



Afghanistan

United Nations Development Programme Afghanistan

Capacity for Afghan Public Service (CAP) Project

ANNUAL PROJECT REPORT 2008



Gender Sensitization Workshop for CAP Coaches – 23rd November, 2008

Project ID:	00052210
Duration:	January 2007 – June 2009
Component (Strategic Plan):	National Ownership, Capacity Development, South-South Cooperation, Democratic Governance, Gender Equality & Empowerment of Women
Total Budget:	USD 7,688,485
Unfunded:	USD 1,109,836
Implementing Partners / Responsible parties:	UNDP and Capacity Development Secretariat (CDS), IARCSC

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Executive summary

Limited capacity is the most fundamental challenge to Afghanistan's development. The Capacity for Afghan Public Service (CAP) project, which is based on the demand from Government of Afghanistan (GOA), focuses on long term capacity development, primarily skills development through coaching and mentoring with a strong emphasis on supplying capacity from a national and international cadre of experts. Capacity Development (CD) under the project is focused on GOA's strategic priorities as defined in the Afghanistan National Development Strategy (ANDS), the Afghanistan Compact and the Public Administration Reform (PAR) effort. It concentrates on capacity development in common functions of human resources management, financial management, project management, procurement and policy / strategy development.

Project resources are applied towards the achievement of UNDP Country Programme Action Plan (CPAP) outcome II – *“The democratic state and government institutions strengthened at national and sub-national levels to govern and ensure the delivery of quality public services including security with special attention to marginalised groups”* and CPAP output 2.1 – *“Public sector capacity strengthened through the development of civil service at the central and sub-national levels, the establishment of accountability mechanisms and the enhancement of information management for better service delivery”*. This is demonstrated by progress towards the following intended CAP project outputs:

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.

Output 2: Institutional competence of joint Capacity Development Secretariat developed.

Promotion of the CAP project was further undertaken during the reporting year with a view to determine the sources of demand for its services; the level of awareness / understanding of the kind of services to be provided; and the adjustments required to its services and operational model. In order to source the best possible coaches / advisors from the region, the project promoted south-south cooperation under the Memorandum of Understanding (MOU), signed between the Government of India (GOI), the GOA, and the UNDP under which the GOI has agreed to contribute partially towards the cost of the project for 30 of its civil servants contracted to work as coaches / advisors in different ministries / agencies of GOA under the project.

The project is to be implemented in two phases. 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 July 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, the project diversified the source of international coaches and recruited the coaches from open market and UNVs. The international coaches for capacity development at sub-national level were placed in the regional office of the IARCSC and were made responsible to provincial affairs department of IARCSC.

Under the MoU with Government of India, 29 civil servants including 3 women civil servants from India were placed in different ministries and agencies as coach / advisor for an average period of 9 -10 months for capacity development primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management. After consolidation of the project implementation at central level, the project moved towards pilot implementation at sub-national level for capacity development in the area of for general administration and office management to strengthen service delivery functions of the government at the sub-national level.

The CAP project envisages the use of international coaches drawn from amongst persons with practical experience in the governments of countries in the region and from civil society. However,

while this set of international coaches will only be an initial nucleus, the emphasis will be developing local Afghan coaches who continue to use coaching as tool to build capacity on a sustained basis. The strength of national coaches at the end of year 2008 is 32 including 3 women national coaches. 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.

Coaching and Advisory services were provided to ministries / line agencies during the reporting period. The project increasingly pursued to ensure that gender considerations are integrated in all the assistance provided throughout all project outputs and activities. The project collected the details of coachees, who are either receiving coaching as “principal” coachees under the project or are receiving guidance and training from the project as “occasional” coachees. A database of coaches for the details collected for 608 public servants including 109 women (18%), benefiting from the project was developed.

In order to integrate gender issues in delivery of project activities, the project ensured that gender segregated data was collected, while conducting monitoring and evaluations. The project developed a Gender Mainstreaming Strategy for bringing about gender integration in project activities. The strategy was developed around three components namely, (A) Capacity Development, (B) Organisational Gender Sensitivity and Policy Development, and (C) Gender Sensitization Programmes.

The identification of the key components of the CAP Gender Mainstreaming strategy not only signifies that the CAP project is proactively gender sensitive but also makes it imperative for the project to track changes in women’s empowerment and in gender equality in the ministries/agencies of GoA, where the CAP project is operating through international coaches/advisors. In order to monitor, track and, most importantly, measure progress of the activities articulated in the three strategic components, specific indicators to capture and reflect the deliverables have been designed. The indicators are developed to meet the criterias of being gender sensitive in the sense that they are disaggregated by sex and are gender specific. The baseline data for these indicators were collected for monitoring the trend of gender responsive activities in the ministries / agencies where CAP project is currently operational.

The entry level for the project for capacity development is at individual level as against the organisational level or the enabling environment level that includes overall policies, rules and norms, etc. at the institutional level. In order to monitor the development of the capacity of the individual beneficiary from the project, the project introduced capacity assessment of individual principal coachees following the structured methodology, prescribed in the UNDP Capacity Assessment User’s Guide. The assessment was conducted on a rating scale of 1 to 5 based upon a set of 20 questions related to the functional area in which the coach provides coaching to develop the capacity of the coachee. Such capacity assessment was first conducted in September 2008 which was considered as the baseline capacity score of the individual principal coachee. The project fixed quarterly targets for capacity development for three quarters in terms of achievement of higher capacity scores in a capacity assessment to be conducted using the same questionnaire at the end of every quarter.

Out of the 178 principal coaches that included 33 women principal coaches, the capacity assessment was conducted for 164 principal coaches including 31 women principal coachees. Based upon the baseline capacity score of the individual principal coachees, the average baseline capacity score of the Ministry / Agency for all principal coachees participating in the project was arrived. The average baseline capacity of the principal coachees, undergoing coaching and benefiting from the project is rated to be 1.7 on a scale of 1 to 5 (1 – no evidence of relevant capacity, 5- fully developed capacity). The project has kept a target of enhancing the capacity of these principal coachees to a rating level of 2.8 by the end of the project period (June 2009). The achievement as at the end of December 2008 was 2.0 for the average capacity of the principal coachees.

The goal of the project is to develop capacity and not replace capacity. A performance assessment system is therefore essential tool, which is used to partly assess the transfer of skills from the coach

to the coachee, and is partly in the overall evaluation of the project. The first mid-term assessment took place in March 2008 after completion of six months of the assignment for 11 coaches. 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. The results show that the average satisfaction level with the project is significant (3.5 out of 5 = 74 %). A noticeable outcome of the rapid impact assessment was the confirmation of acceptance of coaching as a tool for capacity development. The satisfaction level in all ministries / agencies ranged between 60 to 80 percent. The results confirmed 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. CD is known to be a long term process which is not amenable to delivery pressures and short term results seeking. Coaching and mentoring therefore proved to be very useful for jobs where guided practice is important typical of core functions of public management so that sustainable capacity of public services is developed in a gradual and systematic manner.

The project also engaged an international TA for a week to analyze the current capacity of CDS inline with the previous capacity assessment and to further refine required capacities and future needs of CDS. The scope included defining capacity development strategies for short and long-term capacity interventions and preparation of a road Map of activities for transition from Direct Implementation (DIM) in phase-I to National Implementation (NIM) in phase-II. There is an assessed need to strengthen the overall capacity of CDS not only for sustaining its own operations, but also for making it a more strategic department for IARCSC beyond recruitment of experts and coaches. In accordance with the first capacity assessment report for the CDS undertaken during 2007, a detailed training plan for training of the CDS staff to be conducted by international coaches of the project was prepared and implemented.

Many valuable lessons were learned from the implementation of the project during the year. It was evident that Coaching, which enables better retention of learning, is an effective method of capacity development and transfer of skills in the post conflict conditions of Afghanistan where the entry level capacity is either absent or very low. The engagement in capacity development through coaching should have a long term horizon and allow for adaptation. The project needs to remain engaged despite difficult circumstances thrown by weak absorption capacity.

While chapter-I of this annual progress report for the year 2008 for CAP project describes the context in which the project is set up and operates, an overall performance review including progress review, implementation strategy review and management effectiveness review is provided in chapter-II of the report. Chapter-III reports in details about the activities undertaken during the years and the results achieved. Chapter-IV reports on implementation challenges that the project faced during the year including project risks and issues and actions taken. The lessons learnt during the year and recommendations for next steps are enumerated in chapter-V. An overview of the financial status and utilisation of available resources is provided in chapter-VI of the report.

I. Context

Limited capacity is the most fundamental challenge to Afghanistan's development. The Capacity for Afghan Public Service (CAP) project, which is based on the demand from Government of Afghanistan (GOA), focuses on long term capacity development, primarily skills development through coaching and mentoring with a strong emphasis on supplying capacity from a national and international cadre of experts. The project secures international expertise largely from within the region and endeavours to build a national pool of capacity development suppliers. Capacity Development (CD) under the project is focused on GOA's strategic priorities as defined in the Afghanistan National Development Strategy (ANDS), the Afghanistan Compact and the Public Administration Reform (PAR) effort.

The CAP project is designed, in particular, to support public administration reforms, such as the Afghanistan Compact's Governance benchmark number one - "Government machinery (including the number of ministries) will be restructured and rationalised to ensure a fiscally sustainable public administration; the Independent Administrative Reform & Civil Service Commission (IARCSC) will be strengthened; and civil service functions will be reformed to reflect core functions and responsibilities". The capacity development initiatives of CAP project contribute to the implementation of ANDS and achievement of its benchmarks particularly with regard to "Governance, Rule of Law, and Human Rights" and "Economic and Social Development" with primary focus on governance.

The project supports the overall objectives for IARCSC capacity development initiatives in the area of PAR which are aimed at the analysis, re-structuring and associated human resource management reforms to make senior civil servants / civil service more results and service delivery oriented and more driven by a clear code of ethics. The project seeks to improve public administration, strengthen democratic practices, and implement priority reforms. The approach and institutional arrangement is in line with current thinking on capacity development reflected in the OECD-DAC guidelines on good practices for capacity development and the Paris Declaration on Aid Effectiveness (2005). The project seeks to:

- Promote a more strategic and harmonised approach to capacity development in direct support of the overall PAR effort;
- Avoid duplication and overlaps and reduce transaction and management costs generated by separately managed projects;
- Put GoA in the driver's seat and enhance GoA's interest, experience and capacity to take charge and manage its own CD; and
- Build capacity within IARCSC such that a nationally-led secretariat will be able to continue sourcing of expertise in the long term and after individual projects are completed.

The CAP project emphasizes coaching and advisory services as a means to more sustainable capacity development in Afghanistan and better retention of learning/skills. The project also includes other elements that would serve to support the coaching and advisory services component, such as developing competency to identify capacity development needs, developing performance management systems, developing competency for M&E, developing a mechanism to build local coaches and capacity suppliers as well as developing the capacity of a Capacity Development Secretariat (CDS) in IARCSC. The CDS is a department under IARCSC, which is responsible for coordinating and supporting the task of capacity development in Government of Afghanistan through implementation of various programs such as Afghan Expatriate Program (AEP), Lateral Entry Program (LEP), Management Capacity Programme (MCP), etc.

The CAP project is a responsive mechanism to provide CD assistance on a large-scale and in a timely manner to central ministries and agencies, elected officials and to provincial administrations and councils. It concentrates on capacity development in common functions of

human resources management, financial management, project management, procurement and policy / strategy development and is aligned to the CD plan of the IARCSC that was developed in accordance with the recommendations of the 4th meeting of the Joint Coordination and Monitoring Board (JCMB).

II. Performance review

Project resources are applied towards the achievement of UNDP Country Programme Action Plan (CPAP) outcome II – *“The democratic state and government institutions strengthened at national and sub-national levels to govern and ensure the delivery of quality public services including security with special attention to marginalised groups”* and CPAP output 2.1 – *“Public sector capacity strengthened through the development of civil service at the central and sub-national levels, the establishment of accountability mechanisms and the enhancement of information management for better service delivery”*. This is demonstrated by progress towards the following intended CAP project outputs:

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.

Output 2: Institutional competence of joint Capacity Development Secretariat developed.

