in GDPDM become complaint again.

#### Frequent changes in senior management in partner ministry/agency

Frequent change of the top leadership in a ministry is a known phenomenon in ministries / agencies in GIRA. Along with change in very senior functionaries, there is often a change of key functional level senior officials as well. This results in disruption of day to day activities of the ministry. This directly affects the continuity of operations of the project and in such times of transition, lot of existing work goes waste. This is also a de-motivational factor for the government counterparts as a frequent change at the top brings changes in their work areas. This is a perennial risk. The project addresses this by focusing its activities on overall organizational and systemic change management to reduce risks arising out of change of individuals and also by working with various hierarchical levels within the ministry to increase the spread and to diversify the risk.

## Issues

### Activities associated with the startup of the project

NIBP was launched in January 2010. It needed to attend to issues associated with the startup phase of the project. Some of the important activities related to procurement of human resources, both national and international; resource mobilization; startup of activities in ATLAS; procurement of goods such as vehicles, safety equipment etc. Further, NIBP also had 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 started early in 2010 and substantial progress was made during the year. However, procedural bottlenecks did become an issue at times which were attended diligently to maintain the desired pace of implementation.

### 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.

### Integrating NIBP office with government partner

Though NIBP is a direct implementation modality (DIM) project, a conscious effort was made to put the government partner, i.e., GDPDM, IARCSC in lead in most of the decision making and to integrate the project office within GDPDM. This is to ensure that the capacity development efforts of UNDP are Afghan led and in alignment with the actual requirements of the government of Afghanistan. However, capacity gaps in core functional competencies like mutual accountability mechanisms often become bottlenecks in the decision making process and at times result in issue based conflicts. This issue was addressed through capacity development initiatives and need based advisory services focused on the implementing partner.

## V. Lessons Learnt

NIBP is in an initial stage of implementation and it is early to compile substantive lessons learnt from its implementation so far. The lessons learnt from its predecessor projects on CD for the public sector have been incorporated into the design of NIBP. The new and modified CD model of NIBP was rolled over in some of the ministries where it operated during 2010. An important lesson of project implementation so far has been related to the requirement of its positioning as a CD project as against other projects which depend on Technical Assistance under the garb of CD. The distinguishing features of NIBP in terms of its design and approach needs to be highlighted and disseminated.

The strength of NIBP is its model of large outreach wherein it operates through teams of advisors placed in different ministries/agencies. However this model is a source of many operational challenges / difficulties faced by the project in its implementation. To start with, there has been a constant challenge of security of the many internationals working from different locations. Further, political uncertainty leads to instability in the ministries and this poses a direct challenge to the project as change of management hampers the CD work done by the project team. As a result, the common approach of the project in different partner ministries / agencies meets with varying degree of success. The expectations of capacity development therefore need to be realistic.

While the source of international advisors should be diversified and other possibilities should be explored, the quality of advisors in terms of their qualification and experience to deliver required services should be of paramount importance. To this end, the model followed in CAP project turned out to be a sterling example of south-south cooperation. The model of regional cooperation has

been continued under NIBP and needs to be vigorously followed. In order to reduce the response time for providing services of an advisor against a request, the project should attempt to develop a roster and database of potential candidates so that the selection and deployment of the advisor is completed in a reasonable time.

While the NIBP services at the central level should continue in its current form, which has proved to be highly successful in terms of demonstrated high satisfaction level with project services, a model of implementation needs to be developed for sub-national level. The project should consolidate and accord priority for providing the services to the provincial level in collaboration with other UNDP projects and programmes.

Given the potential of women to contribute to the nation's development gender mainstreaming must continue to be a priority. NIBP can play an important role in this regard because of its outreach and approach. Further, the partner ministries / agencies should ascertain their requirements based on their priorities of service delivery, before initiating any CD activities in their organizations. A pool of 'Best Practices' which can then be replicated should be formed. Also, in the post conflict conditions of Afghanistan where the ministries / agencies face severe resource crunch, the project resources should provide for all its requirements and the project implementation should not depend upon externalities for any support.

