

QUARTERLY PROJECT REPORT [FIRST QUARTER, 2008]

United Nations Development Programme

Afghanistan

Capacity for Afghan Public Service (CAP) Project

01-01-2008 to 31-03-2008



Conduct of written test for recruitment of 2nd batch of National Coaches / Trainers at CDS

Project ID:	00052210
Duration:	January 2007 – December 2008
Component (MYFF):	Service Line 2.7 (Public Administration Reform & Anti-corruption)
Total Budget:	USD 7,688,485
Unfunded:	\$284,960
Implementing Partners /	UNDP and Capacity Development Secretariat (CDS), IARCSC
Responsible parties:	

Table of Content

I. Implementation progress	3
II. Project implementation challenges.....	10
Updated project risks and actions.....	10
Updated project issues and actions.....	10
III. Financial status and utilization	11
Financial status	11
Financial utilization.....	11
IV. Annexes.....	12
Result and Resources Framework (annexed separately)	12
COACHING AND ADVISORY SERVICES PROVIDED TO MINISTRIES/AGENCIES OF GOVERNMENT OF AFGHANISTAN UNDER THE CAP PROJECT	13
RECORD OF TRAININGS CONDUCTED FOR CDS STAFF	20
Project Impact Assessment – Questionnaire and Feedback Data.....	21

I. Implementation progress

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

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

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

Activity 1.2: Development and implementation of outreach programme.

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

Activity 1.4: Receipt of CVs and short-listing.

During the first quarter of 2008 promotion of the CAP project was undertaken with Ministries / Line Agencies with the purpose to further increase the level of awareness / understanding of the kind of services being provided by the project. While the current first phase of the project period concentrates on ministries and line agencies of the national government, the second phase, intended to commence in 2009, will roll out the project to the sub-national level. However, the first phase itself envisages that the project would be taken up in a few pilot provinces. In order to commence pilot implementation of CAP project activities at sub-national level, in accordance with the deliberations of the 1st Project Board meeting on December 10, 2007, a meeting between IARCSC and UNDP on February 10, 2008 took the following decisions:

1. To initiate process of recruitment of international coaches both for national and sub-national level from open market. The recruitment process shall be internal to Capacity Development Secretariat (CDS), IARCSC and the selection/contracting shall not require final approval by UNDP.
2. To initiate recruitment process of United Nations Volunteers (UNVs) as international coaches both for national and sub-national level.

Consultations were held with IARCSC and Afghanistan Sub-National Governance Programme (ASGP) of UNDP representing the interests of Independent Directorate of Local Governance (IDLG) and terms of references (TORs) were prepared for international coaches at sub-national level. The CDS issued the vacancy announcement seeking expression of interest for recruitment from open market. Also, UNV section in UNDP Country Office was notified, CVs were obtained from UNV roster and a short-list of potential candidates was prepared. The recruitment will be completed and the pilot implementation of CAP project at sub-national level shall commence during the second quarter.

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

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

Activity 1.6: Development of orientation material for coaches.

Activity 1.7: Delivery of orientation training.

The consortium of InWEnt / ILTIS / APPLICATIO, Germany designed and delivered the orientation and training programme in coaching and mentoring techniques during 2007. The topics covered during the training were: essentials of coaching, communication techniques, behavioural coaching model, coaching styles and tools & instruments for coaching. Practical training sessions and group works were organised for demonstration of a coaching session and use of the proposed coaching

tools & instruments. The orientation and training programme for the next batch of international and national coaches is planned for May 2008.

Activity 1.8: Selection and placement of international coaches:

Under the MoU with Government of India (GOI), 30 civil servants from India are to be placed in different ministries and line agencies as coach / advisor for capacity development primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management. During 2007, fifteen coaches had joined the project and been assigned to various ministries. The list of these fifteen coaches is presented below:

Coaches from Government of India who joined the project during 2007

S No.	Name	Ministry / Government Institution	Position	Arrival Date
1	Mr. Sanjeev Shrivastava	Ministry of Labor and Social Affairs	Coach / Advisor for General Administration and Financial Management	May 27, 2007
2	Mr. Bhupal Nanda	Ministry of Communication	Coach / Advisor for General Administration and Financial Management	June 2, 2007
3	Mr. Ismail Ali Khan	JCMB/ANDS	Coach / Advisor for Policy Analysis, Review and Monitoring	June 2, 2007
4	Mr. Amitabh Ray	Ministry of Economy	Coach / Advisor for Economic Development Planning and Monitoring	June 2, 2007
5	Mr. R C Mahajan	Ministry of Energy and Water	Coach / Advisor for Project Formulation and Development	June 16, 2007
6	Mr. G K Singh	Ministry of Transport	Coach / Advisor for General Administration, Procurement and Financial Management	June 17, 2007
7	Mr. Atul Kumar Gupta	JCMB / ANDS	Coach / Advisor for Economic and Statistical Analysis	June 17, 2007
8	Mr. Kamal Chowdhery	Ministry of Energy and Water	Coach / Advisor for Financial Management	June 21, 2007
9	Mr. V P Singh	IARCSC	Coach / Advisor for Human Resource Management	June 30, 2007
10	Mr. Joginder Kumar Arya	Ministry of Commerce and Industries	Coach / Advisor for Project Planning, Monitoring and Management	July 28, 2007
11	Mr. Asrarul Haque	Ministry of Agriculture	Coach / Advisor for Natural Resources	July 29, 2007
12	Mr. Manish Kumar	Office of Auditor General	Coach / Advisor for Auditing	August 7, 2007
13	Mr. R K Goel	IARCSC	Coach / Advisor for Human Resource Management	September 11, 2007
14	Ms. Kalyani Sethuraman	Ministry of Higher Education	Coach / Advisor for General Administration and Financial Management	September 30, 2007
15	Mr. C B Singh	Ministry of Finance (Department of State Owned Enterprises)	Coach / Advisor for Financial Management	November 13, 2007

During the reporting period, contracts for another nine positions were issued. These coaches have been released by GOI and shall join the project as detailed below:

Coaches from Government of India expected to be placed soon

Sl No.	Name	Ministry / Government Institution	Position	Arrival Date
16	Mr. Shahid Meezan	Ministry of Finance (Dept of Customs)	Coach / Advisor for Policy Development (Customs)	April 1, 2008
17	Mrs. Nandita Mishra	Ministry of Labour and Social Affairs	Coach / Advisor for Policy Development (Labour Affairs)	April 1, 2008
18	Dr. S. M. Sirajuddin	Ministry of Labour and Social Affairs	Coach / Advisor for Policy Development (Social Affairs)	April 1, 2008
19	Mr. Jyoti Kalash	Ministry of Higher Education	Coach / Advisor for General Administration and Policy Development	April 1, 2008
20	Mr. Gopal Singh Negi	Ministry of Information & Culture	Coach / Advisor for Financial Management	April 1, 2008
21	Mr. B. B. Mallick	Ministry of Counter Narcotics	Coach / Advisor for Project Formulation and Appraisal	April 1, 2008
22	Mr. T. Q. Mohammad	Ministry of Information, Culture & Youth Affairs	Coach / Advisor for General Administration and Policy Development (youth affairs)	April 1, 2008
23	Mr. Pradeep Chaturvedi	Ministry of Justice	Coach / Advisor for General Administration and Legal Affairs	April 20, 2008
24	Mr. A. Manohar	Ministry of Urban Development	Coach / Advisor for Project Formulation and Appraisal	April 20, 2008

During the reporting period, contracts for another five positions were issued. These coaches are awaiting release orders from GOI to indicate their date of arrival. The list is given below:

Coaches from Government of India expected to be placed soon

Sl No.	Name	Ministry / Government Institution	Position	Arrival Date
25	Mr. K. N. Pathak	Afghanistan National Disaster Management Authority (ANDMA)	Coach / Advisor for Planning & Coordination	April, 2008
26	Mr. Awadhesh Chowdhery	Ministry of Refugees and Repatriation	Coach / Advisor for Project Management	April, 2008
27	Ms. Sofia Dahiya	Capacity Development Secretariat, IARCSC	Coach / Advisor for Financial management	April, 2008
28	Mr. Sanjai Singh	Ministry of Finance (PPU & CMO)	Coach / Advisor for Procurement Policy	April, 2008
29	Dr. Abdul Samad Khan	Ministry of Haj and Religious Affairs	Coach / Advisor for General Administration & Procurement	April, 2008

One coach selected for Ministry of Foreign Affairs, who had sought time to commence the assignment, communicated his regret and withdrew his application during the reporting period creating one vacant position under the MoU with GOI. Also, the coach in Ministry of Economy resigned from the project and terminated his contract effective February 29, 2008.

Activity 1.9: Identification of local Afghan/National coaches.

Activity 1.10: Placement of local Afghan/National coaches.

The CAP project envisages using international coaches sourced from amongst persons with practical experience in governmental institutions as well as civil society from countries within the region. However, while this set of international coaches will only be an initial nucleus, the emphasis

will be developing local Afghan coaches who will continue to use coaching as tool to build capacity on a sustained basis.

During 2007, twelve National Coaches / Trainers were recruited under the project. After their one week training with international coaches and another exclusive training for one week, they were assigned to work with international coaches in ministries / agencies to assist the international coaches at their work place as well as to get trained to work independently as coaches in future.

During the reporting period, the project initiated action to recruit the second batch of national coaches. The vacancy announcement seeking expression of interest was issued on January 23, 2008. A total of 82 applications were received within the last date of February 19, 2008. The recruitment process was completed and 23 candidates were declared qualified after a written test and an interview. The offers are currently under issue.

Activity 1.11: Coaching and advisory services being provided.

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

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

The goal of the project is to develop capacity and not replace capacity. A performance assessment system is therefore essential tool, which will be used to partly assess the transfer of skills from the coach to the coachee, and partly to be used in the overall evaluation of the project. The first assessment took place in March 2008 after completion of six months of the assignment for 11 coaches.

The detailed assessment undertaken by CDS included self-assessment by the coaches, assessment by their coordinator and assessment by their coachees. At the end of the reporting period the CDS is engaged in compilation and preparation of assessment report.

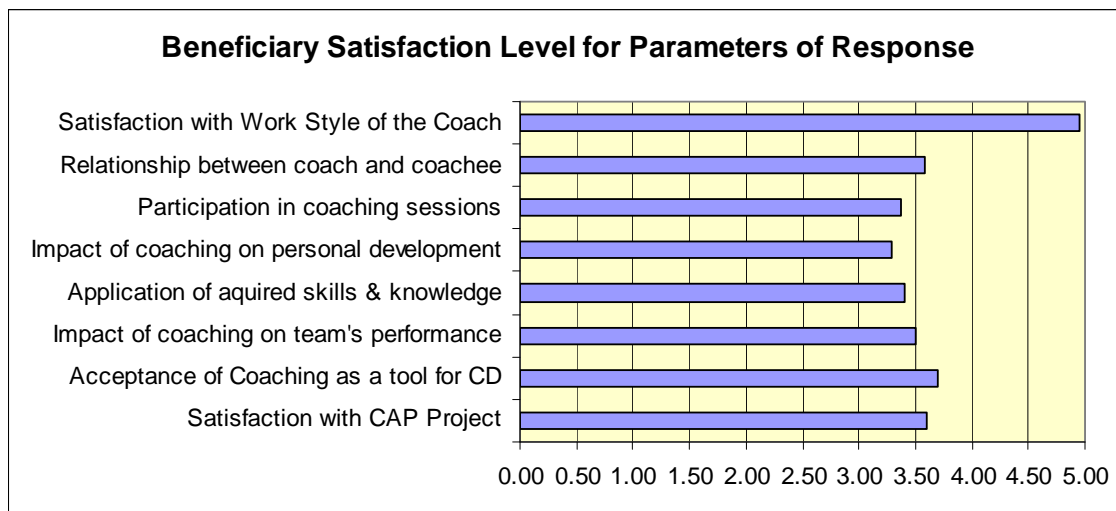
In addition, a rapid impact assessment of the project was undertaken by the project along with the performance assessment of the coaches. The project staff visited the ministries/ agencies, interacted with the coachees and interviewed them, seeking feedback from them about the performance of the project in their ministry/agency and their level of satisfaction with the project approach, project methodology and project impact. A brief questionnaire was designed to seek response of the coachees about their level of satisfaction on a scale of 1 to 5 in respect to 8 questions:

The impact assessment was undertaken in 9 ministries / agencies for 11 international coaches. Out of 46 coachees who responded to the questionnaire, 39 were male coachees and 7 were female coachees. Further, 38 out of the 46 responses were from principal coachees and remaining 8 were from occasional coachees. The responses received from the coachees were compiled for data analysis and interpretation about beneficiary satisfaction with the project. A snapshot of the feedback/questionnaire form and the data is presented in annex IV. The results are compiled in the table below:

Question	Beneficiary Satisfaction Score									
	MoCI	MoCIT	JCMB	MoTCA	CAO	MoLSA	MoA	MoEW	IARCSC	Average
Q1 Satisfaction with CAP Project	2.67	3.40	3.50	4.20	4.25	3.50	3.67	3.20	4.00	3.60
Q2 Acceptance of Coaching as a tool for CD	3.33	3.40	3.50	4.00	4.00	3.50	4.33	3.50	3.75	3.70
Q3 Impact of coaching on team's performance	2.67	3.00	3.63	4.00	3.75	4.00	3.67	3.30	3.50	3.50

Q4	Application of acquired skills & knowledge	2.67	3.40	3.63	3.40	3.50	3.75	3.33	3.50	3.50	3.41
Q5	Impact of coaching on personal development	2.67	2.80	3.63	3.60	4.00	3.25	2.67	3.50	3.50	3.29
Q6	Participation in coaching sessions	3.00	2.80	3.50	3.80	3.50	3.50	3.00	3.70	3.50	3.37
Q7	Relationship between coach and coachee	3.33	3.00	3.50	4.00	3.75	3.50	4.00	3.70	3.50	3.59
Q8	Satisfaction with Work Style of the Coach	5.00	5.00	5.00	4.80	4.75	5.00	5.00	5.00	5.00	4.95
Total (out of 40)		25.33	26.80	29.88	31.80	31.50	30.00	29.67	29.40	30.25	29.40
Beneficiary Satisfaction (%)		63%	67%	75%	80%	79%	75%	74%	74%	76%	74%

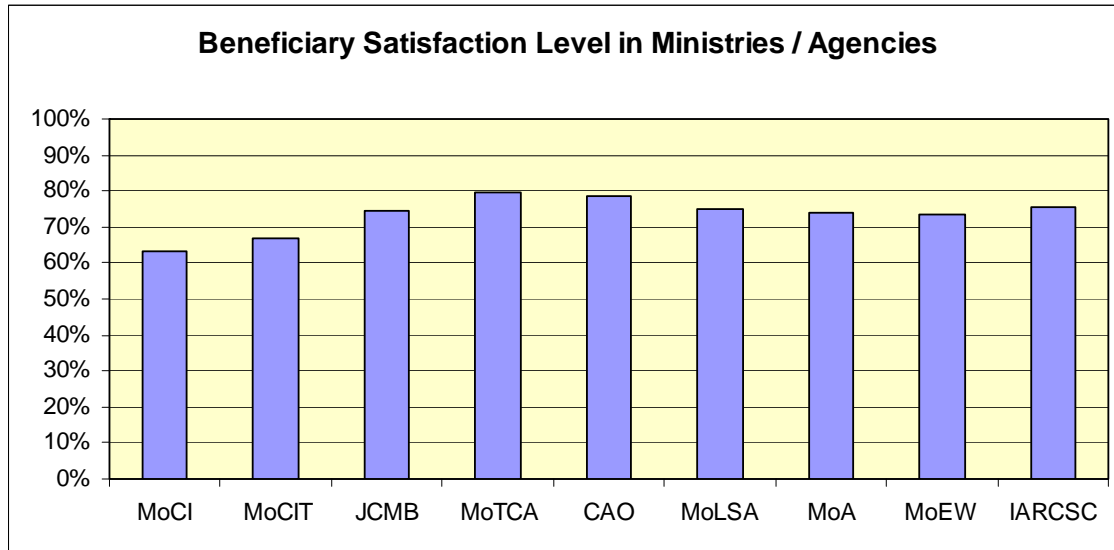
The average satisfaction level for each parameter of response is presented below:



The results show that the average satisfaction level with the project is significant (3.5 out of 5 = 74 %). In general, most coachees are highly satisfied with the work style of the coach, which is further reflected in the significant high level of satisfaction level for relationship between the coach and the coachee as well as participation of the coachees in the project activities.

A noticeable outcome of the rapid impact assessment was the confirmation of acceptance of coaching as a tool for capacity development. The impact of coaching on team's performance, application of acquired skills and knowledge and on personal development was reported to be significant.

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



The satisfaction level in all ministries / agencies ranged between 60 to 80 percent. An exception has been Ministry of Economy where the assessment was not undertaken because of the early departure of the coach. Apparently, the ministry did not consider the performance of the individual coach as satisfactory. However, this does not contradict the confirmation of the hypothesis that “coaching and mentoring”, unlike traditional classroom training, proves very useful learning process that enables better retention of learning, especially if the entry level capacity is low.

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

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

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

Activity 2.3: Deployment of local TA.

During the reporting period, no international and local TA was deployed.

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

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

Activity 2.6: Training of Secretariat (CDS) staff.

Activity 2.7: Identification of fellowship programmes.

Activity 2.8: Fellowships for potential Afghan coaches.

In accordance with the capacity assessment report for the CDS, a detailed training plan for training of the CDS staff to be conducted by international coaches of the project was drafted and finalised. The implementation commenced during the reporting period. A record of the trainings conducted is presented in Annex-II.

In order to add coaching and mentoring as a tool for training of CDS staff, the project dedicated one position of coach under the MoU with GOI for output 2 and completed the recruitment of a coach/advisor for capacity development of CDS in Financial Management. The selected coach is expected to be on board by end April 2008. She will not only be responsible for coaching in CDS in assigned functional area, but also for coordinating activities of output 2.

Activity 2.9: Procurement of equipment.

Equipments as required for institutional development of CDS were procured and provided. This included procurement of equipment towards establishment of a resource centre in CDS.

Gender Mainstreaming

CAP project is increasingly pursuing to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. Special attention was paid while recruiting coaches for the project to ensure that female coaches are selected so that female coachees are encouraged to participate in the project and barriers of communications do not exclude the female coachees from participation in the project.

During the reporting period two international female coaches were recruited under the MoU with GOI increasing the number of international coaches to three. Similarly, three female national coaches were recruited increasing the number of national coaches to 5. All the newly recruited coaches are expected to be on board during April 2008.

In order to mainstream gender issues in delivery of project activities, the project recruited a coach who is an expert on gender issues in general and gender budgeting in particular. In addition to her responsibilities of coaching in Ministry of Labour and Social Affairs, she will support capacity development of CDS as well as of Ministries/Agencies through other international coaches on gender issues.

