

# National Institution Building Project (NIBP)

2010 – 2013



*NIBP works to develop the capacity of Afghanistan's civil servants, to result in better budget utilization, organizational structures and skills of government employees.*

## ANDS Pillar 2 and Kabul Communiqué Focus Area **Governance, Rule of Law, and Human Rights**

Proposed Budget  
**\$115 mil USD**

Resources\*  
**\$10 mil USD**

### Implementing Partners

Independent Administrative Reform and Civil Service Commission (IARSC)

### Donors

Australia, Canada, India, Italy, Japan, South Korea, Switzerland



\* As of 1 May 2011

## Context

In Afghanistan, problems of capacity exist at all levels, from individual capacity to organizational capacity to a lack of an enabling environment for further development. This has a serious impact on the effectiveness of civil servants and the government.

The majority of civil servants have undergone little or no training during the course of their careers. Further, the concepts of incentive structures, professional development and career progression have been weak or nonexistent. Consequently, there has been a basic lack of core competencies and specialist skills to develop policies, implement projects and deliver services.

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the major problems include an incoherent government structure with overlapping functions across government ministries; outdated work processes, procedures and systems; patronage and nepotism in appointments; gender imbalance; and the absence of well defined mechanisms for carrying out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.

In order to address these capacity challenges, the Kabul conference of July 2010 led to formulation of the Afghan Government's National Priority Programmes that represent the prioritized requirements of the Afghanistan National Development Strategy. The NIBP of UNDP Afghanistan follows the National Priority Programme for "efficient and effective government."

## Project Overview

NIBP follows an integrated and structured approach to Capacity Development in partnership with the IARSC.

Activities center around three main goals:

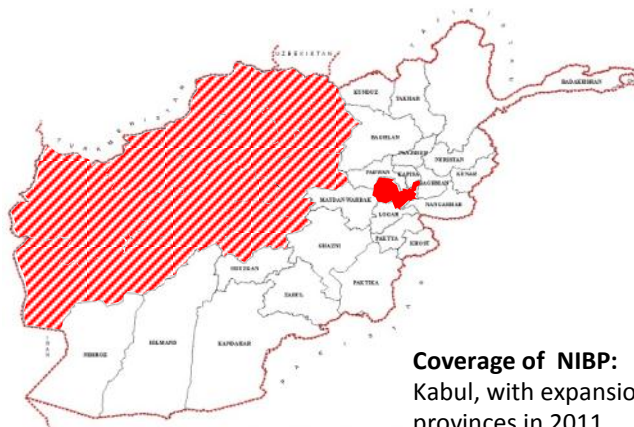
- 1) Institutional and organizational capacity of select government entities are strengthened through the development of policies and strategies, and improvement of systems in support of Public Administration Reform (PAR) objectives.
- 2) The institutional and organizational capacity development of select government entities, through coaching and advisory services in alignment with the government's Civilian Technical Assistance Program (CTAP).
- 3) PAR management and coordination capacity of IARSC strengthened and institutional and policy support for implementing required training programmes for civil servants established.

To achieve these goals, the project works with select government ministries, such as the Ministry of Transport and Civil Aviation, Ministry of Agriculture, Ministry of Labour, Ministry of Information and agencies such as the Central Statistics Organisation.

In close collaboration with relevant ministries and agencies, NIBP prepares capacity development plans, based on a comprehensive capacity assessment.

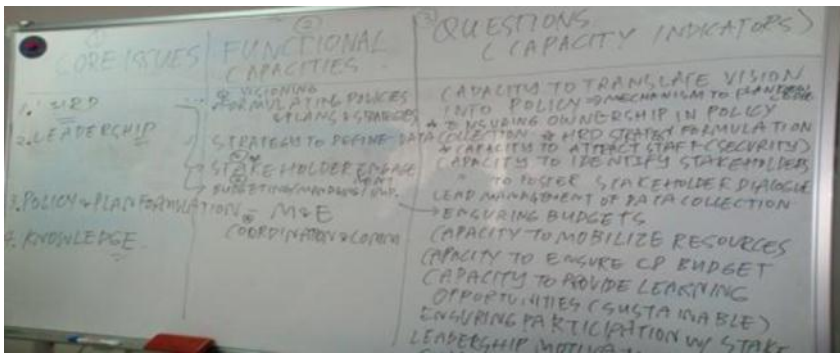
The project helps to place Capacity Development Advisors (CDAs) in ministries and agencies of the government at both central and sub-national levels, to build up the capacity of civil servants. CDAs are recruited primarily from neighboring countries to draw from shared experiences.

NIBP promotes "twinning arrangements" and partnerships between Afghan government ministries and agencies with corresponding ministries and agencies of other countries to transfer specialized skills and experience.



### Coverage of NIBP:

Kabul, with expansion to 11 provinces in 2011



## ICT4Youth

Information and communication technology (ICT) plays a major role towards educating and preparing youth for employment opportunities. There is a huge demand for educated youth with good ICT and spoken English skills in Afghanistan. Although there are many commercial outfits which provide ICT training, the costs of attending these courses are beyond the reach of most Afghan youth.

“The classes are free of cost. This has enabled me to take this very beneficial training course,” says Humaira, a high school student.

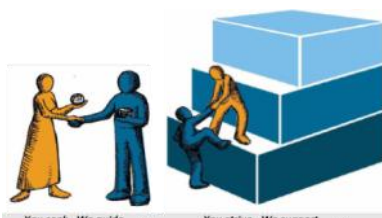
To train disadvantaged teenagers in Afghanistan with basic ICT skills, NIBP designed a programme called ICT4Youth with the Deputy Ministry of Youth Affairs (DMoYA). The key objective of NIBP is to develop comprehensive and sustainable capacities in government of Afghanistan — in this case, starting with the country’s youth. NIBP’s capacity development advisor worked with the deputy ministry through each stage of the programme, including planning and designing courses, selecting teachers, screening students and monitoring the implementation of the programme.

Students are trained by a qualified teacher for one hour every day in basic computer software and Internet skills. To prepare the students for future employment, the six-month course also supports activities such as writing resumes, searching job vacancies, and preparing for interviews. Classes are scheduled so that school-going children can attend the training sessions without missing their regular school classes.

In the 2010, 300 young Afghans were trained free of cost under this programme. Due to the flexibility of the programme, nearly 40 percent of the students were girls. “The classroom environment of ICT4Youth programme is safe and comfortable, so my family does not object to my attending these classes,” says Humaira. Another female student, Zarmina, regularly brings her nephew to classes so that she can watch him. In the first half of 2011, 400 students have already signed up for the training sessions.

## Key Results

- Promoted South-South cooperation; secured the support of the Government of India for Public Sector Capacity Development in Afghanistan.
- Executed twinning arrangements with civil servants of the Government of India and Korea International Cooperation Agency (KOICA) for capacity development between corresponding ministries / agencies.
- Organized 7 training programmes for 135 Afghan civil servants (106 men and 29 women) in South Korea, in areas such as Economic Development Strategy, Sustainable Agricultural Development and Gender Policies.
- Conducted Train the Trainers programmes to promote a better understanding capacity development, capacity assessments, and strategies within the civil service.
- Supported the government to prepare Capacity Development plans, covering policy and programmatic portfolios, for 5 government ministries and agencies.
- Supported 8 government ministries and agencies to develop knowledge products such as policy and strategy documents, and conduct organizational restructuring.
- Implemented an internship programme for 50 interns in Uruzgan province with the support of AusAID, to increase the skills set of the interns.



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