Lastly, there is a need to develop mechanisms and indicators for measuring results and achievements of CD efforts at all levels. The project should increase advocacy and outreach to remain focused and aligned with the objectives of the project such that the project is accountable to beneficiaries and contribute to ownership by national authorities.

## **VI. Future Plan**

"Institution Building" at central level through "advising" and "coaching and mentoring" is a niche area of NIBP and shall continue to be the priority in 2011. However, for good reasons, the priority is shifting to capacity development at sub-national level. NIBP has received specific donor support to undertake CD activities at sub-national level. Year 2011 will therefore see an expansion of NIBP to sub-national level to select provinces.

The activities of 2011 will include continued services in ministries / agencies with renewed focus on policy advice along with coaching. The advocacy and outreach activities shall be ensued for continued demand assessment for project services and resource mobilisation. Most importantly, the recruitment and mobilization of CDAs shall be completed early and twinning arrangements shall be pursued to strengthen the CD initiatives of the project. The source of CDAs shall be diversified by extending the south-south cooperation modality to other regional countries. Undertaking capacity assessment and preparing capacity development plans for partner ministries / agencies shall be the first task of the CDA on his placement. A coordinated implementation of the CD plans shall result in promotion of "One UNDP" approach to CD in Afghanistan. Synergies with other UNDP projects through CD Cluster will see an enhancement in the outreach of NIBP approach to CD in Afghanistan.

The NIBP follows an integrated approach to capacity development and key elements of the project were designed keeping in mind the scope and approach of other projects of IARCSC, under implementation during the formulation of NIBP. More than a year later, the scenario and donor support to the activities of IARCSC has undergone substantial change and donor support is available to IARCSC for certain activities that were planned as part of NIBP. A repositioning of NIBP within IARCSC has therefore become inevitable.

Further, donor support has been made available to NIBP for specific elements / components of the project and in some select areas or ministries in accordance with donor priorities. The resources

made available to the project are in most cases earmarked and tied. The project has therefore provided good opportunity to the partners for supporting ministries / beneficiaries / government entities in accordance with their priorities. Such facility has created an enabling environment for a coordinated support by a donor to the government within the programmes / projects supported by the donor. Such earmarked support to NIBP is increasingly positioning it as a "Capacity Development Facility" in Afghanistan, which can be used by donor partners to undertake capacity development in their priority areas. This calls for a revision of the scope of the project in 2011 and updating the project document for the changes in its scope.

## VII. Financial Information

Table 1: Total Income and Expenditure

Donor	INCOME			EXPENDITURES			BALANCE	Remarks
	Total Commitment (a)	Total Received (b)	Total Receivable c= (a-b)	Total Cumulative Expenditures as of Dec 2009 (d)	Current Year 2010 e	Total Expenditures f= d+e	Total Received minus Total Expenditures g=(b-f)	
UNDP Core	2,054,362	2,054,362	-	-	2,054,362	2,054,362	0	
ITALY	1,233,045.62	1,233,046	-	-	37,655	37,655	1,195,391	
CIDA	490,028.49	490,028	-	-	36,380	36,380	453,648	
AusAID	225,630.00	225,630	-	-	120,712	120,712	104,918	
INDIA	4,320,000.00	1,080,000	3,240,000	-	0	0	1,080,000	
SDC SWITZERLAND	1,807,709.00	479,175	1,328,534	-	0	0	479,175	
<b>Total</b>	<b>10,130,774.78</b>	<b>5,562,240.69</b>	<b>4,568,534.09</b>	<b>-</b>	<b>2,249,109</b>	<b>2,249,109</b>	<b>3,313,132</b>	
Note:								
i) Income received in currency other than USD is approximated to USD based on UN exchange rate.								