Progress review

1. Overall progress towards the CPAP outcome and output(s)

In the area of cooperation for “Governance, Rule of Law and Human Rights”, the project is intended to support the realization of the overall United Nations Development Assistance Framework (UNDAF) outcome number two – *“By 2008, an effective more accountable and more representative public administration is established at the national and sub-national levels, with improved delivery of services in an equitable, efficient and effective manner”*. Towards this objective, the Phase-I of the CAP project has applied its resources to develop the ability of the Ministries and Agencies of GOA, participating in the project, by enabling the acquisition and strengthening of capacity for effective and efficient functioning. The project used coaching to strengthen core functions of government and used advisory services to strengthen leadership and policy making skills.

2. Capacity development

CD is the core focus of the CAP project and it uses a different approach than the traditional approaches for CD. One of the best and most effective forms of training is by means of a one-to-one relationship between a coach and a coachee. This is because the coach can have a close and flexible relationship with the individual coachee. This enables a learning event to be developed to suit both the learning needs of the coachee and to satisfy operational requirements. Coaching therefore systematically increases the ability and experience of the coachee by giving him or her planned tasks, coupled with continuous appraisal, advice and counselling by the coach. The project is unique in the sense that it uses “coaching and mentoring” techniques, which unlike traditional classroom training, is an “on-the-job” learning process that enables better retention of learning. Coaching and mentoring proves useful for jobs that require dealing with a wide variety of situations typical of public management and for jobs where guided practice is important.

The project represents a very different way of developing capacity. For example the project contributes to organizational capacity development through developing the capacity of individual counterparts and counterpart teams to meet specific organizational needs. The role of the coach/advisor is to facilitate the performance, learning and development of the individual or team which will in turn assist the capacity of the organization. The coach/advisor

does not provide direct technical assistance to Ministry staff. The project imparted coaching in recipient ministries / agencies the results of which are captured in chapter-III, activity 1.11 for each recipient ministry / agency.

3. Impact on direct and indirect beneficiaries

The project followed a demand responsive participatory approach to service delivery that enabled the project to reach the right target group. In particular, the project aimed to develop capacity of civil servants on “tashkeel” and recruited under Priority Reform and Restructuring (PRR). The selection of the participating ministries / agencies and the areas in which the project provided support to these ministries / agencies was based upon a demand that was generated after project promotional activities were undertaken. The ministries / agencies participated in the selection process of the coach/advisor for their requirement and were recipients of project support in accordance with their needs.

Implementation strategy review

1. Participatory/consultative processes

The project followed the participatory / consultative processes for demand analysis of the need for coaching services in ministries / agencies. The priorities, schedule of activities and targeting and delivery was undertaken in close cooperation with the CDS as the government counterpart. The recipient Ministry / Agency was involved in preparation of the TOR, selection of the coach / advisor and defining its capacity development needs. Based upon the feedback from the Ministries / Agencies the delivery of coaching and advisory services was fine tuned to be demand responsive.

2. Quality of partnerships

The project pursued a strong partnership with the implementing partner as envisaged in the project document. Most of the processes of the project were internal to CDS, IARCSC supported by the UNDP project staff representative of a high quality of partnerships with government counterparts.

3. National ownership

The CAP project is operationally supported by the CDS within the IARCSC. The functioning of the secretariat is overseen by the Executive Committee and IARCSC’s PAR Steering Committee on policy issues and operational and executive matters. The strong national ownership of the project within IARCSC was the hallmark of the project. Most of the decisions of the project are either jointly taken with government counterparts or are internal to IARCSC that reflects involvement of government counterparts in the definition of priorities, planning of project resources allocation and reporting, joint monitoring and evaluation, allocation of government resources to the project in the form of allocation of office space and embedded staff. The IARCSC also took lead for project promotion internationally with other governments for their possible association with the project during the visit of the delegation of IARCSC to China and Turkey. This reflects a strong ownership of the project within IARCSC.

4. Sustainability

The implementation of the project is embedded in CDS, IARCSC and is, while being under the direct implementation modality (DIM), a joint implementation by UNDP and CDS, IARCSC. The implementation processes therefore are directed towards building national capacities, national ownership and strengthened partnerships to ensure that there are lasting results. The exit strategy for the project envisages moving from DIM during Phase-I (January 2007 – June 2009) of the project to National Implementation (NIM) during Phase-II of the project.

Management effectiveness review

1. Quality of monitoring

The performance of the project during the reporting period was closely monitored by the UNDP country office in close association with CDS, IARCSC. Donor consultations were conducted in an informal manner and through regular project board meetings which reviewed the performance of the project at length and made useful recommendations for project implementation.

2. Timely delivery of outputs

The project implementation commenced in accordance with the Annual Work Plan (AWP). However, the process of mobilisation of coaches / advisors was protracted and took longer time than anticipated. As a result, there was a delay in commencement of the coaching and advisory services to the ministries / agencies which joined the project during the year. In order to accommodate the planned one year of coaching and advisory services in recipient ministries / agencies, the project extended the project duration by six months to June 2009 and revised the AWP for 2008 from USD 6.23 million to USD 4.2 million. Also, the Canadian International Development Agency (CIDA), which is one of the main donors of the project, withdrew 2 million CND Dollars from the committed 5 million CND Dollars on account of reprioritization of their development support to Afghanistan and re-allocation of their resources to Kandahar. Non-availability of adequate funds to be carried over to carry out planned activities up to the extended project period of June 2009 resulted in reduction of scope of project activities. The coverage of the coaching and advisory services therefore remained restricted compared to what was planned in original AWP.

3. Resources allocation

Most of the resources were applied towards output_1 and the balance towards output_2. The resources applied towards other project costs remained less than 15%. Excluding the General Management Services (GMS) charge of UNDP, 87% of the project resources were applied towards output_1, whereas remaining 13% were applied towards output_2 that included project management cost

4. Cost-effective use of inputs

The project serves as a model for cost-effective use of inputs. The project has executed a Letter of Agreement (LOA) with IARCSC under which the national and international coaches as well as the project staff are recruited on "ajeer" contracts (CDS contracts). Also, the project shared resources with the implementing partner and refrained from any extravagant expenditure and unproductive application of resources.

III. Project results summary

Activities of the project were undertaken and the project resources were applied in accordance to the AWP, 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.

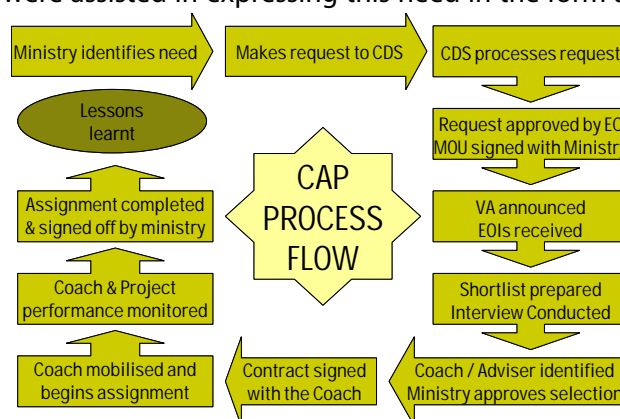
Activity 1.3: Identification of needs for coaching and advisory services.

Activity 1.4: Receipt of CVs and shortlisting.

Promotion of the CAP project was further undertaken during the reporting year with a view to determine the sources of demand for its services; the level of awareness / understanding of the kind of services to be provided; and the adjustments required to its services and operational model. Demands within the government was assessed through discussions and the TORs were drawn which articulates the needs of the government ministries / agencies. The promotion was used to explain and promote the CAP project and several applications for CAP services were received as a result of implementation of such outreach programme.

In order to source the best possible coaches / advisors from the region, the project promoted south-south cooperation under the Memorandum of Understanding (MOU), signed between the Government of India (GOI), the GOA, and the UNDP under which the GOI has agreed to contribute partially towards the cost of the project for 30 of its civil servants contracted to work as coaches / advisors in different ministries / agencies of GOA under the project.

The project implementation process in a ministry / agency commenced with the identification of a need by the indenting ministry / agency. They were assisted in expressing this need in the form a clear job description and in filling out a CAP Coach / Advisor Application Form and submitting it to the project for consideration. The project matched this demand from the experts' roster of coaches / advisors referred by the GOI and shortlists were drawn for each request. Recruitment for the coach / advisor for such request was undertaken in CDS with participation of representatives from requesting ministry / agency. While there were implementation constraints that influenced the pursuit of these outputs, the project ensured that the quality of the process was not compromised and the ownership of the activities remained with the CDS.



The project is to be implemented in two phases. 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 July 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. It was decided that the contracts of these coaches shall be a government 'ajeer' contract instead of UNDP consultant contract. The recruitment process shall be internal to CDS, IARCSC and the selection/contracting shall not require

final approval by UNDP. The UNDP shall be responsible for disbursement for such CDS contracts.

2. To initiate recruitment process of UNVs as international coaches both for national and sub-national level. 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. UNVs present itself as a good source of recruitment for international coaches at costs within what is provided in project budget.

Consultations were held with IARCSC and UNDP Afghanistan Sub-National Governance Programme (ASGP) representing the interests of Independent Directorate of Local Governance (IDLG) and terms of references (TORs) were prepared for 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 Provincial Affairs Department (PAD) of IARCSC.

While The CDS conducted the process for recruitment from open market, the UNV section in UNDP Country Office was notified for the requirement of UNVs to work as Coach / Advisor for CD at sub-national level.

At the provincial level, knowledge of the local language is a major constraint. Hence, the reliance on Afghan coaches rather than international coaches is important. Apart from this, the emphasis needs to be more on service delivery and any function that contributes directly to efficient service delivery should be picked up for CD.

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, 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 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.

Based upon the review and the feedback during the two week programme delivered by the consortium, the set of tools & instruments for coaching and reporting under the project were simplified and finalized. The Tools & Instruments were applied for coaching being provided 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 is shown 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

These tools and instruments help document the coaching process and capture the capacity enhancement of the principal coachees in structured manner in accordance with the agreed learning plan. However, on account of preoccupation of the principal coachees of the senior management with their line functions, they are generally not in a position to dedicate fixed time for regular coaching sessions. In order to provide flexibility for their learning and CD, some of the coaching tools and instruments are not made applicable. The status of implementation of these coaching tools and instruments are reported in Activity 1.11 (coaching and advisory services being provided).

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.

The training consortium delivered the third orientation and training programme for international and national coaches in October 2008.

Activity 1.8: Selection and placement of international coaches:

Under the MoU with Government of India, 29 civil servants including 3 women civil servants from India were placed in different ministries and agencies as coach / advisor for an average period of 9 – 10 months for CD primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management and one coach selected for Ministry of Foreign Affairs, communicated his regret and withdrew his application leaving one vacant position under the MoU with GOI.

The tripartite MoU between the GoI, the GoA and the UNDP that was expiring on July 23, 2008 was renewed for another year with the GoI committing to contribute another USD 1,080,000 for the second year of the implementation of the MoU under the project. Out of 29 coaches from GOI, who joined the project, some left the project on completion of their one year assignment, whereas others were considered for extension for their second year of assignment with the project. At the end of the year 2008, there are 20 civil servants of GOI including 2 women, working in the project as coaches / advisors for capacity development in various ministries / agencies of the GoA.

In addition, the project recruited two coaches from open market and placed them for CD in the IDLG and Afghan National Standards Authority (ANSA).

After consolidation of the project implementation at central level, the project moved towards pilot implementation at sub-national level for CD in the area of for general administration and office management to strengthen service delivery functions of the government at the sub-national level. The process of recruitment of international coaches from open market for sub-national level pilot implementation of CAP project was completed and four international coaches came on board during July to September 2008. The process of recruitment of UNVs as international coaches for sub-national level was also completed and four UNVs joined the project for the assignment of international coaches at sub-national level. The activities of the project for the pilot implementation at sub-national level are reported in a separate section.

Activity 1.9: Identification of local Afghan/National coaches.**Activity 1.10: Placement of local Afghan/National coaches.**

The CAP project envisages the use of international coaches drawn from amongst persons with practical experience in the governments of countries in the region and from civil society. However, while this set of international coaches will only be an initial nucleus, the emphasis will be developing local Afghan coaches who continue to use coaching as tool to build capacity on a sustained basis.

