

QUARTERLY PROJECT REPORT [SECOND QUARTER, 2008]

**United Nations Development Programme
Afghanistan
Capacity for Afghan Public Service (CAP) Project
01-04-2008 to 30-06-2008**



Workshop of International and National Coaches at Afghanistan Civil Service Institute – June 2008

Project ID:	00052210
Duration:	January 2007 – June 2009
Component (MYFF):	Service Line 2.7 (Public Administration Reform & Anti-corruption)
Total Budget:	USD 7,688,485
Unfunded:	\$284,960
Implementing Partners / Responsible parties:	UNDP and Capacity Development Secretariat (CDS), IARCSC

Table of Contents

I. Implementation progress	3
Output 1	3
Output 2	6
II. Project implementation challenges.....	9
Updated project risks and actions	9
Updated project issues and actions.....	9
III. Financial status and utilization	10
IV. Annexes	11
Annual Work Plan of CAP Project annexed separately.....	11
COACHING AND ADVISORY SERVICES PROVIDED TO MINISTRIES / AGENCIES OF GOVERNMENT OF AFGHANISTAN UNDER THE CAP PROJECT	12
RECORD OF TRAININGS CONDUCTED FOR CDS STAFF	20

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 second 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 to gain lessons before expanding the project activities further at sub-national level.

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, and the decisions taken in a meeting between IARCSC and UNDP on February 10, 2008, the following action was taken:

1. The process of recruitment of international coaches both for national and sub-national level from open market was initiated. These international coaches shall have a contract with CDS instead of UNDP.
2. The process of recruitment of United Nations Volunteers (UNVs) as international coaches both for national and sub-national level was initiated. The project is now moving towards and concentrating on capacity development for general administration and office management to strengthen service delivery functions of the government.

Consultations were held with IARCSC and Afghanistan Sub-National Governance Programme (ASGP) of UNDP representing the interests of Independent Directorate of Local Governance (IDLG) about the placement of the international coaches at sub-national level. It was agreed that the international coaches shall be placed in the regional office of the IARCSC and would be responsible to the Provincial Affairs Department of IARCSC. The recruitment will be completed and the pilot implementation of CAP project at sub-national level shall commence during the third 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 first orientation and training programme in coaching and mentoring techniques during 2007. The second orientation and training programme was delivered by the consortium in June 2008 at the Afghanistan Civil Services Institute (ACSI) of the IARCSC.

A two day workshop for batch 1 of international and national coaches was organised on June 15 & 16, 2008 in which the proposed tools & instruments were reviewed and feedback was obtained on its applicability. The topics covered during the training were (a) tandem coaching – experiences and results of national and international coaches working together; (b) revision of coaching tools; (c) lessons learned in working with coachees; and (d) lessons learned in Afghan context.

A three day orientation programme for 14 international coaches of batch 2 was delivered from June 17 to 19, 2008. The orientation was aimed at testing the proposed tools and instruments for coaching as well as to examine the modules for orientation of international coaches by sensitising them to coaching in Afghan context that would facilitate them to be “culturally appropriate coaches”. The topics covered during the training were (a) introduction to CAP project; (b) the nature of coaching; (c) essentials of communication; (d) motivation techniques; (e) behavioural coaching model; (f) coaching tools; and (g) coaching in Afghanistan.

The consortium also delivered the one week training for National coaches / trainers from June 21 to 25, 2008 at the ACSI. The topics covered during the training were (a) essentials of coaching, (b) communication techniques, (c) behavioural coaching model, (d) coaching styles and (e) 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 set of Tools & Instruments for coaching and reporting under the project developed and tested with international and national coaches of the project were therefore simplified and finalized based upon the review and the feedback during the two week programme delivered by the consortium. The Tools & Instruments shall be applied for coaching being imparted to all “Principal Coachees”, which are expected to be five for each International Coach. The applicability of these tools & instruments for various levels of coachees shall be as prescribed in the table below:

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

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

Activity 1.8: Selection and placement of international coaches:

Under the MoU with Government of India (GOI), 30 civil servants from India are to be placed in different ministries 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 were assigned to various ministries. One coach selected for Ministry of Foreign Affairs, who had sought time to commence the assignment, had communicated his regret and had withdrawn his application.