CAP project ensured that gender segregated data was collected, while conducting monitoring and evaluations. CAP project has furthermore volunteered to be part of the new UNDP Gender Mainstreaming in UNDP Afghanistan projects.

II. Project implementation challenges

Updated project risks and actions

Improper understanding of coaching method for capacity development

Some Ministries wish to use coaches to meet urgent demands in direct technical assistance or line positions. In most cases these Ministries do not fully understand the coaching process and time taken to develop sustainable capacity in counterparts. As a result, the ministries do not assign appropriate counterparts to work with the coach. The coach usually is assigned an urgent task or project or is used as a consultant solving issues on a daily basis.

During the reporting period, the project worked very closely with such Ministries to sensitise them about project outcomes and processes and secure agreement to their roles and responsibilities. The project is now allocating more time and effort to sensitizing Ministries prior to the arrival of coach. However, the lack of political will within the ministries to utilize the coaching services, despite the project continuously making the ministries aware of the appropriate use of the coaching services of the project, remains a risk.

Updated project issues and actions

Protracted process for mobilisation of Coaches

Protracted process of mobilisation of coaches sourced through the MoU with GOI continued to be an issue with the project. In accordance with the decisions taken in 1st Project Board meeting, available CVs were matched with the TORs of the requests and recruitment for remaining available positions was completed during the reporting period. However, the mobilisation of the first batch of 9, for which the interviews were conducted in December 2007 and offers were issued during first week of January 2008, could not take place during the reporting period. While seven selected coaches are scheduled to arrive on April 1, 2008 other two have indicated their date of arrival as April 20, di2008. For another batch of 5 for which the interviews were conducted in January 2008 and offers were issued in first week of February 2008, the selected coaches are awaiting clearance of competent authority in GOI to indicate their arrival date. The Ministries/Agencies are increasingly becoming disillusioned due to the long waiting time because of the protracted process of mobilisation of coaches on account of delays in release of selected coaches by their government.

As a response to this, the Embassy of India in Kabul was requested to facilitate expediting the process. The project also initiated exploring the possibility of establishing similar agreements as with the GOI with other countries in the region. Further, the project initiated action for securing services of coaches from open market at low cost to match specific requests from Ministries.

Indecisive participation of Ministries/Agencies in CAP project

Some Ministries have been reluctant or are unaware of their roles and responsibilities for participating in the CAP project. Three common problem areas are - not identifying a clear terms of reference for the coach; not providing appropriate counterparts who can communicate effectively with the coach; and not providing an adequate work area and resources. This results in the coaches being unable to fulfil their role and contribute to achieving project outcomes. Proactive action by the project and introduction of MoU mitigated the problem to a large extent.

III. Financial status and utilization

Financial status

Table 1: Contribution overview [January 2007 – December 2008]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core	826,060	826,060	-
Govt of India	1,080,000	780,000	300,000
Canada/CIDA	4,952,048	2,907,058	2,044,990
Democratic Governance Thematic Trust Fund (DGTTF)	100,000	100,000	-
TCDC	487,200	487,200	-
TOTAL	7,445,308	5,100,318	2,344,990

Financial utilization

Table 2: Quarterly expenditure by activity [1 January – 31 March 2008]

ACTIVITY (as per approved budget)	2008 Budget	EXPENDITURES 01/01/08 - 31/03/08 Q1	BALANCE as of 31/03/08	Delivery RATE %
Activity 1: Operationalise CDFA Support to GoA	1,185,164	880,427	304,737	74%
Activity 2: Establishment and Support to CDFA Secretariat	90,323	66,318	24,005	73%
	1,275,487	946,745	328,742	74%

Table 3: Quarterly expenditure by donor [1 January – 31 March 2008]

DONORS	ACTIVITY (as per approved budget)	2008 Budget	EXPENDITURES 01/01/08 - 31/03/08 Q1	BALANCE as of 31/03/08	Delivery RATE %
UNDP Core	Activity 1: Operationalise CDFA Support to GoA				
	Activity 2: Establishment and Support to CDFA Secretariat				
Subtotal		-	-	-	
CIDA	Activity 1: Operationalise CDFA Support to GoA	405,164	288,069	117,095	72%
	Activity 2: Establishment and Support to CDFA Secretariat	90,323	66,318	24,005	
Subtotal		495,487	354,387	141,100	
GOI	Activity 1: Operationalise CDFA Support to GoA	780,000	592,358	187,642	76%
	Activity 2: Establishment and Support to CDFA Secretariat				
Subtotal		780,000	592,358	187,642	
Total		1,275,487	946,745	328,742	74%

The budget in Table-2 and Table-3 above what was available at the end of the year 2007 and what has been entered in ATLAS at the beginning of the year 2008. A contribution of CDN \$ 2 million (US\$ 2,044,990) has been received for which a budget revision is to be entered in ATLAS.

IV. Annexes

ANNEX – I

Result and Resources Framework (annexed separately)

COACHING AND ADVISORY SERVICES PROVIDED TO MINISTRIES / AGENCIES OF GOVERNMENT OF AFGHANISTAN UNDER THE CAP PROJECT

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

Ministry / Agency	Results / Outputs / Activities
Ministry of Labour and Social Affairs	<ul style="list-style-type: none"> • Coaching was provided to the ministry staff in formulation and design of development projects. The effort resulted in ministry staff preparing development projects which were detailed and comprehensive and which were appreciated by MOF and donors. • Advisory services were provided to the ministry for drafting ANDS strategy document on social protection for the period 2008-2013. • Coaching was provided to ministry staff on various issues relating to Public Finance management and General Administration which enhanced the capacity of staff in areas such as procurement, accounting, project implementation and monitoring, report writing and general office management. In addition, the coaching broadened the understanding of assigned coachees on various aspects of public finance management, economic development and policy making. • A two day workshop was conducted in the Ministry on Afghanistan Procurement Law and Rules of Procedure to familiarise the coachees and other ministry staff with the provisions. • Coaching was provided to ministry officials in drafting TORs for hiring new qualified staff and conducting recruitment. • Assistance was provided to the ministry in the field of pension reforms. This included comprehensive study of the existing pension system, analysing its problems and weaknesses and preparation of a draft strategic note on pension policy. • Assistance was provided for development of MCP proposal for submission to IARCSC for recruiting several director level officers as part of an effort to reorganize / restructure the ministry.
Ministry of Communication	<ul style="list-style-type: none"> • Assistance was provided to the ministry to conduct the Training Needs Assessment (TNA) for the planning and administration departments of the ministry and staff were trained in the assessment methodology for future application. • Assistance was provided to the staff of administration department and training conducted to make the organizational structure of the ministry as per the requirement of civil service commission. • Coaching was provided for the staff of the administration department of the ministry to introduce the performance appraisal system prescribed by the civil service commission. • Series of lectures and training sessions were organised by the coach in the ministry on managerial competencies and behavioural managerial style to sensitize the managers in the ministry. • Assistance was provided to upgrade the system of office management including reception, attendance, etc. • Concepts of Project Management were introduced to 24 managers of the ministry by organising a workshop of four days. Ministry officers

