



Afghanistan

## ANNUAL PROJECT REPORT 2007

### United Nations Development Programme Afghanistan Capacity for Afghan Public Service (CAP) Project 01-01-2007 – 31-12-2007



Training of National Coaches / Trainers at the Afghanistan Civil Service Institute on November 24, 2007

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<b>Implementing Partners /</b>	UNDP and Capacity Development Secretariat (CDS), IARCSC

## Table of Content

Table of Content.....	2
Executive summary .....	3
I. Context .....	5
II. Performance review .....	5
Progress review .....	6
1. Overall progress towards the CPAP outcome and output(s) .....	6
2. Capacity development .....	6
3. Impact on direct and indirect beneficiaries .....	6
Implementation strategy review .....	6
1. Participatory/consultative processes .....	6
2. Quality of partnerships .....	6
3. National ownership .....	7
4. Sustainability.....	7
Management effectiveness review .....	7
1. Quality of monitoring .....	7
2. Timely delivery of outputs .....	7
3. Resources allocation.....	7
4. Cost-effective use of inputs .....	7
III. Project results summary.....	8
IV. Implementation challenges .....	20
Project risks and actions.....	20
Project issues and actions .....	20
V. Lessons learnt and next steps.....	21
Lessons learnt .....	21
Recommendations.....	21
VI. Financial status and utilization.....	22
Financial status.....	22
Financial utilization.....	22
Annexes .....	24
Multi-Annual Work Plan .....	25

## 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 and CPAP output 2.1. 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 undertaken early on with a view to determine the likely 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, under GOA direction, the project entered into discussions with several governments in the region, to strengthen South-South Cooperation and to determine whether there are qualified coaches / advisors in the civil service of that government that could be provided to the GOA based on a Memorandum of Understanding (MOU). The discussions with Government of India (GOI) were concluded on a positive note and a MOU was signed between the GOA, the GOI and the UNDP on January 23, 2007 under which the GOI 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.

Under the MoU with GOI, 30 civil servants from India are to be placed in different ministries and line agencies as coach / advisor for capacity development primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management. During the reporting period, sixteen coaches were selected, who accepted the offer to work as coaches. Fifteen of these selected coaches joined the project during the reporting period, while one coach selected for Ministry of Foreign Affairs sought time to commence the assignment. Another four selected coaches declined the offer after selection. The project is in the process of identifying alternate candidate to replace the ones who declined to accept the offer. Selection for another nine positions were finalised during the reporting period.

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 will continue to use coaching as tool to develop capacity on a long term sustainable basis. The project recruited 12 National Coaches / Trainers, who joined the project from November 15, 2007. 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.

An orientation and training programme in coaching and mentoring techniques was envisaged when designing the CAP project. For this purpose, an award was given to the German consultancy partnership InWent / ILTIS / APPLICATIO following due procurement procedure. The consortium visited Afghanistan for the Inception Mission in August 2007 to plan the design and delivery of the training programmes. The goal of the mission was to finalize the outline of the two training

programmes, namely Training of National Trainers (ToNT) and Training of International Coaches (TIC) consisting of the outline of the online training for international coaches (OTIC), the classroom training for the International coaches (CTIC), the outline of the Orientation and Coaching Manual (OCM) and the methodological approach to the training as well as the design of the Web-Based Instrument (WBI). The Inception Mission Report proposed a training curriculum for classroom training for international coaches, a training curriculum for classroom training for national coaches, a coaching manual and a web-based instrument.

The consortium delivered the first one week pilot orientation programme for 15 international coaches / advisors from GOI from November 17 to November 21, 2007 at the Afghanistan Civil Service Institute (ACSI) of the Independent Administrative Reform & Civil Service Commission (IARCSC). The consortium also delivered the first one week pilot training for National coaches / trainers from November 24 to November 28, 2007 at the ACSI of the IARCSC. The topics covered during the training were: essentials of coaching, communication techniques, behavioural coaching model, coaching styles and tools & instruments for coaching. Practical training sessions and group works were organised for demonstration of a coaching session and use of the proposed coaching tools & instruments.

Coaching and Advisory services were provided to ministries / line agencies during the third and fourth quarter of the reporting period. A summary of the results / outputs / activities undertaken in the partner ministries / line agencies is presented in the Annual Report. A performance assessment system is introduced, which will provide basic information on the number, duration and types of assignments, the performance of individual coaches and advisors, and the extent to which the coaching/advisors are increasing capacities of counterparts and their organisations and finally indications of organisational change linked to CAP project.

A capacity assessment of the CDS was undertaken by an advisor and a draft report was submitted to CDS for feedback. The report reflects the relevant capacity issues that concern CDS as well as recommendations for trainings and capacity development. Initial trainings for staff in procurement, financial management and effective communication were conducted. A detailed training plan for CDS staff for training to be conducted by international coaches of the project is being drawn for implementation during 2008. Equipments as required for institutional development of CDS were procured and provided.

Many valuable lessons were learned from the implementation of the project during its first year. It was evident that Coaching 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 limited, because coaching enables better retention of learning. 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.

The project should diversify the source of international coaches and explore the possibility with other governments from the region on the lines of the agreement with GOI. Also, identifying and establishing firm procedures for getting coaches and advisors through other sources such as the United Nations Volunteers (UNV) should be considered on priority, in particular for capacity development at provincial levels. The project should restrict application of its limited resources for coaching and advisory services in core functions of administration as identified by the Joint Coordination and Monitoring Board (JCMB).