During 2008 first and second quarter, contracts for another fourteen positions were issued. These coaches were released by the GOI during the reporting period and they join the project. They were placed in different ministries / agencies and project activities commenced in these ministries /

agencies.

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. During the first quarter of 2008, the project had initiated action to recruit the second batch of national coaches. The recruitment process was completed after a written test and an interview. During the second quarter of 2008, the offers were issued and 21 national coaches joined the project. 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.

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-II. The project collected the details of coachees, who are either receiving coaching as "principal" coaches under the project or are receiving guidance and training from the project. The details were collected to develop a database on the following fields:

Sl	Field	Description
1	coach	Name of the Coach
3	agency	Name of the Ministry / Agency
4	ce_sl	Serial Number of the Coachee
4	ce_name	Name of the Coachee
5	ce_f_name	Father's name of the Coachee
6	ce_designation	Designation of the Coachee
7	ce_type	Type of the Coachee - "Principal" or "Occasional". Occasional Coachees are those Coachees who consult the Coaches and receive training occasionally but are not permanently assigned for whom there would be coaching agreement.
8	ce_age	Age of the Coachee
9	ce_gender	Coachee's Gender (Male / Female)
10	ce_married	Marital Status of the Coachee
11	ce_edu_qual	Educational qualification of the Coachee - Whether High School, or Bachelor's Degree or Masters. Select from the list.
12	ce_emp_cat	Employment category of the Coachee - Whether on Non-PRR government "Tashkeel" or under "PRR" or on a "Contract" under a project / programme.
13	ce_dur	Coachee's duration / period in government service

The details collected for 236 public servants benefiting from the project are tabulated below:

Sl. No.	Ministry / Agency	Number of Coachees						
		Type		Gender		Employment Category		
		Principal	Occasional	Male	Female	Tashkeel	PRR	Contract
1	MoRRA	3	0	3	0	3	0	0
2	MoA	0	7	7	0	1	6	0
3	MoUD	10	2	10	2	0	6	6
4	MoHRA	3	4	7	0	7	0	0

Sl. No.	Ministry / Agency	Number of Coachees						
		Type		Gender		Employment Category		
		Principal	Occasional	Male	Female	Tashkeel	PRR	Contract
5	MoCIT	9	2	8	3	0	11	0
6	MoF	10	4	13	1	3	5	6
7	MoTCA	6	1	6	1	4	0	3
8	MoIC	9	12	12	9	19	0	2
9	JCMB	2	2	2	2	0	0	4
10	MoCI	4	1	5	0	5	0	0
11	MoEW	10	9	19	0	18	1	0
12	ANDMA	4	6	7	3	0	10	0
13	MoHE	13	1	11	3	5	9	0
14	CAO	2	37	39	0	2	37	0
15	MoLSA	14	5	14	5	12	0	7
16	IARCSC	13	1	12	2	11	3	0
17	MoJ	5	25	20	10	0	30	0
Total		117	119	195	41	90	118	28
Total Coachees		236		236		236		

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

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

The goal of the project is to develop capacity and not to replace capacity. A performance assessment system is therefore essential tool, which 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. During the reporting period the CDS compiled the responses and prepared the assessment report which was presented in the Project Board meeting on April 10, 2008 and later circulated to all stakeholders.

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 has been prepared. The implementation which commenced during first quarter of the year continued during the reporting period. A record of the trainings conducted is presented in Annex-III. A summary of the 23 training classes of one and half hour duration each is presented below:

Record of Trainings conducted for CDS staff during Quarter 2 of 2008			
Sl	Functional Area	Subjects	No. of Classes
1	Project Management	Management Information System (MIS); Effective Management; Project Management	4
2	Human Resource Management	Capacity Assessment and Development; Organizational Development and Change Management; HR Policy - Need, Areas and Implementation; Employee separation; Employee motivation and job enrichment; Values & ethics in administration; Job analysis and job description; e-HR – potential areas and application	9
3	Financial Management	Management of Public Sector Finance; Introduction to Accounting; Audit in Afghan Context	5
4	Procurement	Afghanistan Procurement Law and Rules of Procedure for Public Procurement	1
5	Policy Formulation	Gender Mainstreaming – General Issues; How to use outcome budget for Gender Mainstreaming	2
6	Others	Why do we need to be concerned about the environment?; Noise Pollution	2
Total			23

A total of 41 training classes in the core functional areas, identified by the IARCSC for capacity development, have been conducted by the project for the CDS staff that caters to achievement of output 2 of the project. A summary is tabulated below.