During 2007, 12 National Coaches / Trainers including 2 women were recruited under the project. During the first quarter of 2008, the project initiated and completed action to recruit the second batch of national coaches. During the second quarter of 2008, the offers were issued and 21 national coaches including 2 women 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. The project also recruited additional national coaches to fill vacancies arising out of resignation of some national coaches as well as to meet additional demand including the requirement to work at the sub-national level. The strength of national coaches at the end of year 2008 is 32 including 3 women national coaches.

Activity 1.11: Coaching and advisory services being provided.

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 is presented in Annex-II. The project collected the details of coachees, who are either receiving coaching as “principal” coachees under the project or are receiving guidance and training from the project as “occasional” coachees. The details collected for 608 public servants including 109 women (18%), 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	ANDMA	6	28	29	5	0	34	0
2	CAO	2	37	39	0	2	37	0
3	CSO	8	2	6	4	0	10	0
4	IARCSC	20	3	17	6	10	6	7
5	JCMB	8	6	10	4	0	0	14
6	MoA	0	7	7	0	1	6	0
7	MoCI	4	1	5	0	5	0	0
8	MoCIT	13	0	10	3	0	13	0
9	MoEW	16	17	33	0	33	0	0
10	MoF	16	71	81	6	39	16	32
11	MoHE	14	20	25	9	27	0	7
12	MoHRA	7	19	26	0	21	4	1
13	MoIC	10	13	20	3	21	0	2
14	MoJ	5	83	67	21	3	85	0
15	MoLSA	23	68	71	20	78	0	13
16	MoRRA	5	2	7	0	7	0	0
17	MoTCA	10	49	33	26	55	2	2
18	MoUD	11	4	13	2	1	6	8
Total		178	430	499	109	303	219	86
Total Coachees		608		608		608		

ANDMA

Afghanistan National Disaster Management Authority

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

The details were collected to develop a database on the following fields:

SI	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 Govt service

The status of implementation of coaching tools & instruments for 178 principal coachees is presented in annex-III. Out of 178 principal coaches, excluding 22 cases, coaching agreements were implemented for others and coaching process is being documented as presented in annex-III.

The entry level for the project for CD is at individual level as against the organisational level or the enabling environment level that includes overall policies, rules and norms, etc. at the institutional level. In order to monitor the development of the capacity of the individual beneficiary from the project, the project introduced capacity assessment of individual principal coachees¹ following the structured methodology, prescribed in the UNDP Capacity Assessment User's Guide. The assessment was conducted on a rating scale of 1 to 5 based upon a set of 20 questions related to the functional area in which the coach provides coaching to develop the capacity of the coachee. The quantitative rating system for the capacity level on the scale of 1 to 5 referred to the following assessment of the capacity level of an individual principal coachee:

1. No evidence of relevant capacity
2. Anecdotal evidence of capacity
3. Partially developed capacity
4. Widespread, but not comprehensive, evidence of capacity

¹ A sample of the capacity assessment is attached at Annex-IV for reference.

5. Fully developed capacity

The average score for all 20 questions, as presented in annex-IV, provides the current capacity score of the individual principal coachee on a scale of 1 to 5. Separate questionnaires were prepared by international coaches for each coachee, unless the coaching plan was common, in which case the same questionnaire was used for capacity assessment of more than one coachee. Such capacity assessment was first conducted in September 2008 which was considered as the baseline capacity score of the individual principal coachee. The project set quarterly targets for capacity development for three quarters in terms of achievement of higher capacity scores in a capacity assessment to be conducted using the same questionnaire at the end of every quarter.

The results of the capacity assessment to arrive at the baseline capacity as on September 2008, the target and achievement as on December 2008 and the targets for next two quarters are presented in annex-IV. Out of the 178 principal coachees, the capacity assessment was conducted for 164 principal coachees. These baseline capacity scores have been entered in the database of coachees for record. Based upon the baseline capacity score of the individual principal coachees, the average baseline capacity score of the Ministry / Agency for all principal coachees participating in the project was arrived. The average baseline capacity of the principal coachees, undergoing coaching and benefiting from the project is rated to be 1.7 on a scale of 1 to 5. The project has kept a target of enhancing the capacity of these principal coachees to a rating level of 2.8 by the end of the project period (June 2009). The achievement as at the end of December 2008 was 2.0 for the average capacity of the principal coachees.

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 an essential tool, which is used to partly assess the transfer of skills from the coach to the coachee, and is partly in the overall evaluation of the project. The first mid-term 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.

In addition, a rapid impact assessment of the project was undertaken along with the performance assessment of the coaches. The process was led by CDS indicating strong national ownership of the project. 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 of 8 questions.

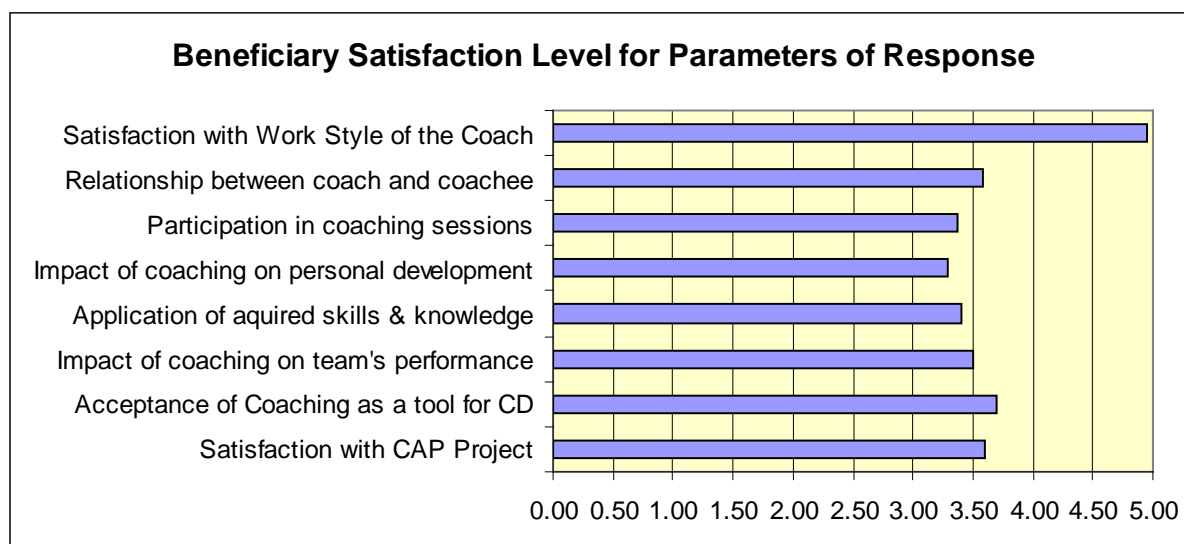
The impact assessment was undertaken in 9 ministries / agencies for 11 international coaches. Out of 46 coachees who responded to the questionnaire, 39 were male coachees and 7 were female coachees. Further, 38 out of the 46 responses were from principal coachees and remaining 8 were from occasional 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 form and the data is presented in annex VI. The results are compiled in the table below:

Question	Beneficiary Satisfaction Score									Average
	MoCI	MoCIT	JCMB	MoTCA	CAO	MoLSA	MoA	MoEW	IARCSC	
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 &	2.67	3.40	3.63	3.40	3.50	3.75	3.33	3.50	3.50	3.41

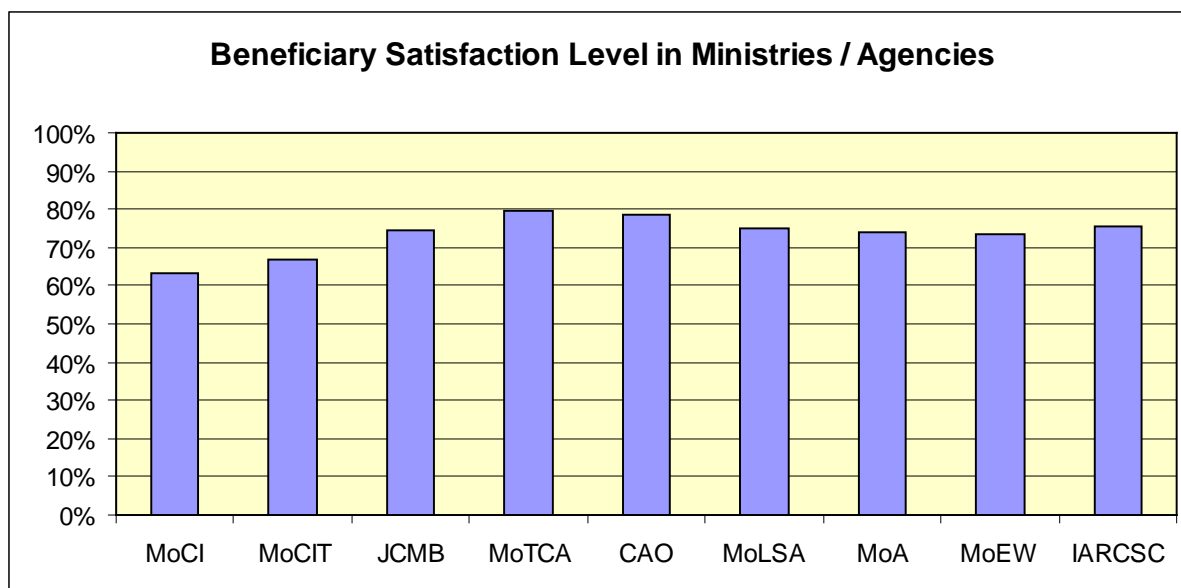
Question	Beneficiary Satisfaction Score									Average
	MoCI	MoCIT	JCMB	MoTCA	CAO	MoLSA	MoA	MoEW	IARCSC	
knowledge										
Q5 Impact of coaching on personal development	2.67	2.80	3.63	3.60	4.00	3.25	2.67	3.50	3.50	3.29
Q6 Participation in coaching sessions	3.00	2.80	3.50	3.80	3.50	3.50	3.00	3.70	3.50	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. 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 useful as a learning process that enables better retention of learning, especially if the entry level capacity is low.

Subsequent to the performance assessment and the rapid impact assessment presented above, the CDS has on a regular basis conducted performance assessment of the international and national coaches on completion of their six months of assignment. The results have been positive and valuable lessons were learnt.

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.

The project engaged an international TA for a week to analyze the current capacity of CDS inline with the previous capacity assessment and to further refine required capacities and future needs of CDS. The scope included defining capacity development strategies for short and long-term capacity interventions and preparation of a road Map of activities for transition from DIM in phase-I to NIM in phase-II. The report of the consultant is awaited.

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.

It is assessed that it will be required to strengthen the overall capacity of CDS not only for sustaining its own operations, but also for making it a more strategic department for IARCSC beyond recruitment of experts and coaches. CAP project output 2 is also aimed at developing institutional capacity of CDS.

In accordance with the first capacity assessment report for the CDS undertaken during 2007, a detailed training plan for training of the CDS staff to be conducted by international coaches of the project was prepared. The implementation of the training plan commenced during the first

quarter of the year and continued throughout the year. A total of 63 training classes in the common functional areas, identified by the IARCSC for capacity development plan, 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.

SI	Functional Area	No. of classes conducted for CDS staff during 2008				
		Q1 of 2008	Q2 of 2008	Q3 of 2008	Q4 of 2008	Total
1	Project Management	10	4	6	9	29
2	Human Resource Management	3	9	0	0	12
3	Financial Management	0	5	7	0	12
4	Procurement	2	1	0	0	3
5	Policy Formulation	1	2	0	0	3
6	Others	2	2	0	0	4
Total		18	23	13	9	63

These CD efforts resulted in enhanced capacity of the CDS staff for implementation of various projects that was reflected in overall positive rating in preliminary findings of the project implementation capacity assessment conducted for a possible transition from DIM in phase-I of the project to NIM in phase-II.

In order to add coaching and mentoring as a tool for training of CDS staff, the project dedicated one coach position 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 came on board in July 2008 and has undertaken coaching in CDS in assigned functional area as well as coordinated the activities of output 2.