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 its beneficiaries and contributes to ownership by national authorities.

## 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 local 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 Civil Service Commission 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"*.

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 building in Afghanistan and better retention of learning. 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 building the capacity of a Capacity Development Secretariat (CDS) in IARCSC. 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.

## 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 by enabling the acquisition and strengthening of capacity for effective and efficient functioning. The project used coaching services to strengthen core functions of government and used advisory services to strengthen leadership and policy making skills.

### 2. Capacity development

The CAP 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 very 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 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 PRR.

## 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 implementing partner. 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 responsible parties 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. The project furthermore initiated to develop strong partnership with other UNDP Project in Afghanistan, e.g. Afghanistan Sub-national Governance Programme and the Civil Service Leadership Development programme. The three UNDP

projects are overall working within similar areas, i.e. supporting the Government of Afghanistan to develop capacity both at the national and sub-national level and to support the establishment of systems to ensure effective implementation of the governance strategies as outlined in ANDS and the Afghanistan Compact. By bringing closer collaboration between the three projects, it is anticipated that the projects will be able to compliment each other and hence eventually have a greater impact. The project also initiated to develop partnership with UNV to use the vast resources of highly qualified staff available through the UNV roster. Finally the project has from its initiation continued to develop strong partnerships with donors, by on regular basis sharing information and seeking advice. One prime example is the tri-party agreement signed with the Government of India.

### **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.

### **4. Sustainability**

The implementation of the project is embedded in CDS, IARCSC and is a joint implementation by UNDP and CDS, IARCSC. The implementation processes therefore are directed towards developing national capacities, national ownership and strengthened partnerships to ensure that there are lasting results. The exit strategy for the project envisages moving from Direct Implementation during Phase-I (2007-08) of the project to National Implementation during Phase-II of the project.

## *Management effectiveness review*

### **1. Quality of monitoring**

The performance of the project during the reporting period was very closely monitored by the UNDP country office in close association with CDS, IARCSC. Donor consultations were conducted in an informal manner as well as through project board meeting on December 10, 2007 which reviewed the performance of the project at length and made useful recommendations for implementation during the year 2008.

### **2. Timely delivery of outputs**

The 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 expected. There was also a gap in project leadership after departure of the project manager and before the new project manager was hired. The recruitment process for coaches therefore protracted before it recommenced towards the end of the reporting period. The coverage of the coaching and advisory services therefore remained restricted compared to what was planned in 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%.

### **4. Cost-effective use of inputs**

The project serves as a model for cost-effective use of inputs. The project shared resources with the implementing partner and refrained from any engaging in expenditure which was assessed by both parties as an 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 undertaken early on with a view to determine the likely 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 consultations and discussions with the relevant counterparts, 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, under GOA direction, the project entered into discussions with several governments in the region to strengthen South-South Cooperation and to determine whether there are qualified coaches / advisors in the civil service of that government that could be provided to the GOA based on a Memorandum of Understanding (MOU). The discussions with Government of India (GOI) were concluded on a positive note and a MOU was signed between the GOA, the GOI and the UNDP on January 23, 2007 under which the GOI 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 implementation process commenced with the identification of a need from a 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 indenting 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 would concentrate on line ministries and agencies of the central government, the second phase would 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 two regions.

At the provincial level, knowledge of the local language is a major constraint. Hence, the reliance on Afghan coaches rather than international coaches is very 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 capacity building. Visits to the provinces of Kunduz, Balkh and Herat by the team of officials from the CDS, IARCSC and UNDP led to an understanding of the needs in these provinces.

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

An orientation and training programme in coaching and mentoring techniques was envisaged when designing the CAP project. For this purpose, a Request for Proposal (RFP) was issued, inviting individuals and firms to bid for an orientation and training programme. An award was, following due procurement procedures, given to the German consultancy partnership InWEnt / ILTIS / APPLICATIO.

### **Activity 1.6: Development of orientation material for coaches.**

The consortium of InWEnt / ILTIS / APPLICATIO, Germany commenced their task of design and delivery of an orientation and training programme in coaching and mentoring techniques. The Consortium visited Afghanistan for the Inception Mission in August 2007 to plan the design and delivery of the training programmes. The goal of the mission was to finalize the outline of the two training programmes, namely Training of National Trainers (ToNT) and Training of International Coaches (TIC) consisting of the outline of the online training for international coaches (OTIC), the classroom training for the International coaches (CTIC), the outline of the Orientation and Coaching Manual (OCM) and the methodological approach to the training as well as the design of the Web-Based Instrument (WBI).

As part of the needs analysis the Consortium inception mission visited several coaches in order to develop a better understanding of their working environments. Furthermore discussions with all relevant stakeholders were conducted and the design of the general schedule for completing the design of the training programmes and their delivery during 2007 and 2008 was agreed. The assessment included a training needs analysis (TNA) for the different target groups, a survey of experiences and special needs of the already assigned international coaches and the expectations of all stakeholders, in particular of direct beneficiaries (coachees) in the ministries. The design and the contents of all material to be developed was extensively discussed and agreed on.