Table 2: Expenditure by Outputs (2010)

Project Output	Budget (AWP 2010)	2010 Expenditure (provisional)	Delivery Rate*	Remarks
Output 1: Institutional and organizational capacity to improve service delivery and to support PAR objectives	1,622,400	1,466,212		
<i>GMS</i>	16,484	2,075		
<b>Sub-total Output 1.</b>	<b>1,638,884</b>	<b>1,468,287</b>	<b>90%</b>	
Output 2: Institutional and organizational capacity strengthened in alignment with CTA Plan	76,250	0		
<i>GMS</i>	8,750	0		
<b>Sub-total Output 2</b>	<b>85,000</b>	<b>0</b>	<b>0%</b>	
Output 3: PAR management and coordination capacity of IARCSC	267,115	291,987		
<i>GMS</i>	8,491	10,666		
<b>Sub-total Output 3</b>	<b>275,606</b>	<b>302,653</b>	<b>110%</b>	
Output 4: Project Management	550,300	478,169		
<i>GMS</i>	5,118			
<b>Sub-total Output 4</b>	<b>555,418</b>	<b>478,169</b>	<b>86%</b>	
<b>Grand Total</b>	<b>2,554,908</b>	<b>2,249,109</b>	<b>88%</b>	
		<b>Note:</b>	*Delivery Rate =	2010 expenditure/2010 AWP budget

Table 3: Expenditure by Donors (2010)

Donor	Project Output	Budget (AWP 2010)	2010 Expenditure (provisional)	Delivery Rate*
UNDP (Core)	Output 1: Institutional and organizational capacity to improve service delivery and to support PAR objectives	1,409,400	1,436,571	102%
	Output 2: Institutional and organizational capacity strengthened in alignment with CTA Plan	0	0	
	Output 3: PAR management and coordination capacity of IARCSC	108,300	139,622	129%
	Output 4. Project Management	482,300	478,169	99%
GMS		0	0	
<b>Grand Total</b>		<b>2,000,000</b>	<b>2,054,362</b>	<b>103%</b>
ITALY	Output 1: Institutional and organizational capacity to improve service delivery and to support PAR objectives	213,000	29,642	14%
	Output 2: Institutional and organizational capacity strengthened in alignment with CTA Plan	0	0	
	Output 3: PAR management and coordination capacity of IARCSC	6,000	5,550	93%
	Output 4. Project Management	68,000	0	0%
GMS		21,602	2,463	
<b>Grand Total</b>		<b>308,602</b>	<b>37,655</b>	<b>12%</b>
CANADIAN (CIDA)	Output 1: Institutional and organizational capacity to improve service delivery and to support PAR objectives	0	0	
	Output 2: Institutional and organizational capacity strengthened in alignment with CTA Plan	76,250	0	0%
	Output 3: PAR management and coordination capacity of IARCSC	40,000	34,000	85%
	Output 4. Project Management	0	0	
GMS		8,750	2,380	
<b>Grand Total</b>		<b>125,000</b>	<b>36,380</b>	<b>29%</b>
AUSTRALIAN (AUS-AID)	Output 1: Institutional and organizational capacity to improve service delivery and to support PAR objectives	0	0	
	Output 2: Institutional and organizational capacity strengthened in alignment with CTA Plan	0	0	
	Output 3: PAR management and coordination capacity of IARCSC	112,815	112,815	100%
	Output 4. Project Management	0	0	
GMS		8,491	7,897	
<b>Grand Total</b>		<b>121,306</b>	<b>120,712</b>	<b>100%</b>
<b>OVERALL Grand Total</b>		<b>2,554,908</b>	<b>2,249,109</b>	<b>88%</b>
		*Delivery rate =	2010 expenditure/2010 AWP budget	