Sl	Functional Area	No. of classes conducted for CDS staff during 2008		
		Q1 of 2008	Q2 of 2008	Total
1	Project Management	10	4	14
2	Human Resource Management	3	9	12
3	Financial Management	0	5	5
4	Procurement	2	1	3
5	Policy Formulation	1	2	3
6	Others	2	2	4
Total		18	23	41

The project facilitated the participation of the Director of the CDS in the workshop on “human rights based approach and results based management” from June 23 to 27, 2008. The workshop was organised by the UN System Staff College in Turin, Italy for UN staff and their development partners, working at the country and regional level.

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. Currently the number of female international coaches for the project is four including a UNV and the number female national coaches is also four.

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 supported capacity development of CDS, as well as other Ministries/Agencies through other international coaches on gender issues.

The National Gender Machinery Secretariat in the Ministry of Women Affairs (MoWA) organized a one day workshops with government officials of different ministries on Gender Budgeting and Gender Mainstreaming in the conference room of MoWA on April 30, 2008. The CAP project supported the workshop and the international coach of the CAP project having specialization in gender budgeting made a presentation on the subject as the key resource person for the workshop.

The CAP project also organized two training classes for CDS staff on general issues of gender mainstreaming and on how to use outcome budget for gender mainstreaming.

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

The inability of the Ministries to fully understand the coaching process and time taken to develop sustainable capacity in counterparts continued to be a risk for the project. Some Ministries wish to use coaches to meet urgent demands in direct technical assistance or line positions. The coach usually is assigned an urgent task or project or is used as a consultant solving issues on a daily basis.

The project continued its efforts to sensitise the Ministries about project outcomes and processes and secure agreement to their roles and responsibilities. The project allocated more time and effort in sensitising the Ministries prior to the arrival of coach. The orientation of both the international and national coaches also proved effective as they themselves took initiatives to explain to the Ministries on a continued basis the approach of the project to capacity development and its long term sustainability. As a result, the ministries did assign appropriate counterparts to work with the coaches.

However, the lack of political will within the ministries to utilize the coaching services, despite the project continuously making the ministries aware of the appropriate use of the coaching services of the project, remains a risk and needs continued efforts by the project.

Updated project issues and actions

Protracted process for mobilisation of Coaches

Protracted process of mobilisation of coaches sourced through the MoU with GOI was an issue with the project during the reporting period. The Ministries/Agencies increasingly became disillusioned due to the long waiting time on account of delays in release of selected coaches by their government.

As a response to this, 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.

Coordination of project activities at sub-national level

CAP project has over the last year initiated a closer collaboration with other UNDP projects and the synergies and complementarities of the three UNDP projects namely CAP, ASGP (Afghanistan Sub-national Governance Programme) and CSLD (Civil Service Leadership Development) will particularly support the Government of Afghanistan at the sub-national level. The synergies between the three projects play an important role in UNDP's support to IARCSC in the area of Public Administration Reform. However, ASGP works with both IARCSC and IDLG (Independent Directorate of Local Governance) as counterpart and placement of coaches at the sub-national level came up as an issue before the project. Currently, it was discussed and decided that the coaches shall be placed with provincial affairs department of the IARCSC. This shall be reviewed further to bring refinements in CAP approach for implementation at sub-national level with further progress in implementation.