The InWEnt Inception Mission was assisted with development of criteria for profile of successful coach for self assessment in on-line pre-screening instrument, development of overall list of contents for on-line and classroom training and discussion of methodology options and scheduling for on-line and classroom training. The two target groups that will participate in the InWEnt training programme are: (1) International coaches with extensive experience in the civil service and an already developed ability to transfer their knowledge to the Afghan national civil servants as well as the ability to supervise and support Afghan national coaches; and (2) National Coaches for the training of national trainers. The international coaches will further be trained through an online training for international coaches (OTIC) and through classroom training for the international coaches (CTIC) developed by the InWEnt-Consortium. National coaches will also be trained as coaches and would furthermore gain practical experience on the job. After they have been professionalized as coaches they will be trained as trainers for future national coaches. This Training of National Trainers (ToNT) is being developed and conducted by the InWEnt Consortium.

The consortium submitted the Inception Mission Report to CAP project. The report proposed a training curriculum for classroom training for international coaches, a training curriculum for classroom training for national coaches, a coaching manual and a web-based instrument. Based on the discussions with all stakeholders, the inception mission report concluded that the following findings hold true for the two target groups and the overall success of the project:

- There is a strong general interest in the programme.
- The overall programme design is generally accepted.
- The teaching language of the programme is English.
- It has become obvious that a set of firm and clearly defined selection criteria is not only needed for the international coaches and national trainers but also for the counterparts of the coaches from the according governmental institutions.
- There has to be a strong commitment and a clear understanding of the aims of the programme in the governmental institutions the coaches are assigned to.

- The practice-oriented approach is highly welcomed.
- The experience of the already assigned coaches showed that apart from the original approach the coaches will have to shift continuously between the role of a coach and the role of an advisor.

As a result of the interviews and discussions and based on the experience from the implementation of capacity development projects in Afghanistan, the consortium reported the following prerequisites as crucial for the success of the programme:

- The selection of qualified National Trainers and their long-term commitment towards the programme is indispensable.
- All local trainers should be recruited and available at the beginning of the training programme as they have to attend the same trainings as the international coaches before being trained in their special ToT course.

The reports and documents were reviewed and comments of the project were communicated to the consortium.

### **Activity 1.7: Delivery of orientation training.**

The consortium delivered the first one week pilot orientation programme for 15 international coaches / advisors from GOI from November 17 to November 21, 2007 at the Afghanistan Civil Service Institute (ACSI) of the IARCSC. 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 consortium also delivered the first one week pilot training for National coaches / trainers from November 24 to November 28, 2007 at the ACSI of the IARCSC. The topics covered during the training were: essentials of coaching, communication techniques, behavioural coaching model, coaching styles and tools & instruments for coaching. Practical training sessions and group works were organised for demonstration of a coaching session and use of the proposed coaching tools & instruments.

### **Activity 1.8: Selection and placement of international coaches.**

Under the MoU with Government of India, 30 civil servants from India are to be placed in different ministries and line agencies as coach / advisor for capacity development primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management. During the reporting period, sixteen coaches were selected, who accepted the offer to work as coaches. Fifteen of these selected coaches joined the project during the reporting period. While one coach selected for Ministry of Foreign Affairs sought time to commence the assignment. Another four selected coaches declined the offer after selection. The project is in the process of identifying alternate candidate to replace the ones who declined to accept the offer.

Selection for another nine positions were finalised during the reporting period. The tables below illustrate the status of the coaches who have been selected and have either joined the project or are likely to join the project shortly.

Coaches from Government of India under placement in Afghanistan

S No.	Ministry / Government Institution	Position	Arrival Date
1	Ministry of Labor and Social Affairs	Coach / Advisor for General Administration and Financial Management	May 27, 2007

2	Ministry of Communication	Coach / Advisor for General Administration and Financial Management	June 2, 2007
3	JCMB/ANDS	Coach / Advisor for Policy Analysis, Review and Monitoring	June 2, 2007
4	Ministry of Economy	Coach / Advisor for Economic Development Planning and Monitoring	June 2, 2007
5	Ministry of Energy and Water	Coach / Advisor for Project Formulation and Development	June 16, 2007
6	Ministry of Transport	Coach / Advisor for General Administration, Procurement and Financial Management	June 17, 2007
7	JCMB / ANDS	Coach / Advisor for Economic and Statistical Analysis	June 17, 2007
8	Ministry of Energy and Water	Coach / Advisor for Financial Management	June 21, 2007
9	IARCSC	Coach / Advisor for Human Resource Management	June 30, 2007
10	Ministry of Commerce and Industries	Coach / Advisor for Project Planning, Monitoring and Management	July 28, 2007
11	Ministry of Agriculture	Coach / Advisor for Natural Resources	July 29, 2007
12	Office of Auditor General	Coach / Advisor for Auditing	August 7, 2007
13	IARCSC	Coach / Advisor for Human Resource Management	September 11, 2007
14	Ministry of Information and Culture	Coach / Advisor for General Administration and Financial Management	September 30, 2007
15	Ministry of Finance (Department of State Owned Enterprises)	Coach / Advisor for Financial Management	October 30, 2007