Ministry / Agency	Results / Outputs / Activities
	<p>were encouraged to take lectures and case studies and do hands-on exercise. Thus, training was provided to develop the competencies of organising such events. The success of the event has led to a request from the ministry to repeat such events at provincial levels.</p> <ul style="list-style-type: none"> • Advisory services were provided to the ministry for drafting ANDS strategy document on communication for the period 2008-2013. • Advisory services were provided to the capacity development unit of the Ministry to prepare a capacity development plan for the Ministry for submission to the World Bank. • Coaching commenced for the first batch of ten staff (target 50) on basic office management tools such as report writing, minutes writing, preparation of presentations, office communication (letters, emails), conduct of meetings, and decision making, etc.
JCMB / ANDS	<ul style="list-style-type: none"> • An assessment of existing systems and capacity building needs of the JCMB staff was conducted. • Assistance was provided for rationalization of Afghan Compact Benchmarks and indicators relating to all the pillars and development of monitoring matrices for socio-economic sectors both for progress and process indicators. • Guidance was provided to pillar coordinators dealing with socio-economic sectors in developing communication channels with the line ministries for collection and collation of required data. • Assistance was provided to pillar coordinators to collate the collected data in to usable formats of JCMB. • Assistance was provided in reviewing strategies relating to ministries. • Assistance was provided to JCMB Staff in preparation of brief notes and reports for the consultative group meetings held in the first week of January 2008. • Assistance was provided to pillar coordinators in preparation of summary of status of short life benchmarks and other benchmarks for the JCMB VII and in coordination with UNAMA in the preparation of the draft report for JCMB VII meeting held in Tokyo on 5-6- Feb 2008 • Advisory services were provided for revision of the Inception Report of National Project Support Office (NaPSO) preparation of the Operational Manual for NaPSO. • Coaching was provided in the concepts of output, outcome, target and indicators and as to how to identify the gaps and bottlenecks in the progress of implementation; in the concepts of strategies and plans and their importance in making development plans for a country, core issues in development planning, and as to how to prioritize the development projects to realize the benchmark goals. • The existing working systems and environment in JCMB was studied and reviewed and a new comprehensive framework for monitoring Afghanistan Compact was developed. • Senior management in JCMB was sensitized about the needs of a new monitoring framework and its various features and pillar coordinators (6 in number) were trained on the monitoring and evaluation in general and the new monitoring framework and various formats in particular. • Coaching was provided for 4 IT persons of the Central Monitoring and Reporting System (CMRS) under JCMB Secretariat on the new monitoring framework and new database and software designs. • Coaching was provided to the pillar coordinators of JCMB and Sector Coordinators of ANDS on how to develop monitoring matrices for all the ANDS strategies with clearly identifying outcomes, targets, indicators

Ministry / Agency	Results / Outputs / Activities
	and baselines.
Ministry of Economy	<ul style="list-style-type: none"> • Advisory services were provided for preparation of an integrated note on the proposal for feasibility study and working prototype of provincial development committees' profile and asset system. • Advisory services were provided for preparation of a draft concept paper and later a comprehensive document on setting up of a National Institute of Planning in Afghanistan (NIPA). • Advisory services were provided for preparation of a concept paper on human resource planning and development. • Advisory services were provided to Ministry of Urban Development to conduct a regional survey of urban settlements in five regions proposed to be conducted by the Ministry of Economy.
Ministry of Energy & Water	<ul style="list-style-type: none"> • Coaching was provided for systematic building the concept of accounting including double entry system, office management, various aspects of budget and budgeting, procurement procedures, etc. • Coaching was provided in detailing of the system and procedures in budgeting / accounting and procurement procedures, development of checklist / audit drills for various activities in budgeting / accounting and procurement procedures, development of MIS for various levels in respect of budgeting / accounting and procurement procedures. • Assistance was provided to the ministry staff in all matters relating to financial management systems and general administration matters. • Coaching and training was provided on the basic concepts of energy; energy sources, their importance, exploitation and use of these sources and their relevance to Afghanistan. Concepts of various systems of power generation, transmission, distribution and tariff; different methods of evaluation of projects; and renewable energy such as wind, biomass and solar energy were introduced. • Concepts of energy planning including demand forecasting and availability, gap estimation and the options to bridge the gap through various options such as additional generation, energy conservation and demand side management were introduced to the counterparts. • The project formulation fundamentals were introduced to the counterparts. • Demand factor and diversity factor in Power Systems and regulation of electricity sector were introduced to the counterparts. • Assistance was provided to the Ministry in preparation of Terms of References for Feasibility Study of Hydro-Power projects and several evaluations of bids for consultancy services.
Ministry of Transport	<ul style="list-style-type: none"> • Assistance was provided to the ministry in finalizing TOR and RFP for RIMU project for selection of consultants. Coaching was provided for understanding basic concepts related to selection of consultants, procedure for evaluation of technical and financial proposals for selection of consultants, conducting negotiation for selection of the consultants, etc. Now the Ministry is in a position to independently handle selection procedure of selection of consultants. • Coaching was provided to the IT department of the ministry in project formulation for up-gradation of IT network of the ministry. • Assistance was provided for development and implementation of a payment monitoring system (development of a new MIS, i.e. Weekly payment monitoring system to monitor the B-27 and M-16 forms to ensure timely payments to the contractors). • Coaching was provided to the Development Project Division of the Ministry in understanding the system of procurement of goods through