III. Financial status and utilization

Financial status

Table 1: Contribution overview [January 2007 – June 2009]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core	826,060	826,060	-
Govt of India	1,080,000	1,080,000	-
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	5,400,318	2,044,990

Financial utilization

Table 2: Quarterly expenditure by activity [1 January – 30 June 2008]

ACTIVITY (as per approved budget)	2008 Budget	EXPENDITURES			BALANCE as of 30/06/08	Delivery RATE %
		01/01/08 - 30/06/08				
		Q1	Q2	Total		
Activity 1: Operationalise CDFA Support to GoA	3,109,343	880,427	1,522,167	2,402,594	706,749	77%
Activity 2: Establishment and Support to CDFA Secretariat	279,300	66,318	86,541	152,859	126,441	55%
GMS	231,833	57,851	119,787	177,638	54,195	77%
	3,620,477	1,004,596	1,728,495	2,733,091	887,386	75%

Table 3: Quarterly expenditure by donor [1 January – 30 June 2008]

DONORS	ACTIVITY (as per approved budget)	2008 Budget	EXPENDITURES			BALANCE as of 30/06/08	Delivery RATE %
			01/01/08 - 30/06/08				
			Q1	Q2	Total		
UNDP Core (00012)	Activity 1: Operationalise CDFA Support to GoA				-	0	
	Activity 2: Establishment and Support to CDFA Secretariat				-	0	
	Subtotal	-	-	-	-	-	
CIDA	Activity 1: Operationalise CDFA Support to GoA	2,083,343	288,069	1,464,825	1,752,894	330,449	81%
	Activity 2: Establishment and Support to CDFA Secretariat	279,300	66,318	86,541	152,859	126,441	
	GMS	177,833	26,674	116,769	143,443	34,390	
	Subtotal	2,540,477	381,061	1,668,135	2,049,196	491,281	
GOI	Activity 1: Operationalise CDFA Support to GoA	1,026,000	592,358	57,342	649,700	376,300	63%
	Activity 2: Establishment and Support to CDFA Secretariat	-			-	0	
	GMS	54,000	31,177	3,018	34,195	19,805	
	Subtotal	1,080,000	623,535	60,360	683,895	396,105	
Total		3,620,477	1,004,596	1,728,495	2,733,091	887,386	75%

IV. Annexes

ANEEX – I

Annual Work Plan of CAP Project 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 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. • 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. • 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. • Assistance was provided to prepare the 'Reforms and Strategic Plan of Action for the welfare and development of Martyrs and Disabled people in Afghanistan'. • Coaching was provided in preparation of planning, implementation, monitoring and evaluation correspondence with outside donors, departments and ministries. • Guidance was provided to the disability department in the preparation and filing of monitoring information of the matrix developed jointly by the MoLSAMD and JCMB/ANDS Secretariat on the disability sector by co-ordination with UNMACA, NGOs / CSOs. • Assistance was provided in preparation of the draft project proposal for the establishment of the National Institute of Disabled in Afghanistan. • Assistance was provided for drafting a TOR for setting up of a Child Protection Secretariat, which will act as a nodal agency for all matters relating to Child Protection. • A two-day workshop was organized on report writing for 20 officials of the Kindergarten section. • Guidance was provided to the consortium of NGOs working in the field of orphan reunification regarding the importance of monitoring the families wherein orphan reunification has taken place as well as regarding provision of some skill training and microfinance for the families' economic rehabilitation.
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. • 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 / Agency	Results / Outputs / Activities
	<p>ministry on managerial competencies and behavioural managerial style to sensitize the managers in the ministry.</p> <ul style="list-style-type: none"> • 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 were encouraged to take lectures and case studies and do hands-on exercise. • 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 and baselines.
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

Ministry / Agency	Results / Outputs / Activities
	<p>management systems and general administration matters.</p> <ul style="list-style-type: none"> • 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 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. • 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