## ANNEXES

### Annex 1 - Reporting on Results and Impact

Result/Goals	Performance Indicators	Baseline Info	Performance Benchmark and Targets	Implementation Progress in reporting period	Gender Rating
Strengthening Institutional and Organizational capacity of select government entities	# of CD plans prepared	# of CD plans prepared - 0	# of CD plans prepared – 10	5 draft CD plans have been prepared (CSO, MoTCA, PPU of MOF, DMOYA and GDPDM)	2
	# of civil servants trained in core functions	# of civil servants trained in core functions – 0	# of civil servants trained in core functions - 100	# of training participants – 224 # of Coachees – 96 [9 (CSO); 26 (MoTCA); 22 (DMoYA); 31 (PPU of MoF); 8 (GDPDM)]	2
	# of manuals / user guides prepared to bring about systems improvement	# of manuals / user guides prepared to bring about systems improvement - 0	# of manuals / user guides prepared to bring about systems improvement – 3	# of manuals / user guides prepared to bring about systems improvement – 3 in PPU of MOF.	1
	# of twinning arrangements in place	# of twinning arrangements in place - 0	# of twinning arrangements in place – 3	# of twinning arrangements in place – 3 (KOICA – 1; MoTCA – 2)	0
CD and Advisory support in alignment with CTAP	Indicators: same as output_1	Baseline: merged with output_1	Targets: merged with output_1	Activity not undertaken during the reporting period.	---
Institutional CD of IARCSC and support to Training Institutes	CSMD strengthened for effective supervision of PAR	CSMD strengthened for effective supervision of PAR - no support	CSMD strengthened for effective supervision of PAR - continued support	Activity not undertaken during the reporting period.	1
	GDPDM strengthened for effective management of programs of IARCSC	GDPDM strengthened for effective management of programs of IARCSC - limited support	GDPDM strengthened for effective management of programs of IARCSC - continued support	The GDPDM is being supported by UNDP under NIBP as well as by WB under MCP for developing and maintaining its good capacity to deliver efficient and effective services.	1

**Gender Ratings:**

0= Output is not expected to contribute to gender equality in a noticeable way

1= Gender equality is not one of the reasons for having this output. Nevertheless, some aspects of the output- perhaps one of the activities- is expected to promote gender equality.

2= Gender equality is not the main objective of the output, but the output is expected to promote gender equality in a significant way.

3= The achievement of the gender equality is an explicit objective of the output and the main reason that this output was planned.

## Annex 2 - Policy and Knowledge Products

Name of Project: National Institution Building Project (NIBP)

Year: 2010

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
1	Revised Manual of Procedures for Procurement Appeal and Review.	NIBP CDA	PPU, MOF	January 2010	---
2	Standard Request For Proposals Documents for consultancy services.	NIBP CDA	PPU, MOF	January 2010	---
3	Standard Prequalification Documents for procurement of works.	NIBP CDA	PPU, MOF	January 2010	---
4	Statistical Yearbook 2008-09 (launched during January 2010).	NIBP CDA	CSO	January 2010	---
5	Request for Proposal document for Kabul International Airport master planning and Terms of reference for revenue enhancement project of the Ministry.	NIBP CDA	MoTCA	January 2010	---
6	Proposal of Central Statistics Organisation (CSO) for the World Bank Global Trust Fund, Statistics for Results facility – Catalytic Fund (SRF-CF).	NIBP CDA	CSO	January 2010	---
7	Preparation of Afghanistan National Statistical Plan (ANSP) in cooperation with European Union.	NIBP CDA	CSO	January 2010	---
8	Institutional development report of six provinces for their procurement function.	NIBP CDA	PPU, MOF	January 2010	---
9	Procedural guidelines for capacity certification of procuring entities.	NIBP CDA	PPU, MOF	January 2010	---
10	5 success stories for CAP project. With this 20 success stories were completed for the project.	NIBP CDA	NIBP	January 2010	---
11	Lessons learnt report for CAP project.	NIBP CDA	NIBP	January 2010	---
12	Reform proposal for public procurement in Afghanistan including vision statement for PPU	NIBP CDA	PPU, MOF	February 2010	---
13	Capacity Development Strategy for PPU and Public Procurement in Afghanistan	NIBP CDA	PPU, MOF	February 2010	---
14	Standard Request for Proposals (SRFP) forms (total 12 forms) for consultancy services.	NIBP CDA	PPU, MOF	February 2010	---
15	Proposal for funding of Kabul Youth Information Center	NIBP CDA	DMoYA	February 2010	---
16	Capacity Development Plan (CDP) for PPU of MOF.	NIBP CDA	PPU of MOF	March 2010	---
17	Capacity Development Plan (CDP) for DMoYA.	NIBP CDA	DMoYA	April 2010	---
18	Comprehensive TOR for leasing / chartering of aircrafts for organizing Hajj Operations for 2010.	NIBP CDA	MoTCA	May 2010	---
19	Capacity Development Plan (CDP) of MoTCA.	NIBP CDA	MoTCA	May 2010	---
20	Capacity Development Plan (CDP) for CSO.	NIBP CDA	CSO	May 2010	---