## Coaches from Government of India expected to be placed soon

Sl No.	Ministry / Government Institution	Position	Arrival Date
16	Ministry of Foreign Affairs	Coach / Advisor for Regional Cooperation	March / April, 2008
17	Ministry of Finance (Dept of Customs)	Coach / Advisor for Policy Development (Customs)	March / April, 2008
18	Ministry of Labour and Social Affairs	Coach / Advisor for Policy Development (Labour Affairs)	March / April, 2008
19	Ministry of Labour and Social Affairs	Coach / Advisor for Policy Development (Social Affairs)	March / April, 2008
20	Ministry of Higher Education	Coach / Advisor for General Administration and Policy Development	March / April, 2008
21	Ministry of Higher Education	Coach / Advisor for Financial Management	March / April, 2008
22	Ministry of Justice	Coach / Advisor for General Administration and Legal Affairs	March / April, 2008
23	Ministry of Urban Development	Coach / Advisor for Project Formulation and Appraisal	March / April, 2008
24	Ministry of Counter	Coach / Advisor for Project	March / April, 2008

	Narcotics	Formulation and Appraisal	
25	Ministry of Information, Culture & Youth Affairs	Coach / Advisor for General Administration and Policy Development	March / April, 2008

A Senior Technical Advisor with coaching expertise was hired to support the coaches until the first training started. Also, in order to avoid waiting too long for the formal orientation programme to take place, an initial orientation session of the international coaches was organized, which was held on July 23, 2007 at the Capacity Development Secretariat (CDS) of the IARCSC. The programme had 34 participants, which included, Chairman of IARCSC, Senior Advisor to the Chairman, Director of Civil Service Management Department, UNDP representatives and representatives from various ministries / governmental organizations, and all the coaches and CAP project and CDS staff. The Director of CDS provided a presentation on the CAP project and gave explanations about the background of the programme, aims, targets, progress and roles and responsibilities of the ministries / governmental organizations followed by a presentation on Afghanistan's administration system and coaching methodologies. The orientation programme formally launched the CAP project to the stakeholders. Secondly, it provided an overview of the coaching process and a framework for coach / advisor inputs to the line ministries.

**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 a tool to develop capacity on a sustained basis.

A working group comprising UNDP, CAP Project and CDS representatives was formed to recruit the first group of 10 - 15 National coaches by November in time to attend the first formal training programme for the International and National coaches. The Terms of Reference (TOR) and selection criteria for National coaches were prepared and the vacancy announcement was issued in October 2007. The recruitment was completed and 12 National Coaches / Trainers were selected, who joined the project from November 15, 2007. After their one week training with international coaches and another exclusive training for one week, they were assigned to work with international coaches in ministries / agencies to assist the international coaches at their work place as well as to get trained to work independently as coaches in future.