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.

The project also supported one week training of three CDS staff on ‘Procurement & Financial Management Procedures for World Bank Assisted Projects’ staff at National Institute of Financial Management, Faridabad, India in December, 2008.

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 Integration

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 to ensure that female coachees are encouraged to participate in the project activities and barriers of communications do not exclude them from participation. In order to mainstream gender issues in delivery of project activities, the project ensured that gender segregated data was collected, while conducting monitoring and evaluations.

The project developed a Gender Mainstreaming Strategy for bringing about gender integration in project activities. The strategy was developed around three components namely, (A) Capacity Development, (B) Organisational Gender Sensitivity and Policy Development, and (C) Gender Sensitization Programmes.

Component A - Capacity Development

Strategy under the Component

- Special attention to coaching, advisory and technical assistance to the women civil servants with thrust on coaching women civil servants in the leadership positions
- Confidence building of women civil servants- a new perspective to gender equality in Afghan context

Component B - Organisational Gender Sensitivity and Policy Development**Strategy under the Component**

- Coaches to act as facilitators in the Ministries/Agencies
- To help bring in policies aimed at women's empowerment and gender equality using rapport and trust built in the coaching/advising process
- To facilitate gender analysis and formulation of Gender Action Plan for Ministries/Agencies

Component C - Gender Sensitization Programmes/activities**Strategy under the Component**

- Transfer of gender progressive ideas among male counterparts through coaching
- Facilitation in organizing gender sensitization programmes in the Ministries/Agencies
- Assistance in creation of a Gender Mainstreaming network in the

The identification of the key components of the CAP Gender Mainstreaming strategy not only signifies that the CAP project is proactively gender sensitive but also makes it imperative for the project to track changes in women's empowerment and in gender equality in the Ministries/Agencies of GoA, where the CAP project is operating through international coaches/advisors. In order to monitor, track and, most importantly, measure progress of the activities articulated in the three strategic components, specific indicators to capture and reflect the deliverables have been designed. The indicators are developed to meet the criterias of being gender sensitive in the sense that they are disaggregated by sex and are gender specific. The various indicators have been presented in annex-V. The baseline data for these indicators were collected for monitoring the trend of gender responsive activities in the ministries / agencies where CAP project is currently operational. A snapshot of Gender Mainstreaming Strategy for CAP project is also presented in the matrix at annex-V.

A Gender Sensitization Workshop was held on 23rd November, 2008 for CAP project coaches. It was attended by approximately 60 participants including various International and National coaches representing different central ministries and those representing CAP pilot project for sub-national governance. The objectives of the workshop were twin fold. Firstly, the objective was to provide technical inputs to CAP coaches on gender issues so that they have a common understanding of the key issues related to gender integration. This would equip them with the necessary tools so as to build in gender perspective in their respective ministries. The second objective was to introduce the CAP coaches to the various gender advisors in Afghanistan so that they can play the role of facilitators in building an interface between the ministries and the gender units. The workshop was designed and executed by CAP project staff in consultation with the various gender units in Afghanistan. The resource persons were from UNAMA, UNDP and UNIFEM.

The workshop content was broken in two parts. The first part covered the fundamentals of Gender concepts including topics like what is Gender awareness & Gender sensitivity, Basic gender related terminology and an overview of the policy framework on gender issues with a focus on rules and regulations in Afghanistan. The second part of the workshop dealt with case studies related to gender integration. The aim of the case studies was to impart some practical skills to the participants so as to help them understand how to build in gender perspective in the organizations in which they work. The case studies dealt with different areas where there is need for gender integration e.g. policy formulation, organizational sensitivity and individual's sensitivity.

The following reading material was distributed to the various participants:

- Basic concepts for Gender Training, courtesy UNDP Gender unit
- UNDP terminology on Gender Equality, courtesy UNDP Gender Unit
- "Women and Men in Afghanistan. Baseline Gender Statistics" courtesy UNIFEM

- “Progress of the world’s Women. Who answers to women? Gender and Accountability” courtesy UNIFEM

The workshop was inaugurated by Ms. Ghotai Khawry, commissioner, Independent Appointments Board, IARCSC. The workshop was well received by the participants, all of whom participated actively. A special mention needs to be made of the intensive involvement of the various national coaches and the different female participants. The workshop was a firm and successful step taken by CAP project towards fulfilling the cross cutting function of bringing about gender integration in Afghanistan government organizations.

Based upon the leanings from the workshop, the CAP coaches facilitated the organizational gender sensitivity and policy development in the ministries / agencies, where the project is operational. The coaches of the project shall also collect the data on the indicators on a quarterly basis and the project shall compile the data centrally for the project and shall report in the regular quarterly progress report. The data on indicators as on September 2008 (baseline) and December 2008 is presented below:

Component A : Capacity Development

Sl.	Indicator	Sept 2008	Dec 2008
1	Number of women coachees	76	101
2	Number of women principal coachees	24	27
3	Average capacity score of women principal coachees	1.7	2.1
4	Number of coaching sessions conducted in which women coachees participated	379	433
5	Number of dedicated coaching sessions conducted for women coachees	62	86

A significant increase was seen in the number of coaching sessions conducted by the project in which the women coachees participated and the number of dedicated coaching sessions conducted for women coachees. Compared to overall 14% increase in the number of coaching sessions, the dedicated coaching sessions for women coachees increased by 38%.

Component B : Organizational Gender Sensitivity & Policy Development

Sl.	Indicator	Sept 2008	Dec 2008
1	Collection & maintenance of data in the Ministry, disaggregated by gender	9Y, 3N	10Y, 3N
2	Finalization of Gender Action Plan by the Ministry	1Y, 12N	1Y, 12N
3	Review of existing policy documents / regulations from gender perspective	1Y, 10N, 2P	3Y, 8N, 2P
4	Development of gender responsive documents / policies / regulations	Score 2/5	Score 2/5
5	Availability of physical facilities for women	8Y, 5P	8Y, 5P
6	% of women employees in grade 2 and above	9%	7%
7	% of women employees in grade 2 and above (during the quarter ending December 2008)		8%
8	% of women employees in grade 3 and below	33%	32%
9	% of women employees in grade 3 and below (during the quarter ending December 2008)		14%

Component C : Gender Sensitization Programmes / Activities

Sl.	Indicator	Sept 2008	Dec 2008
1	Number of gender awareness training programmes, workshops, film shows organised	14	22

Sl.	Indicator	Sept 2008	Dec 2008
2	Number of participants in above programmes	683	866
3	% of women participants in above programmes	33%	21%
4	Ensure gender balance in nominations for training programmes - % of women trainees deputed for domestic trainings	20%	21%
5	Ensure gender balance in nominations for training programmes - % of women trainees deputed for foreign trainings	9%	9%

Pilot implementation of CAP project at sub-national level

The pilot implementation of the CAP project at sub-national level commenced from July 2008. A total of eight, including 2 women international coaches were recruited and mobilized to work for CD at the sub-national level. They were assigned to work with the Programme Management Unit (PMU) of the PAD of the IARCSC for initial familiarization, needs assessment and preparation of action plan for CD, etc. The coaches closely worked with their counterparts and established a good rapport.

The objectives of pilot implementation of CAP project at sub-national level is to improve the service delivery of the line ministries at sub-national level through CD of civil servants in the areas of general office management, procurement, planning, financial management including budgeting and audit, Human Resource Management (HRM) including training & development, Management Information System (MIS), reporting, proposal writing, project management, etc. The implementation strategies followed by the project were:

- To facilitate/conduct a comprehensive CD need assessment in consultation with the functionaries of the client ministries at sub national level
- To develop a comprehensive model and participatory coaching plan addressing the CD needs in various areas and replicate the model at various sites
- To implement training and coaching plan in the client organizations
- To facilitate the transfer of learnt knowledge and skills through coaching in live working situations
- To facilitate the infrastructure gap assessment of the client organizations/offices
- Coaches to work as facilitator/advisor for arranging interventions in the agreed areas of capacity development and providing infrastructure support through other donor/development agencies

The initial scoping activities included consolidation of a brief report on CAP implementation so far, its approach and challenges. A draft coordination and communication flowchart has prepared. All documents and information on activities done by other donors at the sub-national level who are assisting PAD, IARCSC in the PAR process were gathered with a view to avoid duplication of assistance and encouraging more synergic programs.

The CAP sub-national team initiated processes to map out the approach to working at the sub-national level with a view to develop a coordination working document to be shared with all stakeholders working on capacity development at the sub-national level. Also, working closely with PAD, a brief needs assessment was initiated for the Ministry of Agriculture (MOA) in 3 regions of Kabul, Herat and Balkh. Mission of international coaches/advisors were carried out for detailed survey and needs assessment of provincial offices of the MOA in Kabul, Mazar and Herat in September 2008 through a pre-designed questionnaire and detailed personal interaction with concerned officials. The findings of the need assessments in respect of capacity development and infrastructure and logistics were compiled. A 'CAP Sub-national Consultative and Pre Implementation Planning Workshop' was organized during 9-11 November 2008. There were 55 participants in the Workshop from following organizations - officials of the provincial offices of the MOA at Kabul, Mazar, Herat, Jalalabad and Kunduz; representatives of CDS-IARCSC, PAD, IDLG, ACS; representatives of ASGP, CSLD, IOM, World Bank; representatives of USAID- (Capacity

Development Programme) CDP, LGCD/ARD, EC, DFID, etc. The Workshop was successful and led to the following outcomes:

1. There was extensive exchange of information, familiarization and experience sharing among various agencies working for capacity development at sub-national level.
2. The survey for need assessment of the concerned provincial offices of the MOA was completed through a process of consensus building and agreement.
3. Need assessment report was prepared for Kabul, Herat and Mazar.
4. Preliminary need assessment report for Jalalabad and Kunduz was also prepared.
5. Detailed Work Plan for Kabul, Herat and Balkh was prepared. The Work Plan includes details of goal, objectives, activities, resources, timeframe, resources, expected outcomes and verifiable indicators.

In the long run, methods and approach being implemented at the MOA is expected to be replicated in two other ministries requested by PAD. These two ministries targeted by PAD are Ministry of Energy and Water (MEW) and Ministry of Rural Rehabilitation and Development (MRRD). These ministries were selected on the basis that they have undergone the PAR process. The implementation of the CD plans for provincial offices of MOA in Herat, Balkh and Kabul commenced with deployment of international and national coaches to these provinces. Before actual implementation of the plan, a detailed consultation and meeting was held with the Officer in charge of Provincial Affairs, Ministry of Agriculture in Kabul. Extensive meetings with the Provincial Directors, Heads of various Departments, officials of the Regional Offices of the IARCSC and the Office of the Provincial Governors were held by the coaches. These interactions, consultations and dialogues with various stakeholders facilitated in creating a positive and responsive environment for the implementation of capacity development plans.

The CAP project also deployed an international coach/advisor with IDLG for CD in the area of internal audit. A detailed work plan for 2009 was prepared and training sessions for 20 auditors was conducted. Job description for new audit staff to be recruited through ASGP was also drafted.

These activities were the commencement of the pilot implementation of CAP project at the sub-national level and are expected to pave the steps towards future planning by incorporating the lessons learnt so far. Results are expected to be consolidated by June 2009 to form a basis for larger implementation during phase-II.

IV. Implementation challenges

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. The project continued its efforts to sensitise the Ministries about project outcomes and processes, secure agreement to their roles and responsibilities and allocated more time and effort in sensitising the partner ministries / agencies. 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, remained a risk and needed continued efforts by the project.

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, apart from the follow up activities with GOI, the project initiated action for securing services of coaches from open market at low cost to match specific requests from ministries / agencies.

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 and Civil Service Leadership Development (CSLD) will particularly support the GoA at the sub-national level. The synergies between the three projects play an important role in UNDP's support to IARCSC in its PAR programme. However, there are other larger programmes of other donors supporting IARCSC in its PAR programme and coordination with them to avoid duplication in assistance by several donors is an issue that requires considerable effort to ensure that set backs and stagnation are not witnessed in implementation of CAP's strategies and approach.