SN.	Policy/Knowledge Products	Authors	Stakeholders Consultations	Date of Completion	Total Budget or Cost in USD
21	MoU of DMoYA with NAI TV and inter-news agency for multimedia training of youth and with Duniya University for free scholarship.	NIBP CDA	DMoYA	May 2010	---
22	Capacity Development Plan (CDP) for GDPDM, IARCSC	NIBP CDA	IARCSC	May 2010	---
23	Template for preparation of a Capacity Development Plan (CDP) by a Project.	NIBP CDA	NIBP	July 2010	---
24	MoU between DMoYA and Norwegian Refugee Council (NRC) of worth 3 million USD for implementation of 'Youth Education Pack' (YEP) project in five provinces of Afghanistan.	NIBP CDA	DMoYA	July 2010	---
25	Booklet of 20 success stories of CAP Project.	NIBP CDA	NIBP	July 2010	---
26	Document on a roadmap for maintenance of Millie buses of the ministry.	NIBP CDA	MoTCA	August 2010	---
27	Master Plan for transition of civil aviation functions from NATO to Ministry of Transport and Civil Aviation	NIBP CDA	MoTCA	October 2010	---
28	Resolution for Youth Council adopted in Youth General Assembly and follow up plan for youth council to be implemented in the provinces from 2011	NIBP CDA	DMoYA	October 2010	---
29	Concept Note on setting up an Independent Civil Aviation Authority in Afghanistan	NIBP CDA	MoTCA	November 2010	---
30	Proposal for providing an efficient and affordable public transport system in Kabul and in the provinces	NIBP CDA	MoTCA	November 2010	---
*The list above is not exhaustive.					

## Annex 3 - Training and Capacity Development Outputs

Name of Project: National Institution Building Project (NIBP)

Year: 2010

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
1	One week training programme to meet the CD needs of GDPDM and its human resources, on overview of common government functions for national coaches of NIBP and staff of GDPDM	February 22 – 28, 2010, NIFM, Faridabad, India	GDPDM, IARCSC	20	Improvement of technical knowledge and capacity in common functions of government (planning, procurement, financial management, project management and human resource management).	Funded by GDPDM, IARCSC from Government budget
2	Training programme for youths from Kabul on leadership and youth outreach activity.	Kabul	DMoYA, MoIC	30	Improvement in leadership skills	Funded by DMoYA
3	Two week training programme under the UNDP-KOICA joint training programme on "Economic Development Strategy for Afghanistan"	May 17-31, 2010 at Seoul, Korea	Various ministries / agencies of GOA	18	Improvement of technical knowledge and capacity in policy planning and management of economic development	Funded by UNDP NIBP and KOICA
4	Two week training programme under the UNDP-KOICA joint training programme on "Sustainable Agriculture Development for Afghanistan"	May 22 – June 6, 2010 at Seoul, Korea	MAIL	19	Enhancement of knowledge and skills related to agricultural technologies for sustainable agriculture and for increasing agricultural productivity using environment friendly technologies	Funded by UNDP NIBP and KOICA
5	Two week training programme under the UNDP-KOICA joint training programme on "Gender Policies"	July 15-31, 2010 at Seoul, Korea	Various ministries / agencies of GOA	20	Enhancement of knowledge about development of gender policies and process of its implementations, gender power, leadership and governance and sensitization about challenges in administering gender policies in traditional societies	Funded by UNDP NIBP and KOICA
6	Two week training programme under the UNDP-KOICA joint training programme on "Public	August 16 – 31, 2010 at Seoul, Korea	Various ministries / agencies of GOA	19	Improvement of capacity in developing training programmes, career development plan, competency based curriculum	Funded by UNDP NIBP and KOICA