**Activity 1.11: Coaching and advisory services being provided.**

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

Ministry / Agency	Results / Outputs / Activities
Ministry of Labour and Social Affairs	<ul style="list-style-type: none"> <li>Coaching was provided to the ministry staff in formulation and design of development projects. The effort resulted in ministry staff preparing development projects which were detailed and comprehensive and which were appreciated by MOF and donors.</li> <li>Advisory services were provided to the ministry for drafting ANDS strategy document on social protection for the period 2008-2013.</li> <li>Coaching was provided to ministry staff on various issues relating to Public Finance management and General Administration which enhanced the capacity of staff in areas such as procurement, accounting, project implementation and monitoring, report writing and</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<p>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"> <li>• Coaching was provided to ministry officials in drafting TORs for hiring new qualified staff and conducting recruitment.</li> <li>• 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.</li> </ul>
Ministry of Communication	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Assistance was provided to the staff of administration department and training conducted to make the organizational structure of the ministry as per the requirement of civil service commission.</li> <li>• 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.</li> <li>• 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.</li> <li>• Assistance was provided to upgrade the system of office management including reception, attendance, etc.</li> <li>• Concepts of Project Management were introduced to 24 managers of the ministry by organising a workshop of four days. Ministry officers were encouraged to take lectures and case studies and do hands-on exercise. Thus, training was provided to develop the competencies of organising such events. The success of the event has led to a request from the ministry to repeat such events at provincial levels.</li> <li>• Advisory services were provided to the ministry for drafting ANDS strategy document on communication sector for the period 2008-2013.</li> </ul>
JCMB / ANDS	<ul style="list-style-type: none"> <li>• An assessment of existing systems and capacity development needs of the JCMB staff was conducted.</li> <li>• 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.</li> <li>• 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.</li> <li>• Assistance was provided to pillar coordinators to collate the collected data in to usable formats of JCMB.</li> <li>• Assistance was provided in reviewing strategies relating to ministries.</li> <li>• 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.</li> <li>• The existing working systems and environment in JCMB was studied and reviewed and a new comprehensive framework for monitoring Afghanistan Compact was developed.</li> <li>• Senior management in JCMB was sensitized about the needs of a new</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<p>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.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Ministry of Economy	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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).</li> <li>• Advisory services were provided for preparation of a concept paper on human resource planning and development.</li> <li>• 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.</li> </ul>
Ministry of Energy & Water	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Assistance was provided to the ministry staff in all matters relating to financial management systems and general administration matters.</li> <li>• 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.</li> <li>• 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.</li> <li>• The project formulation fundamentals were introduced to the counterparts.</li> <li>• Demand factor and diversity factor in Power Systems and regulation of electricity sector were introduced to the counterparts.</li> </ul>
Ministry of Transport	<ul style="list-style-type: none"> <li>• Assistance was provided to the ministry in finalizing TOR and RFP for RIMU project for selection of consultants. Coaching was provided for understanding basic concepts related to selection of consultants, procedure for evaluation of technical and financial proposals for selection of consultants, conducting negotiation for selection of the consultants, etc. Now the Ministry is in a position to independently handle selection procedure of selection of consultants.</li> <li>• Coaching was provided to the IT department of the ministry in project formulation for up-gradation of IT network of the ministry.</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> <li>• Assistance was provided for development and implementation of a payment monitoring system (development of a new MIS, i.e. Weekly payment monitoring system to monitor the B-27 and M-16 forms to ensure timely payments to the contractors).</li> <li>• Coaching was provided to the Development Project Division of the Ministry in understanding the system of procurement of goods through the Letter of Credit in international market, in processing custom duty and other kind of duties for import of goods for the signed contracts as per concepts of INCOTERMS.</li> <li>• Coaching was provided to the Ministry staff for preparation of procurement plan, for preparation of maintenance budget, in understanding rules, regulation and formats of the making development budget for the year 1386 in the new format, etc.</li> <li>• Assistance was provided to the Ministry to establish the PIU in terms of scrutiny of CVs, conducting interviews, negotiation of terms and conditions of the contract with the candidates ,drafting of contracts , and to draft additional TOR for project finance officer and HR officer.</li> <li>• Advisory services were provided to finalize TOR for security contract for improvement of security services at the Kabul Airport.</li> </ul>
IARCSC	<ul style="list-style-type: none"> <li>• Advisory services were provided to the Capacity Development Secretariat in (a) improving the draft operations manual of Management Capacity Programme (MCP) especially with regard to recruitment and selection of MCP experts and (b) developing the criteria, sub-criteria and point system for evaluation of the full technical proposals received for technical assistance to support IARCSC through its CDS to manage the MCP.</li> <li>• Coaching was provided to assigned counterpart staff in preparation of the organisational structure for HR Units of Ministries/Agencies. Three distinct organisational Charts for HR Units of large, medium and small size Ministries/Agencies along with the suggested positions and functions were prepared by the team.</li> <li>• Assistance was provided for preparation of TORs for the positions in the structures for HR Units of the Large, Medium and Small size Ministries / Agencies of GOA. The TORs also included a vital component on developing achievement criteria with reference to the duties for each position.</li> <li>• Advisory services were provided for preparation of training plan for the HR units of the central ministries and agencies of the GOA.</li> <li>• Coaching was provided to counterpart team of HR Policy Department of the IARCSC on different aspects of theories, practices and policies of Human Resource Management.</li> <li>• Coaching was provided to the assigned Commissioners of IARCSC in (a) Importance of Leadership and Management Skills for Civil Servants; (b) Roll of Civil Services in Good Governance and Human Development - International Experience; (c) Challenges before Civil Services in efficient service delivery in post- conflict countries; (d) Relevance of merit based recruitment in Civil Services, etc. The coaching activity facilitated the understanding amongst counterparts (Commissioners) regarding relevance of merit based recruitment in Civil Services and its linkages with leadership and management skills, good governance, human development and efficient service-delivery in post-conflict countries.</li> </ul>
Ministry of Commerce & Industries	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

Ministry / Agency	Results / Outputs / Activities
	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Assistance was provided for collection of data from different Ministries for preparation of Industrial profile of Kabul province.</li> <li>• Advisory services were provided regarding redevelopment of infrastructure of Industrial Park, Kabul.</li> </ul>
Ministry of Agriculture	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
Control & Audit Office	<ul style="list-style-type: none"> <li>• Coaching provided on INTOSAI AUDITING STANDARDS to 30 coachees. Actual translation of INTOSAI AUDITING STANDARDS was facilitated to make sure that it retains the actual meaning.</li> <li>• 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.</li> <li>• Coaching was provided to IT manager of CAO on IT issues to help him prepare IT policy of CAO.</li> <li>• 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.</li> <li>• Advisory services provided for conducting training need analysis and preparation of a training calendar of CAO for the next year.</li> </ul>
Ministry of	<ul style="list-style-type: none"> <li>• Assigned counterparts were sensitized to the need for PRR, its benefits</li> </ul>

Ministry / Agency	Results / Outputs / Activities
Information & Culture	<p>and the need for them to suitably equip themselves through presentations and one to one coaching sessions. Inputs were given on basic computer skills, general management and file management.</p> <ul style="list-style-type: none"> <li>• Advisory services were provided to draft proposals for approaching potential donors to fund development activities.</li> <li>• Classes on report writing, verbal communication skills were undertaken for journalists of Bakhtar Information Agency at the specific request of the Director, BIA.</li> </ul>
Ministry of Finance (Department of State Owned Enterprises)	<ul style="list-style-type: none"> <li>• Advisory services were provided in improving the systems and procedures for financial management oversight of the State Owned Enterprises (SOEs).</li> <li>• Assistance was provided to the department in completing the review exercise of the reporting formats of the SOEs.</li> <li>• Advisory services were provided to the department in preparing a cabinet note for the sale of scrap metal lying with various SOEs in Afghanistan.</li> </ul>

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

The goal of the project is to develop capacity and not replace capacity. A performance assessment system is therefore essential, which can be used to partly assess the transfer of skills from the coach to the coachee, and partly to be used in the overall evaluation of the project. The Senior Technical Advisor developed preliminary assessment criteria. Capacity development is particularly difficult to measure, hence a rigorous framework and system both for monitoring performance of individual coaches/advisors and for evaluating their performance upon completion of their assignment is planned.