Ministry / Agency	Results / Outputs / Activities
	<p>personnel of the Ministry in ICAO approved institutes.</p> <ul style="list-style-type: none"> 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. 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 / Agency	Results / Outputs / Activities
	<p>ministry that would play an important role in building awareness about plants of economic value and also in ex-situ conservation of the flora.</p> <ul style="list-style-type: none"> • 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. • 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"> • Classes on report writing, verbal communication skills were undertaken for journalists of Bakhtar Information Agency at the specific request of the Director, BIA. • Guidance was provided to the national coaches and coaching was provided to the staff of the Expenditure Unit in finalising excel based MIS sheets for expenditure and revenue reporting of the Ministry. • Organisational and functional structure the Department of Culture as a whole covering the office of DG Art and Culture, National Museum, Afghan Film, National Archives, National Gallery, Kabul Theatre, Public Library, Ghulam Muhammad Maimanaji Art Centre, Directorate of Historical Monuments, Directorate of Archaeology, Cultural Heritages Centre was analyzed and reviewed. A detailed report on reorganisation and restructuring plan for the Department of Culture was prepared in order to rationalise and streamline the functioning of the Department and assist in implementation of the Reform process during the current year. • Departmental procurement system was examined and functioning of the HR Division was reviewed with a view to initiate coaching on procurement and HR management. • Assistance was provided for development of an Annual Work Plan for the Deputy Ministry of Youth Affairs (DMYA). • Coaching was provided in DMYA for capacity development of the coachees to handle the works of the DMYA independently, for institutional development including development of Provincial Youth Directorate to engage youths of Afghanistan, and for achieving ANDS objectives of national reconstruction,

Ministry / Agency	Results / Outputs / Activities
	<p>democratization and peace building by engaging youth in socio-economic and political development of the country.</p> <ul style="list-style-type: none"> • On the job coaching was provided to coachees of DMYA in conceptualization, formulation and design of projects, creating a vision for DMYA, managing & implementing projects and monitoring and evaluating them. • Sessions were organized on Managerial Skills to sensitize Managers in the Deputy Ministry to improve the knowledge, new skills, attitude, team building and leadership. • Sessions were organized to improve the English Conversation for the Managers and staff of the Deputy Ministry to improve and engage them in multi – stakeholders Dialogue.
<p>Ministry of Finance (Department of State Owned Enterprises, Department of Customs and Procurement Policy Unit)</p>	<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 and in consultation with the Department of SOEs monitoring cell, balance sheet format was designed in line with international best practices. • A policy paper was prepared for approval of the competent authority for making the SOEs prepare an Annual Report which, inter alia, will have cash flow statement and profit and loss statement also. • Advisory services were provided for preparation of an “Implementation procedure of the new financial management system”. • Training material was designed and prepared relating to balance sheet, profit and loss account, cash flow statement and other tools of financial management. Training was carried out and completed during April 2008. • During the month of May and June 2008 training / coaching was conducted of eight PRR employees of the financial monitoring section. The topics related to money market, capital markets, investments, forms of business organizations, general financial management etc. • Coaching / training were conducted for the employees of training section in the area of training methodologies and techniques. • Issues relating to institutional development of Procurement Policy Unit (PPU), capacity development of PPU and different Ministries / Procuring Entities were identified. • Advisory services were provided to PPU for preparation of Standard Bidding Documents for procurement of goods, services and works. • Advisory services were provided for Web Site design for PPU. • Coaching was provided to PPU officials to facilitate their performance and in managing PPU functions. • Extensive discussions were held with the Director General and other senior officials of the Afghan Customs Department and two critical areas namely Audit and Enforcement were identified for capacity development in tandem with the priorities set by the department in its 5 year Strategic Plan document taken out last year. Training material for Audit officials was prepared along with a draft protocol to be followed for their functioning. In addition, a draft proposal was worked out for revamping the Enforcement set up in the Department to make it effective. • Assistance was provided in drafting an External Transit Scheme for allowing smooth passage of international cargo coming from the neighboring ports in Iran and Pakistan and meant for land-locked countries in Central Asia and vice versa. • Assistance was provided for preparing a detailed proposal for developing advanced customs facilities at the two border custom posts having great trade potential. One at Waish (across Chaman in Pakistan) near Spin Boldak and other one at Ismail Khan near Khost.
<p>Ministry of Higher Education (MoHE)</p>	<ul style="list-style-type: none"> • Coaching was provided to Minister’s secretariat staff in file maintenance, drafting minutes of meetings held and communication skills in English. • Coaching was provided for SHEP staff in making out the quarterly FMR for submission to WB.