Lack of priority accorded to CAP project in ministries / agencies

While the successes of the project and its implementation methodologies were acclaimed by all, the inability of the project to respond to ad hoc requests for institutional development support as well as support for other conventional modes of training was seen as a disincentive for the ministry/agency to accord CAP its due priority as compared to other larger donor programmes, which had resources to respond to such requests.

Resource constraint

The project faced resource constraint towards the end of the year because of withdrawal of 2/5th of its committed funds for the project by CIDA on account of reprioritization of their development support to Afghanistan. The project activities were scaled down and unless alternative sources are mobilized, the project is likely to taper down its activities by June 2009 for a safe closure.

V. Lessons learnt and next steps

Lessons learnt

The following lessons emanate from the implementation of the CAP project during the reporting period:

1. Coaching, which enables better retention of learning, is an effective method of capacity development and transfer of skills in the post conflict conditions of Afghanistan where the entry level capacity is either absent or very low.
2. The engagement in capacity development through coaching should have a long term horizon and allow for adaptation. The project needs to remain engaged despite difficult circumstances thrown by weak absorption capacity.
3. South-south cooperation is an effective and feasible option for sourcing international coaches / advisors for capacity development at low cost.

Recommendations

Based upon the lessons learned and the results / outputs pursued during the first year of project implementation the following recommendations are made:

1. While the project should diversify the source of international coaches and explore other possibilities, the quality of coaches in terms of their qualification and experience to deliver required services should be of paramount importance. To this end, while the project should continue to follow the low cost model for the large coverage it intends to offer, a review of remuneration to attract and retain talent should be considered and provided in phase-II.
2. The project should restrict application of its limited resources for coaching and advisory services in core functions of governance as identified by IARCSC and should refrain as far as possible from providing advisory services in specialised technical areas.
3. In order to reduce the response time for providing services of a coach / advisor against a request, during the phase-II implementation, the project should attempt to develop a roster and database of potential candidates so that the selection and deployment of the coach / advisor is complied in a reasonable time.
4. During 2009, the project should consolidate and accord priority for providing the services to the provincial level in collaboration with other donor funded programmes. While the services at the central level should continue in its current form, which has proved to be highly successful in terms of demonstrated high satisfaction level with project services, the project needs to develop a model of implementation for sub-national level that could be replicated during phase-II.
5. In the post conflict conditions of Afghanistan where the ministries/agencies face severe resource crunch, the project resources should provide for all its requirements and the project implementation should not depend upon externalities for any support.
6. In order to maintain uniformity of coaching standards, the project should develop standard coaching material in subjects of common functions. However, the standard curriculum should provide adequate flexibility to respond to specific learning needs of the coachees.
7. The project should increase advocacy and outreach for remaining focussed and aligned with the objectives of the project such that the project is accountable to beneficiaries and contribute to ownership by national authorities.

VI. Financial status and utilization

Financial status

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

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core	1,791,214	1,791,214	-
Govt of India	2,160,000	1,620,000	540,000
Canada/CIDA	4,952,048	2,907,059	2,044,989
Democratic Governance Thematic Trust Fund (DGTTF)	100,000	100,000	-
TCDC	487,200	487,200	-
TOTAL	9,490,462	6,905,473	2,584,989

Note: CIDA has informed that because of reprioritization of its assistance to Afghanistan and redeployment of its resources within Afghanistan, its balance committed contribution to CAP project shall not be disbursed.

Table 2: Funding status (as of the end of the year 2008)

DONOR NAME	RECEIVED	EXPENDITURES			PROJECT BALANCE	EARMARKED	AVAILABLE FUNDING (as of 1 Jan of the next year)	REMARKS
		Period Prior to the Reporting Year	Reporting Year Only	TOTAL				
UNDP Core	1,791,214	1,184,337	606,877	1,791,214	-	-	-	
Govt of India	1,620,000	-	990,260	990,260	629,740	629,740	-	
Canada/CIDA	2,907,059	404,275	2,313,136	2,717,411	189,648	189,648	-	
DGTTF	100,000	100,000	-	100,000	-	-	-	
TCDC	487,200	495,806	-	495,806	(8,606)	(8,606)	-	
TOTAL	6,905,473	2,184,418	3,910,273	6,094,691	810,782	-	810,782	

Note: Expenditure figures are subject to change, upon finalization of Combined Delivery Report.

Financial utilization

Table 3: Annual expenditure by activity [1 January 2008 – 31 December 2008]

Activity	BUDGET [2008]	EXPENDITURES	BALANCE	DELIVERY (%)
Activity 1: [Operationalise CDFA Support to GOA]	3,074,283	3,223,390	(149,107)	105%
Activity 2: [Establishment and Support to CDFA Secretariat]	829,300	475,450	353,850	57%
UNDP GMS (0% for UNDP, 5% for GOI, 7% for CIDA)	229,194	211,432	17,762	92%
Total	4,132,777	3,910,272	222,505	95%

Note: Expenditure figures are subject to change, upon finalization of Combined Delivery Report.

Table 4: Annual expenditure by donor [1 January 2008 – 31 December 2008]

DONORS	ACTIVITY (as in ATLAS)	BUDGET [2008]	EXPENDITURES	BALANCE	DELIVERY RATE (%)	REMARKS
UNDP Core	Activity 1: [Operationalise CDFA Support to GOA]		358,605	(358,605)	110%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	550,000	248,272	301,728		
	GMS (0%)	-	-	-		
Subtotal [UNDP]		550,000	606,877	(56,877)		
Govt of India	Activity 1: [Operationalise CDFA Support to GOA]	1,026,000	940,747	85,253	92%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	-	-	-		
	GMS (5%)	54,000	49,513	4,487		
Subtotal [GOI]		1,080,000	990,260	89,740		
Canada CIDA	Activity 1: [Operationalise CDFA Support to GOA]	2,048,283	1,924,038	124,245	92%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	279,300	227,178	52,122		
	GMS (7%)	175,194	161,919	13,275		
Subtotal [CIDA]		2,502,777	2,313,135	189,642		
TOTAL		4,132,777	3,910,272	222,505	95%	

Note: Expenditure figures are subject to change, upon finalization of Combined Delivery Report.

Annexes

ANNEX-I	Annual Work Plan 2008
ANNEX-II	Coaching and Advisory services provided to Ministries / Agencies
ANNEX-III	Status of Implementation of Coaching Tools & Instruments
ANNEX-IV	Capacity Assessment of Principal Coachees
ANNEX-V	CAP Gender Mainstreaming Strategy Matrix and Indicators
ANNEX-VI	Project Impact Assessment – Questionnaire and Feedback Data

Annual Work Plan of CAP Project for 2008

Capacity for Afghan Public Service (CAP) Project Phase-I / Project ID 00052210 Annual Work Plan 2008	
UNDAF Outcome	Area of Co-operation: Governance, Rule of Law and Human Rights - Outcome 2: By 2008, an effective, more accountable and more representative public administration is established at the national and sub-national levels, with improved delivery of services in an equitable, efficient and effective manner.
CPAP Outcome	Outcome II: The democratic state and government institutions strengthened at national and sub-national levels to govern and ensure the delivery of quality public services including security with special attention to marginalized groups.
CPAP Output(s)	Output 2.1: Public sector capacity strengthened through the development of civil service at the central and sub-national levels, the establishment of accountability mechanisms and the enhancement of information management for better service delivery.

A. Development activities								
Output 1: Capacities for better implementation of policy and institutional reforms transferred to select civil servants at central and provincial level for improved service delivery.								
Annual Target / Deliverables				Indicator(s) (Baseline; Benchmark)				
International coaches / advisers and National coaches / trainers to be placed in different ministries / agencies of the Government of Afghanistan.				• # of CAP applications received from GoA & Provinces (0; 45)				
Orientation programme delivered.				• % of female CAP Coaches / Advisers (0; 30)				
Coaching and Advisory services provided to identified coaches in recipient ministries / agencies.				• # satisfied clients (0; 45)				
				• # personnel built up in core functions (0; 450)				
				• % of female personnel built up (0; 15)				
				• Orientation programme established				
Planned Activities	Responsible Party	Planned Budget				Funding		
		Inputs description	Acc. Code	Budget description	Total Amount	Donor	Funded	Unfunded
1.1 Promotion of CAP with select line ministries and provinces 1.2 Development & implementation of outreach programme 1.3 Identification of needs for coaching and advisory services 1.4 Receipt of CVs and short listing 1.6 Development of orientation material 1.7 Delivery of orientation training		Advocacy workshops at central and sub-national levels, visits, etc.	71600	Travel	2000	CIDA	2000	0
			74500	Miscellaneous Expenses	3000	CIDA	3000	0
		Development of orientation material, coaching manual and tools & instruments, delivery of orientation training and training of trainers	72100	Contractual Services - Companies	185000	CIDA	185000	0
								0
								0
		GMS 7%	75100	Facilities and administration	14301	CIDA	14301	0
		1.8 Selection and placement of international coaches		International Coaches / Advisers (15 for 12 months; 15 for 9 months and 5 for 6 months)	71200	International Consultants	1026000	GOI
71200	International Consultants				150000	UNDP	150000	
71200	International Consultants				1028115	CIDA	1028115	0
71500	UN Volunteers				96000	CIDA	96000	
71600	Travel				45000	CIDA	45000	0
72800	Information Technology Equipment				36000	CIDA	36000	0
GMS 5%	75100			Facilities and administration	54000	GOI	54000	0
GMS 7%	75100			Facilities and administration	90708	CIDA	90708	0
1.9 Identification of potential local Afghan coaches 1.10 Placement of local Afghan coaches		National Coaches / Trainers (15 for 12 months; 15 for 9 months and 15 for 6 months)	71300	Local Consultants	607500	CIDA	607500	0
			71600	Travel	7500	CIDA	7500	0
			72800	Information Technology Equipment	30000	CIDA	30000	0
		GMS 7%	75100	Facilities and administration	48548	CIDA	48548	0
1.11 Coaching and advisory services being provided 1.12 Performance assessment and feedback by line agencies		Transport and vehicle rental for international coaches; office stationary	72100	Contractual Services - Companies	138000	CIDA	138000	0
			72500	Supplies	17250	CIDA	17250	0
			74500	Miscellaneous Expenses	4346	CIDA	4346	0
		GMS 7%	75100	Facilities and administration	12013	CIDA	12013	0
Output 1 Sub-Total					3595281		3595281	0

Output 2: Institutional competence of joint Capacity Development Secretariat (CDS) developed								
Annual Target / Deliverables Short term TAs, manuals and publications, training and study tours and appropriate equipment and furniture provided to the secretariat.				Indicator(s) (Baseline; Benchmark) <ul style="list-style-type: none"> • CD Secretariat fully operational and providing efficient services (good, improved services) • CD Secretariat produced manuals and other required policy and procedural documents (some available, all required documents completed) • All procedures and manuals for hiring, performance management harmonised for CAP along with other CDS programmes (none, completed) 				
Planned Activities	Responsible Party	Planned Budget				Funding		
		Inputs description	Acc. Code	Budget description	Total Amount	Donor	Funded	Unfunded
2.1 Identification and deployment of short term international TA 2.2 Identification of short and long term local TA needs 2.3 Deployment of local TA 2.4 Identification of secretariat capacity gaps 2.5 Design of secretariat capacity development programme 2.6 Training of secretariat staff 2.7 Identification of fellowship programs 2.8 Fellowships for potential Afghan coaches 2.9 Procurement of equipment		Senior Technical Advisor	71200	International Consultants	60000	CIDA	60000	0
		Short Term International TA	71200	International Consultants	9000	CIDA	9000	0
			71600	Travel	2000	CIDA	2000	0
		Long and Short Term Local TA	71300	Local Consultants	0	CIDA	0	0
		Training & Study Tours of Capacity Development Secretariat Staff;	71400	Contractual Services - Individual	7200	CIDA	7200	0
			71600	Travel	22000	CIDA	22000	0
		Fellowship programmes; Manuals & Publications; Provision of equipment and furniture; Provision of communication & audio-visual equipment, information technology equipment and other goods and material; etc.	72200	Equipment and Furniture	15000	CIDA	15000	0
			72300	Materials & Goods	2000	CIDA	2000	0
			72400	Communication & Audio-Visual equipment	3000	CIDA	3000	0
			72500	Supplies	1000	CIDA	1000	0
			72800	Information Technology Equipment	4000	CIDA	4000	0
			74200	Audio Visual & Print Production Costs	2500	CIDA	2500	0
			74500	Miscellaneous Expenses	2000	CIDA	2000	0
GMS 7%	75100	Facilities and administration	5246	CIDA	5246	0		
Output 2 Sub-Total					134946		134946	0
A. Development activities Total					3730227		3730227	0