As a first step, the initial TOR of the coaches and their progress of work were reviewed. The original TOR for most coaches prepared based upon the reference from the ministries was either too broad or referred to line positions. The TORs were revised to be based on a Ministry's needs of capacity development for a specific functional area such that the need area is specifically described to inform the selection of the appropriate counterparts and to direct planning and strategies of coaches and counterparts. Based upon the revised TORs, all coaches also prepared an action plan for their assigned functional area. It was also assessed that in the absence of a work plan of the coaches for the one year contract period, the efforts would not be coherent and the outputs would not be measurable. The project therefore initiated a process of preparation of an action plan for the functional area assigned to the coach and of preparation of a specific work plan for the one year contract period against which the performance of the coach shall be reported.

The project also captured the details of the coachees segregated in two categories namely "principal coachee" and "occasional coachee". Principal coachees are those coachees who work on a regular basis with the coaches for a given period of time and for whom the coaching methodology is made applicable. Occasional coachees are those coachees who seek help from coaches occasionally and though a capacity development takes place, there is no coaching agreement. The structured methodology would not be applied in case of occasional coachees but the efforts of capacity development would be captured.

Based upon such action plan and work plan, a performance assessment system is introduced, which will provide basic information on the number, duration and types of assignments, the performance of individual coaches and advisors, and the extent to which the coaching/advisors are increasing capacities of counterparts and their organisations and finally indications of organisational change linked to CAP project. The first assessment takes place after completion of six months of the assignment. This monitoring information will be critical to management decisions about whether to extend a given assignment.

## **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.**

To carry out the Activity 2.1, a Senior Technical Advisor began his assignment on July 5, 2007. The Senior Technical Advisor facilitated the introduction of the coaching process by the coaches and supported the coaches implementing their work plan within Ministries. He was also responsible for supporting the recruitment, development and placement of National coaches and designing a capacity assessment tool for use by coaches.

### **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.**

A capacity assessment of the CDS was undertaken by an advisor and a draft report was submitted to CDS for feedback. The report reflects the relevant capacity issues that concern CDS as well as recommendations for trainings and capacity development. Initial trainings for staff in procurement, financial management and effective communication were conducted. A detailed training plan for CDS staff for training to be conducted by international coaches of the project is being drawn for implementation during 2008.

Training sessions on (1) "Leadership and Management - Principles and Best Practices", (2) "Leadership, Capacity building and development outcomes", and (3) "Performance Management in civil services" were organized in the CDS of IARCSC for senior officials. Senior Civil Servants were facilitated in learning of Leadership and Management skills, the role of public leadership in capacity building and outcome based development.

The project also supported a comprehensive 'Need Analysis' of IARCSC for seeking assistance of experts under "Management Capacity Programme" of Afghanistan Reconstruction Trust Fund. Assistance will help in capacity development of IARCSC in carrying out effective restructuring of government machinery as well as efficient management of Afghanistan civil service.

### **Activity 2.9: Procurement of equipment.**

Equipments as required for institutional development of CDS were procured and provided.

### Gender Mainstreaming

The CAP project continues to engage in an ongoing process of self evaluation to ensure that gender concerns are addressed and equality measures are embedded in all the areas of assistance provided throughout project outputs and activities. In particular, special attention is paid to the gender balance within the recruitment process of project coaches. This helps to ensure that an adequate number of women are selected, thus encouraging women to participate and helping to ensure that barriers of communications do not exclude the female coaches from joining the project. In monitoring the achievements of the CAP project, the data collected throughout the M&E process will be, amongst other variables, disaggregated by sex. Furthermore, the CAP project has volunteered to be part of the new UNDP gender mainstreaming initiative, which will work in developing the capacity of both the UNDP country office and selected projects to mainstream gender throughout their activities. The CAP project will, in this way, contribute to the development of project staff knowledge and capacity within the area of gender mainstreaming. An expected result is that reporting skills on gender related issues will be further refined through active participating in the 'Gender Mainstreaming within the UNDP' Project.

Finally, in supporting the CDS and throughout the implementation of the CAP project, female participation in all activities of the project, including the placement of international and national coaches at national and sub-national levels, will form a key result in the project framework.

## IV. Implementation challenges

### *Project risks and actions*

#### Improper understanding of coaching method for capacity development

Some Ministries wish to use coaches to meet urgent demands in direct technical assistance or line positions. In most cases these Ministries do not have a clear idea of what function within the Ministry will form the basis of the coach's TOR and do not fully understand the coaching process and time taken to develop sustainable capacity in counterparts. As a result, the ministries do not assign appropriate counterparts to work with the coach. The coach usually is assigned an urgent task or project or is used as a consultant solving issues on a daily basis. Such Ministries may become disappointed when the coach does not deliver significant organizational change immediately.