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> • Orientation classes were conducted for Planning Directorate and coaching was provided to the staff in World Bank procurement procedures. • Guidance was provided in developing simple computerized formats for budget and book keeping in office for simplification of work and data management. • Spoken English classes through the national coach were organized for tashkeel workers on specific request. • Assistance was provided for development of Annual Work Plan with support of all stakeholders of the Ministry of Higher Education. • Coachees were identified and coaching was provided in 'Multi-Sectoral Technical Capacities' to them on variety of subjects. The focus areas of the coaching were: capacity development of the coachees of the Ministry to discharge their official functions / works independently; train the coachees on office administration and statistical work; etc. • A work-shop on Disaster Management was conceptualized with a view to developing the capacity in MoHE and the Kabul University as a pilot project and then to expand it to cover all the colleges and universities in Afghanistan in due course of time. Holding of such work-shop first ever in the MoHE on Disaster Management was a good training experience and exposure to the coachees. The achievement of this workshop was sensitization of the Ministries on Disaster Management and endorsement by faculty members of the Kabul University to introduce a chapter on Disaster Management in the curriculum of colleges at the graduation level and subsequently to introduce a professional course on Disaster Management. • Sessions were organized on managerial skills to sensitize managers in the Ministry to improve their knowledge, acquire new skills, positive attitude, and leadership qualities.
Ministry of Justice	<ul style="list-style-type: none"> • An assessment was undertaken to assess the employees working in the Department of Administration in order to understand their present Job Description, the procedures followed by them to complete their task and difficulties faced by them. • A list of 28 employees has been prepared who are keen to learn office Management and also speak / interact in English. In order to deliver focused approach, the list was further pruned and for the first phase 6 employees have been identified for skill development and also further enhancement of knowledge in official management. Initially, the focus of skill development is on the issues pertaining to - analyzing the project document; preparation and analysis of job description; SWOT analysis of employees of Ministry; preparation of work plan for the Ministry on the recommendations of Civil Service Commission; and Preparation of Training plan and training schedule for the Ministry. Coaching is currently focused on these issues so that the coachees can complete their assignments efficiently and effectively. • Assistance is being provided to the department in the Public Administration Reform Group of MoJ and in the project unit for implementation of National Justice Sector Strategy.
Ministry of Urban Development	<ul style="list-style-type: none"> • Coaching is being provided by teaching methodology to start with to introduce various concepts and types of planning, cost estimates, preparation of concept paper, project cycle, etc. • Assistance was provide to ministry officials in the examination of the progress reports of water supply projects, preparation of concept paper for setting up of an university, resource allocation among various urban development projects for 1387-91, preparation of a draft proposal for raising finance from the donor agency for the preparation of Master Plan for Herat City, drafting the working paper for discussion regarding effectiveness of Urban Governance and Management, etc.
Ministry of Counter Narcotics	<ul style="list-style-type: none"> • Assistance was provided in preparation of bilingual drug awareness module for afghan officials handling counter narcotics. • Assistance was provided to project development specialists in CNTF for appraisal of livelihood projects and for drafting of proposals for presentation before the review committee. • Assistance was provided in collection and consolidation of data indicating