B. Other project costs								
Management Costs	Responsible Party	Planned Budget				Funding		
		Inputs description	Acc. Code	Budget description	Total Amount	Donor	Funded	Unfunded
Staff		Project Manager	71100	ALD Employee Costs	204000	UNDP	204000	0
		Deputy Project Manager (1), Project Officer (1), Other Staff (2) & Drivers (2)	71400	Contractual Services - Individual	90000	UNDP	90000	0
		Contry Office Overhead	61100	Salary Costs - NP Staff	6500	CIDA	6500	0
			71100	ALD Employee Costs	52000	UNDP	52000	0
			71100	ALD Employee Costs	26000	CIDA	26000	0
			71400	Contractual Services - Individual	4200	UNDP	4200	0
			71400	Contractual Services - Individual	4800	CIDA	4800	0
		Security related costs	63500	Insurance and Security Costs	31000	CIDA	31000	0
		Travel & DSA for project personnel	71600	Travel	6000	UNDP	6000	0
		GMS 7%	75100	Facilities and administration	5141	CIDA	5141	0
GMS 0%	75100	Facilities and administration	0	UNDP	0	0		
Equipments and Running Costs		General Operating Expenses	72500	Supplies	1000	UNDP	1000	0
			73100	Rental & Maintenance - Premises	20000	UNDP	20000	0
			73400	Rental & Maintenance of Other Equipment	1000	UNDP	1000	0
			74200	Audio Visual & Print Production Costs	2000	UNDP	2000	0
			74500	Miscellaneous Expenses	1800	UNDP	1800	0
		GMS 0%	75100	Facilities and administration	0	UNDP	0	0
Project Communication, Monitoring and Reporting		Project Visibility - Donor Meetings or Visit, Advocacy workshop / seminars, publication of leaflets / brochures, etc.	71600	Travel	1000	UNDP	1000	0
			74200	Audio Visual & Print Production Costs	3000	UNDP	3000	0
			74500	Miscellaneous Expenses	4000	UNDP	4000	0
		GMS 0%	75100	Facilities and administration	0	UNDP	0	0
Management Costs Sub-Total					463441		463441	0
Evaluation		Evaluation of Phase-I of the Project	72100	Contractual Services - Companies	0	UNDP	0	0
		GMS 0%	75100	Facilities and administration	0	UNDP	0	0
Evaluation Sub-Total					0		0	0
Audit		Audit for the Project	74100	Professional Services	10000	UNDP	10000	0
		GMS 0%	75100	Facilities and administration	0	UNDP	0	0
Audit Sub-Total					10000		10000	0
B. Other project costs Total					473441		473441	0
GRAND TOTAL (A+B)					4203668		4203668	0

Coaching and Advisory services provided to Ministries / Agencies of GOA

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
Afghanistan National Disaster Management Authority (ANDMA)	<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 UNDP Comprehensive Disaster Risk Reduction Programme (CDRRP). • General lectures were held on (1) Theory, principles and practice of Disaster Management, (2) General overview and background of ANDMA, (3) Relevance of coaching in Disaster Management, (4) Role of coordination and communication in Disaster Management, (5) Role of different ministries in Disaster Management in Afghanistan, and (6) Gender perspective of Disaster Management. • Coaching was provided and topics / themes covered under coaching sessions held were (1) Concept of planning and its basic principles, (2) Relevance of planning in Disaster Management, (3) Priority of Disaster Management in Afghanistan, (4) Financial resources and Disaster Management, (5) Coordination in different units of Disaster Management, and Theory and principles of evaluation and monitoring. • Advisory support was provided for conducting reviews of functional guidelines and human resource guidelines of ANDMA; Memorandum of Understanding (MoU) between Save the Children UK, Sweden and ANDMA; draft website content structure for ANDMA; awareness campaigns; etc. • Advisory support was provided for preparation of notes / approach papers / proposals for problems of landmines in Afghanistan on the "Prohibition of the use, stockpiling, production and transfer of anti-personal mines and their destruction"; policy perspective of ANDMA; introducing Disaster Management as a subject in school curriculum in Afghanistan; perspective of ANDMA for introduction of Disaster Management in higher education syllabus; Management Capacity Program (MCP) of ANDMA; etc.
Control and Audit Office (CAO)	<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 ensure quality control. • 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 enable 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

Ministry / Agency	Results / Outputs / Activities
	<p>by sending faculties and providing OJT on few areas of Auditing was conceived.</p> <ul style="list-style-type: none"> Assistance was provided for developing Personnel management database of all the employees in CAO and in developing database for budget management.
Central Statistical Organisation (CSO)	<ul style="list-style-type: none"> Senior officials of the CSO were sensitized about the importance of National Accounts. A capacity assessment was carried out in CSO in general and Departments of National Accounts and Census / Sample Survey Departments in particular and a coaching group of 10 persons was formed and coaching was started in Basic Statistics as a prerequisite for higher concepts. Advisory support was provided for the methodology for Foreign Direct Investment Survey and for refining the Questionnaire with codes. Advisory support was provided for creation of a knowledge bank and a library in CSO so that knowledge levels in CSO can be improved. A detailed list of books which can be purchased was prepared and given. Advisory support was provided to the Department of National Accounts and Consumer Price Index (CPI) on various issues including the methodology for CPI and extension of price collection for computation of CPI to other provinces (at present only 6 provinces are covered).
Independent Administrative Reform and Civil Service Commission (IARCSC)	<ul style="list-style-type: none"> Coaching has been imparted to the assigned counterpart team on different aspects of Human Resource Management and HR practices. The subjects covered in the coaching process include: Human Resource Management - An Overview; Human Resource Planning; Job Analysis and Job Description; Recruitment and Selection in Civil Services; Induction of new Employees; Placement, Transfer and Promotion of Employees - Principles and Practices; Appraising and Managing Performance of Human Resources; Discipline and Conduct at Work; Managing Employee 'Separations'; etc. In keeping with the need and demand expressed by the Principal Coachees, coaching sessions were organised on subjects, such as, 'How to make effective Presentations?' and 'How to have better email communication?', etc. Assistance was provided to the HR Directorate in maintaining department-wise and grade-wise gender-segregated data of the Commission's employees. The employee statistics, apart from giving gender data of the working employees, will be helpful in indicating the gap between the sanctioned and working strength. Advice/comments have been provided to the designated team of the CSMD, IARCSC in working out the structure and table of contents of the proposed HR Manual meant for the HR Units being established in the Ministries/Agencies of the Government of Afghanistan. Assistance was provided to the counterpart team of Training and Development Dept in (a) working out the requirements to provide an enabling environment for the HR Units being set up at Central and sub-national levels and (b) preparation of a Training Plan for sub-national HR set-up. Assistance was provided to the HR Directorate of the Commission in setting up a small library in coordination with The Asia Foundation, who agreed to donate useful books. This has facilitated the self-learning efforts of the Coachees and other employees of the Commission. A concept paper entitled 'Moving towards Good Governance in Afghanistan: Right to Information' was prepared and shared.

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) Role 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. • Coaching was provided to the Finance Staff of CDS on General Administration and Financial Management which enhanced the capacity of the staff in these areas. • Assistance was provided to CDS in building up an integrated solution for the Finance section for the purpose of simplifying the payment procedures for the ongoing programs of CDS like LEP & AEP. The process of automation of generation of M41 has been started and M-41s are prepared with complete automation. Coaching was provided to CDS finance section staff in use of these automated M-41s. • Assistance was provided to CDS in preparation of a tracking excel sheet for M-16s of CDS submitted to Ministry of Finance for monitoring the payments of CDS. Coaching was provided to CDS finance section staff in entering data in the tracking sheet and monitoring payments. • CDS was supported in development of a question bank for written test for the recruitment of experts under MCP programme. • Assistance was provided to Finance Staff of CDS in introducing process improvements to expedite payments and for preparing some essential MIS reports like Fund Availability and expenditure reports for the use of senior management of CDS. The process of preparation of these reports was automated. Coaching was provided to the finance section staff on the basic principles to be adhered to for preparation of such reports. • Assistance was provided to Finance Staff of CDS in preparation and implementation of an automated document tracking system for the purpose of follow up of documents submitted to IARCSC and Ministry of Finance. Coaching was provided to CDS finance section staff in data entry in the tracking sheet and in using the sheet as a tool for effectively monitoring payments. • Assistance was provided on the contractual issues related to financial management, including payment issues like bank guarantee, advance payment etc, of the consultant’s contract for implementation of MCP programme. • Coaching was provided to the staff of office of Director, CDS on office management issues including general administration subjects like meeting management along with related topics like minutes preparation. • Assistance was provided to Finance and IT division of CDS in preparing the TOR for comprehensive computerization of various functions of CDS

Ministry / Agency	Results / Outputs / Activities
	for the purpose of program management of MCP.
Joint Coordination and Management Board (JCMB)	<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 Agriculture (MoA)	<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.

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> • 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. • 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.
Ministry of Commerce & Industries (MoCI)	<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 Communication and Information Technology (MoCIT)	<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 on managerial competencies and behavioural managerial style to sensitize the managers in the ministry. • Concepts of Project Management were introduced to managers of the ministry by organising workshops. Ministry officers were encouraged to take lectures and case studies and do hands-on exercise. • Coaching was provided to ministry staff 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. • Assistance was provided to planning department to carry out the costing of the strategy document in the new format suggested by the MoF.

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> • Assistance was provided to the Finance department to prepare the presentation for the projection of their activities to the provincial officers. • Assistance was provided to capacity building unit for making proposal for holding workshops on various subjects - Provincial coaching workshop was held at Mazar from 26th October to 30th October 2008. Workshops were organized on stress management, time management and work prioritization, managerial effectiveness and office management for provincial officers, etc.
Ministry of Counter-Narcotics (MoCN)	<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 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. • 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.
Ministry of Economy (MoEC)	<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 and Water (MoEW)	<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. • Coached the members of the counterpart team on following aspect of Office Management - nature and significance of management; planning and coordination; organization; delegation and decentralization; staffing and its relationship with Human Resource Management;

Ministry / Agency	Results / Outputs / Activities
	<p>recruitment and selection; training and development; supervision and motivation; Maslow's theory of hierarchy of needs and its application to motivation of employees in an organization; leadership and its importance in management; communications in the organizations; etc.</p> <ul style="list-style-type: none"> • Assistance was provided to ministry on issues of integration of operational budget and development budget, programme budgeting, audit an invoice, opening of Letter of Credit, deciding advance to be paid and handling of the tax component in the advance, dealing with various issues of Bank Guarantee, checklist to be used for checking the correctness and completeness of the bidding documents, extracting and tabulating various clauses in the ongoing contracts relating to financial payments, preparation of MCP proposal and conducting bid evaluation. • 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. • Coaching was provided regarding the basic concepts relating to transmission, sub-transmission and distribution of electricity; high voltage and extra high voltage overhead and underground transmission; high voltage AC and DC transmission; concept of grid and related technical and economic parameters in building a power grid and limitations in the operation of a grid; types of transmission line structures; sag and tension; types of ACSR conductors generally in use; concepts of peak and base load; conditions for synchronization of a power system with another country power system; etc.
<p>Ministry of Finance (MoF) Department of State Owned Enterprises (SOEs), Procurement Policy Unit (PPU) and Customs Department</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. • Coaching imparted to the officials of the Department of SOEs on preparation of Annual Plan, market environment scanning, and analysis of strength and weaknesses of the individual SOEs. • Coaching imparted on building of understanding on how to lay down targets in respect of production and revenue after analysis of previous year's time series data. • Coaching imparted on how to maintain time series data on production,