The project is working closely with such Ministries to educate them about project outcomes and processes and secure agreement to their roles and responsibilities. The project is now allocating more time and effort to educating Ministries prior to the arrival of coach to ensure appropriate TOR, counterparts and work area are in place.

### *Project issues and actions*

#### Indecisive participation of Ministries / Agencies in CAP project

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

The project has clearly explained to Ministries their roles and responsibilities and has secured agreement from Ministries to fulfil these. The project will closely monitor agreements to ensure compliance.

#### Protracted process for mobilisation of Coaches

Ministries become disillusioned with long waiting times because of the protracted process of mobilisation of coaches on account of delays in release of selected coaches by their government. The project now proposes to secure the services of coaches from open market, UNV and other governments, but at low cost to match specific requests from Ministries in cases where the available CVs from GOI are not seen suitable for the TOR of the specific request.

#### A Model of Coaching

A behavioral coaching model has been adapted for the Project. A coaching framework has been distributed as a guide for stakeholders to ensure a common understanding of what the coaching process entails. It makes explicit stages of change, as well as forms of coaching relevant to each stage and to a seven step process for behavioral coaching. It is not possible to identify all the variables that exist in the coaching process as each counterpart's path is unique. The model attempts to provide a working framework only and it is expected to be subject to changes and refinements.

## 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 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 because coaching enables better retention of learning.
2. Capacity development 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.
3. 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.
4. South-south cooperation is an effective and feasible option for sourcing international coaches / advisors for capacity development.
5. Current distortions in civil services employment is seen as an obstacle to CD in Afghanistan. CD is not power neutral and misapplication of project resources could be a threat. Continued advocacy with frank dialogue demonstrating a collective culture of transparency is essential for overcoming such obstacles.

### *Recommendations*

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

1. The project should diversify the source of international coaches and explore the possibility with other governments from the region on the lines of the agreement with GOI. Also, identifying and establishing firm procedures for getting coaches and advisors through other sources such as the UNV should be considered on priority, in particular for capacity development at provincial levels.
2. During 2008, the project should explore methods for expanding the services to the provincial level in collaboration with other donor funded programmes for sub-national governance.
3. The project should restrict application of its limited resources for coaching and advisory services in core functions of administration as identified by JCMB.
4. In order to reduce the response time for providing services of a coach / advisor against a request, the project will develop a roster and database of potential candidates so that the selection and deployment of the coach / advisor is complied in a reasonable time. Such roster and database would be apt for development of a streamlined system for identifying and deploying Afghan national coaches.
5. Increase advocacy and outreach to participating ministries/agencies to remain focussed and aligned with the objectives of the project, in order for the project to be accountable to beneficiaries and contribute to ownership by national authorities.

## VI. Financial status and utilization

### Financial status

**Table 1: Contribution overview [1 January 2007 – 31 December 2008]**

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core*	826,060	914,391	
Govt of India	1,080,000	780,000	300,000
Canada/CIDA	4,890,265	862,068	4,028,197
Democratic Governance Thematic Trust Fund (DGTTF)	100,000	100,000	-
TCDC	487,200	487,200	-
<b>TOTAL</b>	<b>7,383,525</b>	<b>3,143,659</b>	<b>4,328,197</b>

Note:

1. The additional expenditure of UNDP Core funds was approved by UNDP CO
2. Second CIDA contribution of CAD mil 4,0 is based upon UNDP Feb 2008 exchange rate USD/CAD 0.993000

**Table 2: Funding status (as of the end of the year 2007)**

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	826,060	-	914,391	914,391	(88,331)	-		The additional expenditure was approved by UNDP CO
Govt of India	780,000	-	-	-	780,000	-	780,000	
Canada/CIDA	862,068	-	366,672	366,672	495,396	-	495,396	
DGTTF	100,000	-	100,000	100,000	-	-	-	
TCDC	487,200	-	487,200	487,200	-	-	-	-
<b>TOTAL</b>	<b>3,055,328</b>	<b>-</b>	<b>1,868,263</b>	<b>1,868,263</b>	<b>1,187,065</b>	<b>-</b>	<b>1,275,396</b>	

### Financial utilization

**Table 3: Annual expenditure by activity [1 January 2007 – 31 December 2007]**

Activity	BUDGET [2007]	EXPENDITURES	BALANCE	DELIVERY (%)
Activity 1 [Operationalise CDFA support to GOA]	1,509,995	1660267	(158,878)	110 %
Activity 2 [Establishment and Support to CDFA Secretariat]	438,265	207,996	230,269	47%
<b>Total</b>	<b>1,948,260</b>	<b>1,868,263</b>	<b>71,391</b>	<b>96%</b>

Table 4: Annual expenditure by donor [1 January 2007 – 31 December 2007]