Ministry / Agency	Results / Outputs / Activities
	<p>extent and pattern of drug abuse in Afghanistan, in studying the expenditure pattern in MCN and CNTF since inception, in preparation of a statistical trend graph to ascertain areas that need attention, in preparation of a proposal for a National Think Tank for MCN, etc.</p> <ul style="list-style-type: none"> • Suggestions were given for a scheme of national award to counter narcotics activities and for introduction of a national policy for the voluntary sector. • Assistance was provided in formulating a concept paper for a rural livelihood project by utilizing existing highway links, in appraising a five year drug demand reduction plan, in preparation of a concept paper on alternative service delivery mechanism by involving the voluntary sector, etc.
Afghanistan National Disaster Management Authority	<ul style="list-style-type: none"> • Consultations were held regarding training and formulation of training module for the officers of ANDMA and other concerned ministries on effective communication, conflict resolution, leadership and other issues relating to Comprehensive Risk Reduction Programme (CDRRP). • Functional guidelines and HRD guidelines for ANDMAs and key ministries for disaster risk reduction in Afghanistan were reviewed. • Assistance was provided for preparation of a questionnaire to be canvassed to the officers of ANDMA and other ministries concerned with Disaster Management for the purpose of preparing report on restructuring of ANDMA. An outline for tabulation plan for analyzing the data received through questionnaires filled in by the officers of ANDMA was prepared. • Assistance was provided for preparation of an outline for approach paper focusing on policy perspective of ANDMA. • Detailed discussions were held and suggestions made regarding steps to be taken for including disaster management in school level curriculum.
Ministry of Repatriation and Refugee Affairs	<ul style="list-style-type: none"> • Draft Strategy Paper for the sector prepared for Afghanistan National Development Strategy (ANDS) and some other official documents concerning the Ministry were reviewed. • Assistance was provided to the Ministry in the exercise of aligning its proposed budgetary resource requirement to the sector cap fixed for it. • Guidance was provided to the Ministry in preparing project proposals for aid in kind for Returnees in Nangarhar, Laghman and Balkh Provinces. The preparation of the proposal involved seeking information and co-ordination with the provincial offices and other Ministries. • Assistance is being provided to the Ministry for developing the project proposal on setting up of Grant Management Unit within the Ministry that would look after policy issues concerning the sector as well as project design, formulation, development, strategy, finance etc.
Ministry of Haj and Religious Affairs	<ul style="list-style-type: none"> • A review of structure and functioning of Ministry was undertaken in general and in particular the procurement procedures being followed by the Ministry were reviewed. To understand the existing procurement procedure & practices being adopted in the Ministry, a complete set of one procurement case was collected. The existing procurement procedure currently in vogue in MoHRA, is cumbersome, takes large processing cycle time and is not in consonance with 'Afghan Procurement Law'. Assistance is being provided to customise in accordance with Afghan procurement Law & Rules of Procedure for Public Procurement. • Coaching is currently being provided to Ministry staff primarily to enhance their knowledge and skills in procurement.

RECORD OF TRAININGS CONDUCTED FOR CDS STAFF

Sl No.	Date	Resource Person	Subject
1	April 1, 2008	Kamal Chowdhery	Management Information System (MIS)
2	April 5, 2008	C.B Singh	Management of Public Sector Finance
3	April 12, 2008	V.P Singh	Capacity Assessment and Development
4	April 15, 2008	C.B Singh	Management of Public Sector Finance
5	May 11, 2008	Nandita Mishra	Gender Mainstreaming – General Issues
6	May 13, 2008	Nandita Mishra	How to use outcome budget for Gender Mainstreaming
7	May 15, 2008	V.P Singh	Organizational Development and Change Management
8	May 18, 2008	V.P Singh	Organizational Development and Change Management
9	May 20, 2008	G.K Singh	Effective Management
10	May 22, 2008	G.K Singh	Effective Management
11	May 25, 2008	Raj Kamal	Afghanistan Procurement Law and Rules of Procedure for Public Procurement
12	May 27, 2008	Asrarul Haque	Why do we need to be concerned about the environment?
13	May 29, 2008	V.P Singh	Human Resource Management : HR Policy - Need, Areas and Implementation
14	June 1, 2008	V.P Singh	Human Resource Management : Employee separation
15	June 3, 2008	Asrarul Haque	Noise Pollution
16	June 5, 2008	V.P Singh	Human Resource Management : Employee motivation and job enrichment
17	June 5, 2008	V.P Singh	Human Resource Management : Values & ethics in administration
18	June 10, 2008	Kamal Chowdhery	Introduction to Accounting
19	June 12, 2008	V.P Singh	Human Resource Management : Job analysis and job description
20	June 17, 2008	V.P Singh	Human Resource Management : e-HR – potential areas and application
21	June 19, 2008	Manish Kumar	Audit in Afghan Context
22	June 22, 2008	Manish Kumar	Audit in Afghan Context
23	June 26, 2008	Bhupal Nanda	Project Management