Ministry / Agency	Results / Outputs / Activities
	<p>the Letter of Credit in international market, in processing custom duty and other kind of duties for import of goods for the signed contracts as per concepts of INCOTERMS.</p> <ul style="list-style-type: none"> • Coaching was provided to the Ministry staff for preparation of procurement plan, for preparation of maintenance budget, in understanding rules, regulation and formats of the making development budget for the year 1386 in the new format, etc. • Assistance was provided to the Ministry to establish the PIU in terms of scrutiny of CVs, conducting interviews, negotiation of terms and conditions of the contract with the candidates ,drafting of contracts , and to draft additional TOR for project finance officer and HR officer. • Advisory services were provided to finalize TOR for security contract for improvement of security services at the Kabul Airport, TOR for privatization of ground handling work at the Kabul Airport, monitoring report for the transition of Kabul Airport, comments of the ministry on the report submitted by Sofreavia Company and introduction of service level agreement in the Contract for improving ATM system of Afghanistan airspace, evaluation of bids for night landing services, etc. • Advisory services were provided for improvement in the system of collection of passengers' fee at the Airport including proper reconciliation of revenue with IATA. • Coaching was conducted for ministry staff in principles of asset management. The PIU has started working on the development of asset management at the airport by collecting data for maintenance of the equipment. • A short management course has been customized to enhance managerial skills of senior officers of Ministry to provide exposure to management concepts, required for effective governance. • Assistance was provided for finalizing training programme for technical personnel of the Ministry in ICAO approved institutes. • Assistance was provided to the ministry in coordination for sending first batch of students for training of fire fighters in Oman.
IARCSC	<ul style="list-style-type: none"> • Advisory services were provided to the Capacity Development Secretariat in (a) improving the draft operations manual of Management Capacity Programme (MCP) especially with regard to recruitment and selection of MCP experts and (b) developing the criteria, sub-criteria and point system for evaluation of the full technical proposals received for technical assistance to support IARCSC through its CDS to manage the MCP. • Coaching was provided to assigned counterpart staff in preparation of the organisational structure for HR Units of Ministries/Agencies. Three distinct Organisational Charts for HR Units of large, medium and small size Ministries/Agencies along with the suggested positions and functions were prepared by the team. • Assistance was provided for preparation of Terms of Reference (ToRs) for the positions in the structures for HR Units of the Large, Medium and Small size Ministries / Agencies of GOA. The ToRs also included a vital component on developing achievement criteria with reference to the duties for each position. • Advisory services were provided for preparation of training plan for the HR units of the central ministries and agencies of the GOA. • Coaching was provided to counterpart team of HR Policy Department of the IARCSC on different aspects of theories, practices and policies of Human Resource Management.

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> • Coaching was provided to the assigned Commissioners of IARCSC in (a) Importance of Leadership and Management Skills for Civil Servants; (b) Roll of Civil Services in Good Governance and Human Development - International Experience; (c) Challenges before Civil Services in efficient service delivery in post- conflict countries; (d) Relevance of merit based recruitment in Civil Services, etc. The coaching activity facilitated the understanding amongst counterparts (Commissioners) regarding relevance of merit based recruitment in Civil Services and its linkages with leadership and management skills, good governance, human development and efficient service-delivery in post-conflict countries. • Coaching was provided to the Chairman, IARCSC on "Role of Civil Service in Good Governance and Human Development". • Coaching was provided to counterparts in recruitment and selection process in civil services viz. job evaluation, job description, job specification, vacancy advertisement, screening, short listing, final selection and appointment.
Ministry of Commerce & Industries	<ul style="list-style-type: none"> • Assistance was provided to the Ministry for preparation of list of industries and products manufactured in Industrial Park, Kabul and list of industries and products manufactured outside Kabul industrial park. • Coaching was provided to the counterparts on internet and e-mail operations and in regard to methodology to be adopted for preparation of Industrial profile. • Advisory services were provided for introduction of technical training in Common Facility and Tool Room Centre, Kabul under the programme of NSDP, Ministry of Labour. • Assistance was provided for collection of data from different Ministries for preparation of Industrial profile of Kabul province. • Advisory services were provided regarding redevelopment of infrastructure of Industrial Park, Kabul.
Ministry of Agriculture	<ul style="list-style-type: none"> • Rangeland Management and Conservation - the officials of the Department were made sensitive towards the need of proper management and conservation of rangeland in the country. Methods for survey of the rangelands and assessment of the potential to support grazing etc. were explained. Implementation of these techniques has started. • Conservation of Medicinal Plants - The concept of conservation of medicinal plants in-situ was introduced. A complete proposal for conservation of medicinal plants was formulated and the same is now being implemented. • Botanical Garden – A detailed plan was prepared for a botanical garden in the ministry that would play an important role in building awareness about plants of economic value and also in ex-situ conservation of the flora. • Proposals for IFAD - Ten concept notes for proposals to be considered for funding by IFAD were prepared on the suggestion of the Ministry. The proposals cover a wide range of activities which can give boost to agriculture, irrigation, conservation of natural resources, employment generation etc. The proposals are under consideration of IFAD. • Lectures - A series of lectures were delivered for the officials of the NEPA on various aspects of environment and natural resources. One of the lectures focused on recycling of municipal wastes for conservation of natural resources and to give boost to agricultural production in the country. A proposal was also formulated on the subject. The same has been adopted by NEPA for implementation on pilot scale in Kabul.



Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> Coaching for capacity development - day to day interactions with the officials on all the subjects dealt by them including Annual Report, Budget Documents and Reports for other Ministries and various other Authorities etc facilitated the capacity development of counterparts in the ministry.
Control & Audit Office	<ul style="list-style-type: none"> Coaching provided on INTOSAI AUDITING STANDARDS to 30 coachees. Actual translation of INTOSAI AUDITING STANDARDS was facilitated to make sure that it retains the actual meaning. Advisory services provided for preparation of Strategic Development Plan of CAO which incorporates activity plan with respect to structure, procedures and capacity development of CAO. Coaching was provided to IT manager of CAO on IT issues to help him prepare IT policy of CAO. Coaching is being provided to 30 coachees on the performance auditing by taking regular sessions for them which will be followed by the on-the-job training. Advisory services provided for conducting training need analysis and preparation of a training calendar of CAO for the next year. An on-the-job training for 3 Auditors on 'Performance Auditing' was facilitated for 10 weeks in India. An arrangement with CAG of India for regular training support to CAO by sending faculties and providing OJT on few areas of Auditing was conceived. Assistance was provided for developing Personnel management database of all the employees in CAO and in developing database for budget management.
Ministry of Information & Culture	<ul style="list-style-type: none"> Assigned counterparts were sensitized to the need for PRR, its benefits and the need for them to suitably equip themselves through presentations and one to one coaching sessions. Inputs were given on basic computer skills, general management and file management. Advisory services were provided to draft proposals for approaching potential donors to fund development activities. Classes on report writing, verbal communication skills were undertaken for journalists of Bakhtar Information Agency at the specific request of the Director, BIA.
Ministry of Finance (Department of State Owned Enterprises)	<ul style="list-style-type: none"> Advisory services were provided in improving the systems and procedures for financial management oversight of the State Owned Enterprises (SOEs). Assistance was provided to the department in completing the review exercise of the reporting formats of the SOEs. In consultation with the Department of SOEs monitoring cell, balance sheet format was designed in line with international best practices. Advisory services were provided to the department in preparing a cabinet note for the sale of scrap metal lying with various SOEs in Afghanistan. Assistance was provided for preparation of an action plan on privatization of non tassady units in Afghanistan.
Ministry of Higher Education (MoHE)	<ul style="list-style-type: none"> The tasks assigned to the Coach / Advisor in MoHE are: donor coordination and documentation, assisting Advisor to Minister and Deputy Minister (Academic) in donor coordination meetings, documentation of decisions taken and follow up and formulation of Strategic Plan for the Ministry; coaching of Minister's secretarial staff in general management skills; coaching of WB funded SHEP staff in preparing financial management and procurement related tasks and

Ministry / Agency	Results / Outputs / Activities
	<p>coaching of staff under Director (Planning) and Director (Finance and Administration).</p> <ul style="list-style-type: none">• Coaching of Minister's secretariat staff in file maintenance, drafting minutes of meetings held and communication skills in English.• Coaching of SHEP staff in making out the quarterly FMR for submission to WB. Assisted the finance and procurement team in conducting a 3 day workshop for all provincial staff on procurement and finance as per WB guidelines.• Assistance was provided in drafting MCP proposal for the MoHE.• Orientation classes were conducted for Planning Directorate.

RECORD OF TRAININGS CONDUCTED FOR CDS STAFF

Sl No.	Date	Time (hrs)	Resource Person	Subject
1	Thursday January 10, 2008	1400 to 1530	R K Goel	Carrying out " Need Analysis " and writing proposal for seeking experts under " Management Capacity Programme (MCP) "
2	Monday January 14, 2008	1400 to 1530	R K Goel	Carrying out " Need Analysis " and writing proposal for seeking experts under " Management Capacity Programme (MCP) "
3	Sunday January 20, 2008	1000 to 1130	Atul Gupta	Monitoring & Evaluation
4	Wednesday January 23, 2008	1000 to 1130	Atul Gupta	Monitoring & Evaluation
5	Wednesday January 30, 2008	1000 to 1130	Atul Gupta	Monitoring & Evaluation
6	Thursday February 14, 2008	0900 to 1000	Amitabh Ray	Planning Process
7	Thursday February 14, 2008	1400 to 1700	R K Goel	Project Management
8	Sunday February 17, 2008	1000 to 1100	Raj Kamal	Afghanistan Procurement Law – Purpose and Scope of Application
9	Sunday February 17, 2008	1100 to 1230	Atul Gupta	Monitoring & Evaluation
10	Tuesday February 19, 2008	1000 to 1130	Atul Gupta	Monitoring & Evaluation
11	Thursday February 21, 2008	1400 to 1700	R K Goel	Governance and Human Development
12	Tuesday February 26, 2008	0900 to 1000	G K Singh	Effective Managerial Skills
13	Thursday February 28, 2008	1100 to 1200	Atul Gupta	Monitoring & Evaluation (MIS)
14	Saturday March 1, 2008	0900 to 1030	G K Singh	Effective Managerial Skills
15	Tuesday March 4, 2008	0900 to 1000	Asrarul Haque	Sustainable Development in Afghan Context
16	Saturday March 8, 2008	0900 to 1000	Asrarul Haque	Sustainable Development in Afghan Context
17	Tuesday March 11, 2008	0900 to 1030	G K Singh	Effective Managerial Skills
18	Tuesday March 18, 2008	0900 to 1000	Raj Kamal	Afghanistan Procurement Law – Purpose and Scope of Application

Project Impact Assessment – Questionnaire and Feedback Data

	Islamic Republic of Afghanistan <u>Independent Administrative Reform and Civil Service Commission</u> United Nations Development Programme (UNDP) Capacity for Afghan Public Service (CAP) Project					
Feedback Form for Project Performance in Ministries / Agencies						
1.	Name of the Coachee:					
2.	Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female			
3.	Type of the Coachee:	<input type="checkbox"/> Principal Coachee	<input type="checkbox"/> Occasional Coachee			
4.	Designation:					
5.	Ministry / Agency:					
6.	Coach / Adviser Name:					
7.	Date:					
Response Levels: (1) poor; (2) somewhat; (3) average; (4) significant; (5) high						
#	Query	Response				
		1	2	3	4	5
1	How far the CAP Project has been beneficial in developing capacity in your Ministry/Agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	To what extent coaching is successful in building your capacity and in upgrading your knowledge, skills and attitudes at work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	To what extent coaching is helping you or your team significantly to do a better job now?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	To what extent you had the opportunity to apply new skills and knowledge in your Ministry / Agency?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	To what extent are aspects of your work (targets, priorities and expected results) and needs for personal growth addressed through coaching?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Is your contact with your Coach regular and to what extent you feel involved in the coaching sessions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	To what extent are you able to discuss your professional issues with the Coach in a frank and informal manner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	To what extent are you satisfied with the behavior and work style of the Coach?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signature of interviewer		Signature of interviewee				

