



QUARTERLY PROJECT REPORT (2nd Quarter, 2007)

**United Nations Development Programme
Afghanistan
Capacity for the Afghan Public Service (CAP)
01 April 2007 - 30 June 2007**

Project ID: 00052210
Duration: January 2007 – December 2008
Component (MYFF): MYFF Service Line 2.7 (Public administration reform)
Total Budget: USD 7,688,485
Unfunded: USD 4,576,417
Implementing Partners/Responsible parties: N/A

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I. PROJECT IMPLEMENTATION CHALLENGES

UPDATED PROJECT RISKS AND ACTIONS

Demand for coaching services in Line Ministries and Government Institutions

The current high demand for CAP coaches among the ministries, in conjunction with a lengthy coach selection and placement process may end up threatening the beneficiary satisfaction if the project is not able to meet the expected demand for coaches. Although it is early to determine the full impact of this risk, if the demand for coaches continues to outpace the availability of coaches, client satisfaction, one of the overall performance indicators of Project Output 1, will be negatively affected. More specifically, the project's ability to deliver indicative activity 1.8 "Selection and placement of international coaches", and indicative activity 1.11 "Coaching and advisory services being provided, in a timely manner" will be low in relation to demand. This will potentially have a negative effect on indicative activity 1.12, "Performance assessment and feedback by line agencies and the secretariat." It may be noted that even if the risk is realized throughout the life of the project, the predefined results of the project as outlined in the project results and resource framework may not suffer, as CAP could still achieve all of its performance indicators even if only a fraction of the demand for coaches is met. However, any specific success of the project might be overshadowed by an ultimately small scope of results in the face of the enormous demand awakened by the project's existence. While the project's first priority is to achieve effective and timely delivery of its planned Output 1, this risk raises the need to consider potential expansion of the project and its outputs.

Pre-requirements for placement of coaches

Despite the identification of specific prerequisites for the implementation of coaching activities--assigned counterparts for the coaches and office space—a lack of stakeholder recognition of the importance of these requirements has hampered implementation of coaching activities in several ministries. The possible larger impact of this risk is that the majority of project activities and deliverables related to Output 1 will be compromised in terms of actual delivery as well as quality. Coaches will be unable to perform their coaching function efficiently unless they have been assigned a counterpart who is responsible for the performance of a line function, and they will be unable to provide support of any kind if they are not provided with adequate office space, within a conducive environment, including basic equipment. The project management has communicated concern over the delay in the fulfilment of these prerequisites to the relevant ministries with an accompanying request for prompt action to resolve this issue. The Chairman of the IARCSC has also requested the participating ministries to take immediate action, noting that otherwise the project will have no alternative but to assign the coaches to other ministries with necessary arrangements in place. The project will over the next quarter address this issue by further sensitising the participating ministries, to ensure a better understanding of the collaboration needed to maximize services provided by the project.

UPDATED PROJECT ISSUES AND ACTIONS

Project funding shortfall

The project currently has a shortfall of USD 4,576,417 against a total budget of US \$7,688,485. During the reporting period the project received a new contribution of USD 862,068 from CIDA, however, the

project will need additional donor commitments to perform the activities and achieve the results planned for the entire project period. The project is exploring the possibility of partnerships with various donors, in particular Norway and Denmark to fill the current funding gap.

CIDA has expressed the intention of providing further support to the CAP project next year, or after the first grant has been fully utilised.

Gender Mainstreaming:

The CAP project gender strategy is to ensure that gender equality is mainstreamed at all levels and across all proposed activities. The overarching objective of the CAP gender approach is to ensure that coaches and advisors assess the issue in their assignments and that they work to sensitise and improve the general situation in their client organisations.

II. IMPLEMENTATION PROGRESS

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

ANNUAL TARGETS AND DELIVERABLES - 30 international coaches and advisors to be placed in different ministries and line agencies of the government of Afghanistan.

A) Selection and Placement of international coaches

During the reporting period, 18 coaches had been selected for various ministries/government institutions (15 candidates accepted the offer, 3 failed to join due to personal reasons). The project is currently in the process of identifying alternate candidates to replace the three candidates. The table below illustrates the status of the coaches who have been selected.