Ministry / Agency	Results / Outputs / Activities
	<p>capacity utilization and performing variation analysis on production and capacity analysis.</p> <ul style="list-style-type: none"> • Coaching imparted on quarterly and cumulative monitoring of physical and financial parameters such as production, capacity utilization, income, expenditure, profit before tax, and profit after tax, profit and loss statement, cash flow statement, balance sheet, etc. • Coaching and training was provided for the officials of the Department of SOEs on various timelines and trigger dates of receipt of various monitoring formats and financial statements. • 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. • Coaching was provided to PPU officials to facilitate their performance and in managing PPU functions. • Facilitated the preparation of full proposal on strengthening of procurement control function in the line ministries due to revision of threshold limits for the first grade award authorities in the new Procurement Law. • Assisted in finalization of Procurement Performance Indicators for Procurement Monitoring MIS. • 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. • 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. • Assistance was provided for creation of new institution namely Post Clearance Audit (PCA). Setting up of post clearance audit machinery was an important initiative in reengineering process for improving controls in a trade facilitation regime and enhancing revenue collection. Based on the Audit Mechanism evolved and the detailed study of the existing procedures, training material was developed for the Audit officials. Detailed guidelines have been drafted for movement of documents for conducting compliance audit after clearance. • Coaching was provided to 47 Customs officials on Customs Audit, who would be manning the Audit Units in the ACD Head Quarters and in various Custom Houses of the country. • Assistance was provided for taking steps for revamping the enforcement machinery and evolving new processes for making it more effective.
Ministry of Higher Education (MoHE)	<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. • Orientation classes were conducted for Planning Directorate and coaching was provided to the staff in World Bank procurement

Ministry / Agency	Results / Outputs / Activities
	<p>procedures.</p> <ul style="list-style-type: none"> • 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. • 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 Haj and Religious Affairs (MoHRA)	<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. • Coaching is currently being provided to Ministry staff primarily to enhance their knowledge and skills in procurement. • Assisting was provided to the Departments of Mosques and Policy & Coordination to prepare Projects and Financial Proposals for repairs of existing mosques, construction of new mosques & maderas throughout the country, Financial support for mosques & maderas, creation of an Academy in Kabul, etc. • Coaching & workshop conducted for Senior Management Team of the Ministry comprising on concepts of General Management. • A team of Policy & Plan group comprising of five officials is being coached on report writing, proposal preparation, budgeting, etc. • Assistance was provided to Minister's office to develop a format for periodical monitoring the output / performance of Directors / DGs / Advisers.
Ministry of Information and Culture (MoIC)	<ul style="list-style-type: none"> • 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 Maimanagi 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. • Regular coaching sessions were held on public procurement to the coachees from the Planning Directorate. • Coaching was provided for the officials from the Finance Division with specific focus on book keeping, accounting and expenditure management. • Assistance was provided to the Planning Directorate in finalising the five year and three year development strategy pertaining to culture,

Ministry / Agency	Results / Outputs / Activities
	<p>tourism and publication.</p> <ul style="list-style-type: none"> • Assistance was provided for streamlining and rationalising the file processing and disposal of receipts by the General Section and Finance division. • 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, democratization and peace building by engaging youth in socio-economic and political development of the country. • 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.
Ministry of Justice (MoJ)	<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 employees was prepared for coaching in office 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. • 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. • Workshops were organized on 'Behavioral Change and Administrative Skill Techniques'. The following topics were covered: <ul style="list-style-type: none"> ○ overview of change process ○ leadership / management ○ decision making ○ delegation of powers as leverage for change ○ motivational techniques to facilitate change • Workshops on 'enhancing communication skills', 'planning process and project formulation', 'project management', 'stress and time management' and other subjects were conducted for the employees of the Ministry. • Assistance was provided in the Public Administration Reform Group of MoJ and in the project unit for implementation of National Justice Sector Strategy.
Ministry of Labour and Social Affairs	<ul style="list-style-type: none"> • Coaching was provided to the ministry staff in formulation design of development projects and on various issues relating to Public Finance

Ministry / Agency	Results / Outputs / Activities
(MoLSA)	<p>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.</p> <ul style="list-style-type: none"> • 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. • Workshop was conducted in the Ministry to teach the fundamentals of Program Budgeting to the staff. In addition, several sessions have been held with Directors and other concerned staff members (coachees) to help them prepare a Program budget structure comprising of programs, sub-programs / activities / projects. They have also been coached on formulating strategic & operational objectives, designing measurement indicators and preparing budgets. Coaching is also being conducted on preparing the revised five year cost sheet for the ANDS sector strategy document. • Capacity building in General Administration: A three day workshop on Afghanistan Procurement Law was organized in the Ministry. The ministry staff was also assisted whenever they required any clarification with regard to procurement. A leave account format was also designed for them. The staff of the ministry was also coached in Report Writing. Several workshops were held on this topic for the benefit of the ministry staff. Some staff members are also being trained in MS Word and MS Excel. • Capacity building in Human Resource Management: The ministry staff was trained in preparing Terms-of- Reference for hiring staff. On-the-job training to the staff was also provided to short-list resumes and conduct interviews. Several staff was hired by the ministry as a result of these exercises. • 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. • Coaching was provided and workshops conducted on (i) Project Planning, (ii) Project Management, (iii) SWOT analysis, (iv) PEST analysis, (v) LOGFRAME analysis, (vi) Gantt Chart, (vii) PERT chart, (viii) Conflict management, (ix) Results Based Management techniques of projects. • Assistance was provided to the ministry in preparation and finalization of 12 project proposals like; (i) National Institute of Disability, (ii) Expansion of Sanitaria for Disabled persons, (iii) Construction of Disability Resource Centres, (iv) Livelihood projects for Martyrs and disabled (v) Scholarships/Fellowships program for Martyrs and disabled (vi) National disability survey of Martyrs and Disabled, (vii) MIS, Data base and awareness generation programs of the Martyrs and Disabled

Ministry / Agency	Results / Outputs / Activities
	<p>families for Program Budgeting and ANDS costing.</p> <ul style="list-style-type: none"> • 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. • Workshops were conducted on various issues like gender mainstreaming, child protection, report writing, planning, etc. • Assistance was provided for preparation of proposals for street children and vulnerable women in Afghanistan, integrated programme for street children, setting up of day care centres, etc • Child Protection Action Networks (CPAN) meetings were organized for various provinces and also National CPAN meetings for all line ministries, NGOs working in the field of child protection, which discussed various issues relating to child protection for Afghanistan including its provinces which sorted out numerous issues relating to child protection. These child protection experts in CPAN were divided into 5 Focus Groups namely: Prevention of child abuse, Role of Media and advocacy, Health issues (including HIV/AIDS and drug addiction), Rehabilitation issues and Emergency crisis management groups. • Continuous coaching sessions were held for staff of department of Kindergartens, Orphanages and Social Protection on various topics ranging from report writing, computers, basics of accounting, planning, office management, presentation skills etc. • Assistance was provided for establishment of Gender Unit in MoLSAMD in collaboration with GTZ. • A status paper on Child Labour in Afghanistan was prepared based on case studies of Kabul, Herat and Badakshan provinces.
Ministry of Repatriation and Refugee Affairs (MoRRA)	<ul style="list-style-type: none"> • Assistance was provided to the Ministry in developing the project proposal on setting up of 'Grant Management Unit (GMU)' within the Ministry and 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. • Policy advice was provided to promote employment and income generating avenues for the returnees and IDPs so as to facilitate their reintegration in the society. • Assistance was provided in developing a project proposal for training program for returnees, IDPs and the most economical vulnerable families for various employment and income generating activities. • Assistance is being provided for developing a project proposal for setting up a Vocational Training Centre at Kabul in cooperation with provincial Directorate to build the employability of refugees, returnees and IDPs.

Ministry / Agency	Results / Outputs / Activities
Ministry of Transport and Civil Aviation (MoTCA)	<ul style="list-style-type: none"> • Assistance was provided in finalizing TOR for privatization of ground handling work, airport master planning and security contract for improvement of security services at Kabul Airport. • Coaching was imparted to counterparts in evaluation of proposals for selection of Consultants. The coaching effort had helped them in evaluating the proposal for the RIMU project without much external support. • Coaching was imparted to the Civil Servants of the Ministry to develop their capacity in understanding intricacies of different method of procurement of goods, works and services as per Afghanistan Procurement Law. • Assistance was provided in developing contract management capacity of the counterparts. Better understanding of contract management concepts had helped the Ministry to resolve many long pending disputes with the contractors regarding scope of work, payment schedule and taxation issues. • Coaching was imparted in developing and implementing weekly payment monitoring system to monitor processing of B-27 and M-16 forms to ensure timely payments to the contractors. The counterparts were also exposed to the concepts of procurement of goods through Letter of Credit. Better understanding of processing of payments through letter of credit and implementation of the Monitoring system had resulted in clearing many pending payments of the contractors which were pending for a long time. • Assistance was provided in developing Transport sector strategy for the ANDS. Implementation strategy and monitoring indicators were developed for the sector strategy. Assistance was also provided in operationalization of Inter-Ministerial committee for implementation of Transport sector strategy of the Ministry. • Coaching was imparted in preparation of development budget of the ministry as per new format prescribed by MoF. Counterparts were exposed to the concepts, rules and procedures of developing budget as per the new format. Assistance was provided in development of procurement Plan of the Ministry. • Coaching was imparted to the counterparts in understanding importance of developing maintenance budget to ensure better performance from machines and equipment installed at the Airports. A new format for capturing details of Maintenance budget was developed. • Senior officers of the Ministry were coached to enhance their managerial skills. A customized management course on effective management skills, conflict management and negotiation skills were developed for the course. • Assistance was provided in preparing restructuring proposal of the Ministry. TORs for all presidents were redesigned to make it more focused in the context of impending PRR work of the Ministry. • Assistance was provided in formulating a detailed MCP proposal of the Ministry and preparation of ToRs for 55 posts. Assistance was provided to the High Office of Oversight (HoO) in preparation of concept paper and MCP proposal for the new office. • The Ministry was assisted in preparing a comprehensive report on developing regulatory environment for the civil aviation department in context of recent fair increase in month of August 2008 by domestic

Ministry / Agency	Results / Outputs / Activities
	<p>Airlines. The report recommends setting of institutional mechanism for deciding components of air tariffs as per international best practices.</p> <ul style="list-style-type: none"> • Assistance was provided to the counterparts in identifying training needs and organizing foreign training programme for technical personnel of the Ministry in ICAO approved institutes. Assistance broadly covered preparation of budget, finalization of course content and duration, preparation of draft contracts and selection the students for the course. • The Ministry was sensitized to the concept of leveraging Afghanistan geo-strategic location for promoting regional co-operation to facilitate trade and commerce. • Assistance was provided in finalizing ToR for setting up a revenue Department at the airport. Setting up of revenue department at the airport will help in streaming revenue collection work. • Coaching was imparted to develop capacities of lower level officers of Ministry in the area of office management and effective business communication skills. They are being exposed to the concepts of management with practical examples in Dari language. • A dedicated coaching session for women employees has been started for their capacity development. They are being exposed to the basic concepts of management and communications. • Assistance was provided to the ministry in finalizing Kabul City Transport Development Plan for 2020 in order to provide better facility in the city. A list of projects has been finalized along with tentative cost estimates.
Ministry of Urban Development (MoUD)	<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. • Coaching was provided in concept paper writing, need for resource planning, preparation of action plan and introduced to the concept of source of funding, cost estimates etc. Coachees were introduced to monitoring concepts and they have been taught how to prepare monitoring format, reporting etc. • Coachees have been given intensive coaching on Project proposal writing for funding from donors and introduced viability assessment concept of IRR, NPV, Cash flow, Discount Rate, IRR, etc. • Apart from regular coaching, five workshop / seminar were organized in the following areas for the benefit of officers of the Ministry: Project Management (4 days); Planning Process (one day); Project Planning (one day); Preparation of Concept Paper (one day) and Preparation of Project Proposal (One day). These workshops were attended by 25 officers of the Ministry. Of the 25 officers, 5 officers were women. • Assistance was provided in the preparation of monitoring format and Annual Action Plan of the Ministry and its monitoring.