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	Sector Training"				strategies and sensitization of HRD strategies for better management of civil services	
7	Two week training programme under the UNDP-KOICA joint training programme on "Administration Reform through e-governance"	September 29 – October 12, 2010 at Seoul, Korea	MoCIT, IARCSC	20	Enhancement of the capacity to implement e-government projects in Afghanistan	Funded by UNDP NIBP and KOICA
8	Two week training programme under the UNDP-KOICA joint training programme on "Local Administration"	September 30 – October 15, 2010 at Seoul, Korea	IDLG, IARCSC, MRRD	20	Enhancement of understanding of strategies for decentralization and Govt. reforms, core issues of public policy and challenges of local administrative system for providing good governance	Funded by UNDP NIBP and KOICA
9	Two week training programme under the UNDP-KOICA joint training programme on "Women Leadership and Gender Policies"	October 17 – November 2, 2010 at Seoul, Korea	Ministry of Women Affairs (MoWA) as lead ministry	18	Better understanding of the concept of gender mainstreaming, gender equality policies, development of female human resources and developing national women leader's ability to develop gender sensitive polices	Funded by UNDP NIBP and KOICA
10	Safety Oversight Training	5 weeks starting 18th October, 2010 at NIAMAR, Delhi, India	Ministry of Transport and Civil Aviation (MoTCA)	12	Improvement in skills for applications of safety standards at airports in Afghanistan	Funded by GOI
11	Project Management and Office Procedure	Two weeks starting November 22, 2010 at Management Development Institute (MDI), Gurgaon, India	Deputy Ministry of Youth Affairs (DMoYA)	15	Better understanding of project management techniques and office procedures	Funded by UNDP PAD project
12	Project Management and Office Procedure	November 20-25, 2010 at Kabul, Ibn Sina Institute, Kabul	Deputy Ministry of Youth Affairs (DMoYA)	13	Better understanding of project management techniques and office procedures	Funded by UNDP PAD project
13	Skill development in selected functional area / common functions	On the job training from January to June 2010	CSO	9	Improved skills and understanding of common functions of government	---
14	Skill development in selected	On the job training	GDPDM, IARCSC	8	Improved skills and understanding of	---

SN	Training or Capacity Development Outputs/Event	Date and Location	Beneficiary Organizations	Number Trained	Impact	Total Cost or Budget in USD
	functional area / common functions	from January to June 2010			common functions of government	
15	Skill development in selected functional area / common functions	On the job training from January to March 2010	PPU, MoF	31	Improved skills and understanding of common functions of government	---
16	Skill development in selected functional area / common functions	On the job training from January to December 2010	DMoYA, MoICY	22	Improved skills and understanding of common functions of government	---
17	Skill development in selected functional area / common functions	On the job training from January to December 2010	MoTCA	26	Improved skills and understanding of common functions of government	---
Total				320		

## Annex 4 - RISK LOG

<b>Project Title: National Institution Building Project (NIBP)</b>	<b>Award ID: 00058898</b>	<b>Date: 1<sup>st</sup> January, 2011</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Political Uncertainty	January 2010	Political	Destabilization of operations due to instability in ministries/agencies P = 3; I = 4	Use of gradual approach for scaling up of operations	UNDP CO senior Management	Project Officer	July 2010	Reducing
2	Security of International staff	January 2010	Environmental	Violation of safety of project staff P = 3; I = 5	Full compliance of all security and MOSS guidelines + Operation in safe provinces	Project Manager	Project Officer	October 2010	Increasing
3	Change of senior management in ministry/agency	February 2010	Organizational	Disruption in smooth operation and delays in execution P = 3; I = 2	Emphasis on organizational reform + Interaction with all management levels	Project team in ministry / agency	Project Officer	April 2010	No change
4	NIBP positioning vis-à-vis other CD projects	January 2010	Strategic	Duplication and redundancies in ministries P = 3; I = 2	Detailed and regular dialogue with CTAP + Coordination strategy in place	Project Manager	Project Officer	October 2010	Reducing

## Annex 5 - ISSUE LOG

ISSUE LOG					Date:	1 <sup>st</sup> January, 2011
Award ID:		00058898	Project:		National Institution Building Project (NIBP)	
ID	Type	Date Identified	Description	Status / Priority	Status Change Date	Author
1	Financial	January 2010	Resource Mobilization	High	October 2010	Project Manager
2	Operational	January 2010	Start of project activities	Medium	July 2010	Project Officer
3	Operational	April 2010	Coordination of project activities at sub national level	Medium	---	CD Program Officer
4	Organisational	January 2010	Integrating NIBP office with government partner	Medium	October 2010	Operations Manager