Coaches who have arrived Afghanistan			
No.	Name	Ministry/Govt. Organization	Position
1	Mr. Amitabha Ray	Ministry of Economy	Coach/Advisor for Economic Development Planning and Monitoring
2	Mr. Bhupal Nanda	Ministry of Communication	Coach/Advisor for General Administration and Financial Management
3	Mr. Ismail Ali Khan	JCMB/ANDS	Coach/Advisor for Policy Analysis, Review and Monitoring
4	Mr. Sanjeev Shrivastava	Ministry of Labor and Social Affairs	Coach for Financial and Administration Management
5	Mr. R.C Mahajan	Ministry of Energy and Water	Coach for Project Development and Formulation
6	Mr. A.K Gupta	JCMB/ANDS	Coach/Advisor for Economic and Statistical Analysis
7	Mr.G.K Singh	Ministry of Transport	Coach/Advisor for Project Procurement/Administration and Finance
8	Mr. Kamal Chowdehry	Ministry of Energy and Water	Coach/Advisor for Financial Management
9	Mr. V.P Singh	IARCSC	Coach for Human Resource Management
10	Mr. M. Asrarul Haque	Ministry of Agriculture	Coach for Natural Resources
11	Mr. Manish Kumar	Office of Auditor General	Auditor

12	Mr. Joginder Kumar Arya	Ministry of Commerce and Industry	Coach for Project Planning, monitoring and Management
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Recruited coaches who have not arrived Afghanistan yet			
No.	Name	Ministry/Govt. Organization	Position
13	Mr. Gopala Reddy	Ministry of Agriculture	Coach for Agricultural Research
14	Mr. Rajiv Kumar Goel	IARCSC	Coach for Human Resource Management
15	Ms. Kalyani Sethuraman	Ministry of Information and Youth	General Administration and Financial Management
16	Mr. Amit Dasgupta	Ministry of Foreign Affairs	Regional Cooperation
17	Mr. C.B Singh	Ministry of Finance	Coach for Finance Management

B) Design and delivery of an orientation course for the coaches

An orientation and training programme in coaching and mentoring techniques was envisaged when designing the CAP project. For this purpose, an RFP was issued, inviting individuals and firms to bid for an orientation and training programme. Among the three bids received, only one was assessed as technically qualified. An award was given to the German consultancy partnership InWEnt/ILTIS/APPLICATIO. The consultancy partnership begins the first pilot training in early September. A Sr. Technical Advisor with coaching expertise has been hired to support the coaches until the first training starts. However, in order to avoid waiting too long for the formal orientation programme to take place, an initial orientation session for the arrived coaches takes place in mid-July. This includes an opening session attended by representatives from the government, donors and the UNDP as well as presentations on political context of Afghanistan and coaching methodology.

C) Development of an Assessment System for the coaches

As objective of project is to develop capacity and to avoid replacing capacity, it is essential to have a performance assessment system which can be used to assess the transfer of skills from the coach to the coachee, and by extension the overall performance of the project. For this purpose, a Sr. Technical Advisor specializing in M&E, who is currently also working with UNDP Civil Service Leadership Development programme and Afghan Sub-National Governance Programme, is developing a performance assessment system in collaboration with the Capacity Development Secretariat. The performance assessment will be developed simultaneously with the development of the curriculum for orientation course on coaching methodologies.

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

ANNUAL TARGETS AND DELIVERABLES – A Chief Technical Advisor, short term TAs, manuals and publications, training and study tours and appropriate equipment and furniture provided to the Secretariat

A) Placement of a Project Manager

In close collaboration with the CDS and IARCSC, the Project Coordinator initially recruited in October 2006 had finalised his contract in early June 2007. The recruitment of a new Program Manager is expected to be finalised early third quarter.

B) Placement of a Senior Technical Adviser

A newly recruited Sr. Technical Advisor, expected to arrive in Afghanistan early July 2007, will be performing seven main functions, pertaining to capacity development of counterpart personnel. In addition, the Advisor will provide support in the process of design and implementation of the coaching/ mentoring package, and policy advice to the project management.

III. FINANCIAL STATUS AND UTILIZATION

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

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core	600,000	600,000	-
Indian	1,080,000	-	1,080,000
CIDA	862,068	-	862,068
TGTTF	100,000	-	100,000
TCDC	478,200	478,200	-
TOTAL	3,120,268	1,078,200	2,042,068

Table 2: Quarterly Expenditure by Activity [01 January – 30 June 2007]

Activity	BUDGET [year]	QUARTERLY EXPENDITURE	BALANCE	DELIVERY (%)
Activity1:Oprtionlize. CDFA Supp. to GoA	854,700	184,484	192,016	22%
Activity2:Estblish & Supp. to CDFA Secr	223,500	11,319	212,181	5%
Total	1,078,200	195,803	404,197	18%

Table 3: Quarterly Expenditure by Donor [01 January – 30 June 2007]

DONORS	ACTIVITY (as per approved budget)	2007 Budget	EXPENDITURES	BALANCE	DELIVERY RATE %
			01/01/07 - 30/06/07	as of 31/03/07	
DONOR NAME(00012) UNDP	Activity 1:Oprtionlize. CDFA Supp. to GoA	376,500	184,484	192,016	33%
	Activity 2: Estblish & Supp. to CDFA Secr	223,500	11,319	212,181	
Subtotal DONOR I		600,000	195,803	404,197	
DONOR NAME(53780) TCDC	Activity 1:Oprtionlize. CDFA Supp. to GoA	478,200	-	0	0%
Subtotal DONOR II			-	0	
Total		1,078,200	195,803	404,197	18%

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