sl	coach	agency	ce_name	ce_gender	ce_designation	ce_type	q01	q02	q03	q04	q05	q06	q07	q08	Total	%
1	JKA	MoCI	Sher Padshah	Male	Energy and Water Manager	Occasional	1	2	1	3	2	1	2	5	17	43%
2	JKA	MoCI	Fazl Ahmad Dawarzai	Male	Manager of Workshop	Principal	4	4	4	3	3	4	4	5	31	78%
3	JKA	MoCI	Mohammad Yasin Wafa	Male	Information Officer	Principal	3	4	3	2	3	4	4	5	28	70%
4	BN	MoCIT	Ghulam Rasool Daudzai	Male	Construction Consultant	Occasional	3	3	2	3	2	2	2	5	22	55%
5	BN	MoCIT	Aqa Mohammad Haidari	Male	Network Director	Principal	4	4	4	3	4	4	4	5	32	80%
6	BN	MoCIT	Zumarai Baburi	Male	Staff Manager	Principal	4	4	3	4	4	4	4	5	32	80%
7	BN	MoCIT	Sayed Hafizullah	Male	HR Manager	Principal	4	3	3	3	2	2	3	5	25	63%
8	BN	MoCIT	Hafizullah Hamidi	Male	Staff Manager	Principal	2	3	3	4	2	2	2	5	23	58%
9	IAK	JCMB	Mueen Jahwari	Male	Pillar Coordinator	Occasional	3	3	3	3	3	2	2	5	24	60%
10	IAK	JCMB	Durukshan Esmati	Female	Pillar Coordinator	Occasional	3	3	3	3	3	2	3	5	25	63%
11	IAK	JCMB	Asadaullah Zarmarwal	Male	Pillar Coordinator	Principal	5	4	4	5	4	4	5	5	36	90%
12	IAK	JCMB	Susan Rahimi Rasooli	Female	Pillar Coordinator	Principal	3	3	3	3	2	3	3	5	25	63%
13	GKS	MoTCA	Yalda Natiq	Female	Head of Foreign Relations Department	Principal	4	4	4	3	3	3	4	4	29	73%
14	GKS	MoTCA	Sabir Shemal	Male	Office in Charge of PIU	Principal	4	3	3	3	3	4	4	5	29	73%
15	GKS	MoTCA	Sayed Kabir Zewari	Male	Technical Services Director	Principal	4	4	4	3	4	4	4	5	32	80%
16	GKS	MoTCA	Abdul Majid Besudwal	Male	M & E Manager	Principal	5	5	5	4	4	4	4	5	36	90%
17	GKS	MoTCA	Mohamamd Ibrahim	Male	Electricity Engineer	Principal	4	4	4	4	4	4	4	5	33	83%
18	MK	CAO	Hadi Niazi	Male	Audit Head Assistant	Occasional	5	4	5	4	5	3	4	5	35	88%
19	MK	CAO	Sayed Abdullah Musawi	Male	Recording In Charge	Principal	4	4	3	4	4	4	4	5	32	80%
20	MK	CAO	Sher Ahmad Rashidi	Male	Audit Officer	Principal	4	4	3	3	3	4	4	5	30	75%
21	MK	CAO	Mohammad Yusuf Jalal	Male	Office Director	Principal	4	4	4	3	4	3	3	4	29	73%
22	SS	MoLSA	Sayed Khater	Male	Finance In Charge of GMU	Occasional	3	3	4	4	2	2	3	5	26	65%
23	SS	MoLSA	Tahir Khan Stanekzai	Male	In Charge of Proposal Writing	Principal	4	4	4	3	4	4	4	5	32	80%
24	SS	MoLSA	Zahidullah Hatam	Male	Planning and Policy Officer	Principal	3	3	4	4	3	4	3	5	29	73%
25	SS	MoLSA	Jawed Khandan	Male	Finance and Contracts Officer	Principal	4	4	4	4	4	4	4	5	33	83%
26	AH	MoA	Mohammad Aman Aarif	Male	Canals Management Director	Principal	4	4	3	4	2	3	4	5	29	73%
27	AH	MoA	Ghulam Haidar Haidari	Male	Director of Muheet e Zeest??????	Principal	4	4	4	4	4	4	4	5	33	83%
28	AH	MoA	Abdul Baqi	Male	Manager of Medical Plants	Occasional	3	5	4	2	2	2	4	5	27	68%
29	AKG	JCMB	Asadaullah Zarmarwal	Male	Pillar Coordinator	Principal	5	5	4	4	5	4	4	5	36	90%
30	AKG	JCMB	Fardin Sediqi	Male	Pillar Coordinator	Principal	4	4	4	5	5	5	4	5	36	90%
31	AKG	JCMB	Mueen Jahwari	Male	Pillar Coordinator	Principal	3	3	4	3	3	4	4	5	29	73%
32	AKG	JCMB	Durukshan Esmati	Female	Pillar Coordinator	Principal	2	3	4	3	4	4	3	5	28	70%
33	RCM	MoEW	Mohammad Hashim	Male	Member of Economical Analysis	Occasional	2	2	2	3	3	2	4	5	23	58%
34	RCM	MoEW	Matiullah Jamal	Male	Engineer of Plan and Energy	Principal	3	4	3	3	4	4	3	5	29	73%
35	RCM	MoEW	Shah Mohammad	Male	Engineer of High Volttag	Principal	3	4	4	3	3	4	4	5	30	75%
36	RCM	MoEW	Mohammad Sarwar	Male	Director of Development Plan	Principal	4	3	3	4	4	4	4	5	31	78%
37	RCM	MoEW	Enigneer Amir Mohamma Alimzai	Male	Head of New Energy	Principal	3	4	3	3	3	4	4	5	29	73%
38	KC	MoEW	Mohamamd Ismail Khezhkhel	Male	Development Budget Director	Principal	4	4	3	3	3	3	4	5	29	73%
39	KC	MoEW	Hamed Sahel	Male	Member of Development Budget	Principal	3	3	3	4	4	3	4	5	29	73%
40	KC	MoEW	Mohammad Hakim Yosufi	Male	Member of Development Budget	Principal	3	4	4	4	3	3	3	5	29	73%
41	KC	MoEW	Haji Zarjan	Male	Budget Assistant	Principal	3	3	4	4	4	5	3	5	31	78%
42	KC	MoEW	Ahmad Shoaib Zia	Male	Member of the Development Admin	Principal	4	4	4	4	4	5	4	5	34	85%
43	VPS	IARCSC	Najia Sofizada	Female	HR and Planning Officer	Principal	4	3	3	3	4	4	4	5	30	75%
44	VPS	IARCSC	Khaliluddin	Male	Director of Planning, Policy HR Sta	Principal	4	4	4	4	3	4	4	5	32	80%
45	VPS	IARCSC	Rashida Rustami	Female	Expert on HR standards	Principal	4	4	4	4	4	3	3	5	31	78%
46	VPS	IARCSC	Rabia Nazimi Fazl	Female	Expert on HR Planning	Principal	4	4	3	3	3	3	3	5	28	70%
							3.6	3.7	3.5	3.5	3.4	3.4	3.6	5.0	29.5	74%