Status of Implementation of Coaching Tools & Instruments

The status of implementation of coaching tools & instruments for 178 principal coachees is presented below:

Sl. No.	Ministry / Agency	Number of Principal Coachees	Status of implementation of Coaching Tools & Instruments														
			Coaching Agreement			Job Analysis Profile		Self Assessment Profile		Master Plan			Coaching Minutes				
			Y	N	NA	Y	N	Y	N	Y	N	NA	Y	N	NA		
1	ANDMA	6	5	0	1	5	1	5	1	0	5	1	2	0	4		
2	CAO	2	0	2	0	0	2	0	2	0	2	0	0	2	0		
3	CSO	8	8	0	0	8	0	8	0	8	0	0	0	5	3		
4	IARCSC	20	8	1	11	19	1	19	1	6	4	10	0	3	17		
5	JCMB	8	0	7	1	0	8	0	8	0	7	1	0	0	8		
6	MoA	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
7	MoCI	4	0	3	1	0	4	0	4	0	3	1	0	2	2		
8	MoCIT	13	12	1	0	12	1	12	1	0	13	0	0	9	4		
9	MoEW	16	15	1	0	8	8	8	8	8	8	0	0	6	10		
10	MoF	16	12	2	2	14	2	13	3	12	2	2	3	0	13		
11	MoHE	14	14	0	0	12	2	12	2	3	11	0	9	5	0		
12	MoHRA	7	4	0	3	6	1	6	1	4	0	3	0	0	7		
13	MoIC	10	10	0	0	10	0	10	0	7	0	3	7	0	3		
14	MoJ	5	3	0	2	5	0	5	0	0	3	2	0	0	5		
15	MoLSA	23	22	0	1	23	0	21	2	16	4	3	0	5	18		
16	MoRRA	5	0	0	5	4	1	4	1	0	0	5	0	0	5		
17	MoTCA	10	0	5	5	5	5	5	5	0	5	5	0	1	9		
18	MoUD	11	8	0	3	11	0	11	0	0	8	3	0	0	11		
Total		178	121	22	35	142	36	139	39	64	75	39	21	38	119		

Capacity Assessment of Principal Coachees

During the reporting period, the project undertook capacity assessment of individual principal coaches to arrive at the baseline capacity score as on September 2008 of individual principal coachees. The assessment was conducted on a rating scale of 1 to 5 based upon a set of 20 questions related to the functional area in which the coach shall provide coaching to develop the capacity of the coachee. A sample questionnaire of the capacity assessment survey is presented below:



Islamic Republic of Afghanistan
Independent Administrative Reform and Civil Service Commission
 United Nations Development Programme (UNDP)
Capacity for Afghan Public Service (CAP) Project



Capacity Assessment Survey

1.	Coach / Adviser Name:	Sofia Dahiya		
2.	Ministry / Agency:	Capacity Development Secretariat (CDS), IARCSC		
3.	Name of the Principal Coachee:	Amna Mehmood		
4.	Gender:	<input type="checkbox"/> Male	<input checked="" type="checkbox"/> Female	
5.	Designation:	Finance Officer		

#	Statement	Rating				
		1	2	3	4	5
	I. Subject Knowledge: Accounting, Payment & Finance					
1	Does the coachee have sound understanding of various Financial rules and regulations in operation in GoA?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Does the coachee have knowledge of various government forms and templates like M-16, M-41 etc, needed for payment functions?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Does the coachee understand the guidelines and procedures related to donor funding?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Does the coachee understand how to carry out the filing/documentation in financial matters?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Does the coachee understand the process of financial reconciliation?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Does the coachee understand concepts related to cash management?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Does the coachee possess basic IT skills like Office applications, with a special focus on database softwares?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Does the coachee have knowledge of accounting	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#	Statement	Rating				
		1	2	3	4	5
	software especially those used in the Government, e.g. AFMIS?					
9	Does the coachee have knowledge of commercial accounting and financial systems?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	II. Analytic and implementation skills					
10	Does the coachee have the capacity to implement the policies/projects formulated by the department?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Can the coachee prepare various Financial Reports in conformity to donor requirements like for the FMR?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Does the coachee have the capacity to carry budgeting exercise for planning of resources, utilization & monitoring performance?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Does the coachee have the capacity to introduce and implement internal controls?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Does the coachee have the capacity to frame, manage and interpret a comprehensive financial analysis and to create a vision for use of financial resources?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	III. Process Improvement Skills					
15	Can the coachee rationalize various payment procedures so as to expedite the payment process?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Can the coachee prepare standardized Financial Management manual relevant to the working of concerned ministry/office, in this case CDS?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Does the coachee have the capacity to introduce new and innovative Financial Management systems?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	IV. Management Skills, including personal development					
18	Does the coachee possess the skills to interact and coordinate with various stakeholders (like IARCSC, MoF etc) while carrying out the process of payment?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Does the coachee have the ability to multitask under situations of increased workload?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Does the coachee have the ability to constantly update herself on various rules and procedures?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Total Score for 20 questions (maximum score 100): 39

Capacity Assessment Baseline Score: 39/20 = 1.95

The results of the capacity assessment of individual principal coachees to arrive at the baseline capacity as on September 2008, the target and achievement as on December 2008 and the targets for next two quarters are presented below:

Sl. No.	Ministry / Agency	Number of	Capacity Assessment Score of Principal Coachees			
			Sep 08	Dec 08	Mar 09	Jun 09

Capacity for Afghan Public Service (CAP) Project – Project ID 00052210

		Principal Coachees	Baseline	Target	Achvmt	Target	Achvmt	Target	Achvmt
1	ANDMA	6	2.2	2.4	2.8	2.8		3.4	
2	CAO	2							
3	CSO	8	1.1	1.4	1.5	2.1		2.8	
4	IARCSC	20	1.6	1.7	1.7	1.8		1.9	
5	JCMB	8							
6	MoA	0							
7	MoCI	4							
8	MoCIT	13	1.6	1.9	1.8	2.3		2.8	
11	MoEW	16	2.0	2.2	2.2	2.5		2.9	
12	MoF	16	2.1	2.5	2.6	2.8		3.2	
13	MoHE	14	1.7	1.8	1.8	1.9		2.0	
14	MoHRA	7	1.3	1.7	1.4	2.2		2.7	
15	MoIC	10	1.6	2.0	2.0	2.3		2.9	
16	MoJ	5	1.7	2.0	2.1	2.4		2.9	
17	MoLSA	23	1.6	1.8	1.8	2.0		2.4	
18	MoRRA	5	2.2	2.2	2.2	2.3		2.4	
19	MoTCA	10	1.6	1.7	1.7	2.1		2.6	
20	MoUD	11	1.4	2.2	1.8	3.0		3.7	
Total / Average		178	1.7	2.0	2.0	2.3		2.8	

CAP Gender Mainstreaming Strategy Matrix and Indicators

A snapshot of Gender Mainstreaming Strategy for CAP project is presented in the matrix below.

Strategic Component	Indicators	Rationale	Data Source	Responsibility
<i>A. Capacity Development</i>	Identification of women counterparts for coaching and advising	Any meaningful Gender Mainstreaming initiative in a CD framework has to take off from identification of the women counterparts.	Administrative data	Ministry/ Agency
	Number of women coachees	This indicator allows comparisons to be made between men and women coachees.	Administrative data	Ministry/ Agency
	Number of coaching sessions conducted, in which women coachees participated	This indicator attempts to measure gender sensitive and inclusive approach to CD.	Administrative data	International Coach/ Advisor
	Number of dedicated coaching sessions conducted for women coachees	This indicator measures the CD initiative, which is specifically targeted at women	Administrative data	International Coach/ Advisor
<i>B. Organisational Gender Sensitivity & Policy Development</i>	Collection and maintenance of data in the Ministry, disaggregated by gender	Such disaggregation is important as it allows comparisons to be made between two genders.	Administrative data from Ministries/ Agencies	HR Dept of the Ministry/ Agency
	Finalization of gender action plan by the Ministry/ Agency	This indicator signifies the extent to which the Ministry/ Agency has been proactively gender sensitive.	Administrative data	Ministry/ Agency- International Coach/ Advisor to act as facilitator
	Review of existing policy documents / regulations from gender perspective	Such review denotes the differential impact on men and women of the policy documents/ regulations that may pose a challenge to achieving gender equality.	Qualitative and quantitative analysis of the existing policies/ regulations.	Ministry/ Agency- International Coach/ Advisor to act as facilitator
	Development of gender-responsive documents / policies / regulations	This measures the initiatives specifically targeted at women in the Ministry/ Agency	Quantitative analysis of exiting and new policies/ legislations/ guidelines	Ministry/ Agency- International Coach/ Advisor to act as facilitator
	Availability of physical facilities for women	This indicator measures the initiative specifically targeted at women in the Ministry/ Agency.	Administrative/ survey data	Ministry/ Agency
	Maintenance of gender balance in organizational structures.	This indicator seeks to measure HR practices and policies designed to increase women's	Data from HR Dept of the Ministry/ Agency	HR Dept of the Ministry/ Agency

Strategic Component	Indicators	Rationale	Data Source	Responsibility
	a. % of women recruited in Grade 2 and above positions b. % of women recruited in Grade 3 and below	empowerment in the governance.		
3. Gender Sensitization Programmes/ activities	Gender Awareness Programmes a. Number of gender awareness training programmes, workshops, film shows organized b. Percentage of women participants in the above	This indicator is designed to measure the practices aimed at increasing women's empowerment and gender equality in the governance.	Administrative data	Ministry/ Agency-International Coach/ Advisor to act as facilitator
	Ensuring gender balance in nomination of civil servants for various domestic and foreign training programmes (period : cumulative till date in the financial year) a. % of women trainees deputed for domestic trainings b. % of women trainees deputed for foreign trainings	This indicator measures the extent to which gender equality is practiced in HRD functions of the Ministry/Agency.	Data from HR Dept of the Ministry/ Agency	HR Dept of the Ministry/ Agency

In order to monitor, track and, most importantly, measure progress of the activities articulated in the three strategic components, specific indicators to capture and reflect the deliverables have been designed. The indicators are developed to meet the criterias of being gender sensitive in the sense that they are disaggregated by sex and are gender specific. The various indicators have been presented in the following table below.



Gender Mainstreaming Strategy of CAP Project: Monitoring Indicators

Sl.	Components / Indicators	Unit
A	Capacity Development	
	1 Identification of women counterparts for coaching and advising	Y/N
	2 Number of women coachees	Number
	3 Number of coaching sessions conducted, in which women coachees participated	Number
	4 Number of dedicated coaching sessions conducted for women coachees	Number
B	Organisational Gender Sensitivity & Policy Development	
	1 Collection and maintenance of data in the Ministry, disaggregated by gender	Y/N
	2 Finalization of gender action plan by the Ministry	Y/N
	3 Review of existing policy documents / regulations from gender perspective	Y/N

Sl.	Components / Indicators	Unit
4	Development of gender-responsive documents / policies / regulations	Score
5	Availability of Physical facilities for women	Y/N
6	Maintenance of gender balance in organizational structures.	
	a. % of women recruited in Grade 2 and above positions	Percentage
	b. % of women recruited in Grade 3 and below	Percentage
C	Gender Sensitization Programmes/activities	
1	Gender Awareness Programmes	
	a. Number of gender awareness training programmes, workshops, film shows organized	Number
	b. Percentage of women participants in the above	Percentage
2	Ensuring gender balance in nomination of civil servants for various domestic and foreign training programmes (period : cumulative till date in the financial year)	
	a. % of women trainees deputed for domestic trainings	Percentage
	b. % of women trainees deputed for foreign trainings	Percentage

The baseline data for these indicators were collected for monitoring the trend of gender responsive activities in the ministries / agencies where CAP project is currently operational.

Project Impact Assessment – Questionnaire and Feedback Data

		Islamic Republic of Afghanistan Independent Administrative Reform and Civil Service Commission 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	Fazi 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 Abdulladh 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 Woltag	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 Mohammad Alimzai	Male	Head of New Energy	Principal	3	4	3	3	3	4	4	5	29	73%
38	KC	MoEW	Mohamamd Ismail Khezrkhel	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 Admir	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%