DONORS	ACTIVITY (as in ATLAS)	BUDGET [2007]	EXPENDITURES	BALANCE	DELIVERY RATE (%)	REMARKS*
UNDP Core	Activity 1: [Operationalise CDFA Support to GOA]	387,795	706,395	(318,600)	111%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	438,265	207,996	230,269		
GMS 0%		-	-	-		
Subtotal [UNDP]		826,060	914,391	(88,331)		
Govt of India	Activity 1: [Operationalise CDFA Support to GOA]		-	-	NA*	
	Activity 2: [Establishment and Support to CDFA Secretariat]	-	-	-		
GMS 5%		-	-	-		
Subtotal [GOI]		-	-	-		
Canada CIDA	Activity 1: [Operationalise CDFA Support to GOA]	494,732	339,074	143,942	69%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	-	-	-		
GMS 7%		40,268	27,598	11,716		
Subtotal [CIDA]		535,000	366,672	155,658		
DGTTF	Activity 1: [Operationalise CDFA Support to GOA]	100,000	100,000	-	100%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	-	-	-		
GMS 0%		-	-	-		
Subtotal DGTTF]		100,000	100,000	-		
TCDC	Activity 1: [Operationalise CDFA Support to GOA]	487,200	487,200	-	100%	
	Activity 2: [Establishment and Support to CDFA Secretariat]	-	-	-		
GMS 0%		-	-	-		
Subtotal [TCDC]		487,200	487,200	-		
TOTAL		1,948,260	1,868,263	67,327	96%	

## Note :

1. All figures are in United States Dollars (US\$).
2. The contributions received from Government of India was not utilised during the year 2007 and shall be utilised towards expenditure during the next year 2008.
3. The budget shown in table-3 and table-4 above are what was entered in the ATLAS in accordance with the AWP 2007 and against which the expenditure was incurred.
4. The balance of funds from CIDA and GOI shall be utilised during 2008. This has been considered in the Annual Work Plan for 2008, approved by the Project Board on December 10, 2007.

## Annexes

## Multi-Annual Work Plan

A. Development Activities				Planned Budget				Annual	
Expected Output	Key Activities	Acc. Code	Budget description	Unit	Unit cost	Quantity	Total Amount	Year 1 (2007)	Year 2 (2008)
Output 1: Capacities for better implementation of policy and institutional reform for improved service delivery	Awareness building, identification of needs, selection and placement of coaches, orientation training	71200	International coaches and advisers (60 at an average of 12 months each)	Person Months	6000	720	4,320,000	2,160,000	2,160,000
		71300	Local Afghan coaches on a full time monthly basis (25 at an average of 12 months)	Person Months	1500	300	450,000	225,000	225,000
		71300	Local Afghan coaches on a part time incentive basis (60 at an average of 12 months each)	Person Months	100	720	72,000	36,000	36,000
		71400	Travel and benefits of international coaches	No. of coaches	2000	60	120,000	60,000	60,000
		71400	Travel and DSA of Afghan Coaches	No. of coaches	800	25	20,000	10,000	10,000
		72100	Monthly costs for supporting international coaches	Person Months	350	750	262,500	131,250	131,250
		72100	Design and delivery of orientation course	Unit			400,000	300,000	100,000
		72100	Training of Afghan Coaches		10000	20	200,000	100,000	100,000
		71400	Translation support for International coaches	Person Months	100	720	72,000	36,000	36,000
		72800	Equipment support for full time coaches	No. of coaches	1400	40	56,000	56,000	-
		74500	Miscellaneous	N/A			10,000	5,000	5,000
Sub-Total Output 1							5,982,500	3,119,250	2,863,250
Output 2: Institutional competence of capacity development secretariat developed	TA to the secretariat and Capacity building of secretariat	71200	Chief Technical Advisor	Person Months	25000	10	250,000	150,000	100,000
		71200	Short term international TA (6 at an average of 2 months each)	Person Months	18000	11	198,000	144,000	54,000
		71200	M & E consultant (Three missions)	month	3000	6	18,000	18,000	

	71200	Communication Specialist	month	3000	6	18,000	18,000	
	71200	Long and short term local TA	Person Months	2000	12	24,000	15,000	9,000
	74200	Manuals / Publications	Unit			5,000	2,500	2,500
	71600	Training and study tours of secretariat staff	Unit			100,000	50,000	50,000
	72200	Equipment and furniture	Unit			25,000	20,000	5,000
	74500	Miscellaneous	Unit			10,000	5,000	5,000
Sub-Total Output 2						648,000	422,500	225,500
<b>A. Development Activities Total</b>						<b>6,630,500</b>	<b>3,541,750</b>	<b>3,088,750</b>

B. Other Project Related Cost				Planned Budget				Year 1	Year 2
	Acc. Code	Budget description	Unit	Unit cost	Quantity	Total Amount			
Recurrent Costs	71100	CAP Coordinator	Person Months	17000	24	408,000	204,000	204,000	
	71300	CAP Project officer (2)	Person Months	1500	36	54,000	27,000	27,000	
	71400	Project driver	Person Months	500	20	10,000	6,000	4,000	
	72100	Vehicle rent & maintenance	Unit	900	20	18,000	9,000	9,000	
	71400	Travel and DSA for project personnel	Unit			5,000	3,000	2,000	
Sub-Total Recurrent Costs						495,000	249,000	246,000	
Evaluation	72100	Independent evaluation of the program	Unit			40,000		40,000	
						0			
						0			
Sub-Total Evaluation						40,000	-	40,000	
Audit		One International and one national Audit				20,000	10,000	10,000	
						-			
Sub-Total Audit						20,000	10,000	10,000	

B. Other Project Related Costs	Total	555,000	259,000	296,000
Grand Total (A+B)		7,185,500		
GMS @7%		502,895		
Grand Total (A+B) + GMS		7,688,485	-	-