

**QUARTERLY PROJECT REPORT [THIRD QUARTER, 2007]**

**United Nations Development Programme  
Afghanistan  
Capacity for Afghan Public Service (CAP) Project  
01-07-2007 – 30-09-2007**



First Orientation Program for Coaches, 23 July 2007, Capacity Development Secretariat

<b>Project ID:</b>	00052210
<b>Duration:</b>	January 2007 – December 2008
<b>Component (MYFF):</b>	Service Line 2.7 (Public Administration Reform & Anti-corruption)
<b>Total Budget:</b>	USD 7,688,485
<b>Unfunded:</b>	USD 4,576,417
<b>Implementing Partners / Responsible parties:</b>	UNDP and Capacity Development Secretariat (CDS), IARCSC

## Table of Content

I. Implementation progress .....	3
II. Project implementation challenges .....	7
Updated project risks and actions.....	7
Updated project issues and actions.....	7
III. Financial status and utilization .....	10
Financial status.....	10
Financial utilization.....	10
Annual Workplan.....	External Annex

## I. Implementation progress

### 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 TARGETS AND DELIVERABLES:** 30 international coaches and advisors to be placed in different ministries and line agencies of Government of Afghanistan.

Activities of CAP project continued in accordance to the annual workplan in this quarter. For the progress of work under Activities 1.1 through activities 1.5 of the annual workplan please refer to the previous quarterly reports of CAP project .

#### **Initial orientation programme for CAP Project:**

The project organized an initial orientation programme for the coaches, 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 1.6: Development of orientation material for selected 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 this 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 participants (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) 60 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 to be selected 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) being developed by the InWEnt-Consortium. National coaches will also be trained as coaches and should get practice 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) will be developed and conducted by the InWEnt Consortium.

The consortium submitted the draft Inception Mission Report to CAP project during the quarter. The report also proposed a draft training curriculum for classroom training for international coaches, a draft training curriculum for classroom training for national coaches, a draft coaching manual and a draft 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 was 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 building projects in Afghanistan (CSLD, Capacity Building Unit of IARCSC) 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 programme (beginning of November) as they have to attend the same trainings as the international coaches before being trained in their special ToT course.

These reports and documents are under review and comments of the project are being finalized for being communicated to the consortium.

### **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 building primarily in common functions such as policy formulation, project management, procurement, financial management and human resource management. During the third quarter two more coaches were selected for the Ministry of Finance and Ministry of Commerce and Industries respectively and they have accepted the offer to work as coaches.

In addition to the nine coaches who had joined during the second quarter, five more coaches joined the project during the third quarter of 2007. The total number of coaches, who have arrived in Afghanistan, now stands at 14. The project is currently in the process of identifying alternate candidate to replace the ones who declined to accept the offer. 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.	Name	Ministry / Government Institution	Position	Arrival Date
1	Mr. Sanjeev Shrivastava	Ministry of Labor and Social Affairs	Coach / Advisor for General Administration and Financial Management	May 27, 2007
2	Mr. Bhupal Nanda	Ministry of Communication	Coach / Advisor for General Administration and Financial Management	June 2, 2007
3	Mr. Ismail Ali Khan	JCMB/ANDS	Coach / Advisor for Policy Analysis, Review and Monitoring	June 2, 2007
4	Mr. Amitabh Ray	Ministry of Economy	Coach / Advisor for Economic Development Planning and Monitoring	June 2, 2007
5	Mr. R C Mahajan	Ministry of Energy and Water	Coach / Advisor for Project Formulation and Development	June 16, 2007
6	Mr. G K Singh	Ministry of Transport	Coach / Advisor for General Administration, Procurement and Financial Management	June 17, 2007
7	Mr. Atul Kumar Gupta	JCMB / ANDS	Coach / Advisor for Economic and Statistical Analysis	June 17, 2007
8	Mr. Kamal Chowdhery	Ministry of Energy and Water	Coach / Advisor for Financial Management	June 21, 2007
9	Mr. V P Singh	IARCSC	Coach / Advisor for Human Resource Management	June 30, 2007
10	Mr. Joginder Kumar Arya	Ministry of Commerce and Industries	Coach / Advisor for Project Planning, Monitoring and Management	July 28, 2007
11	Mr. Asrarul Haque	Ministry of Agriculture	Coach / Advisor for Natural Resources	July 29, 2007
12	Mr. Manish Kumar	Office of Auditor General	Coach / Advisor for Auditing	August 7, 2007
13	Mr. R K Goel	IARCSC	Coach / Advisor for Human Resource Management	September 11, 2007
14	Ms. Kalyani Sethuraman	Ministry of Information and Culture	Coach / Advisor for General Administration and Financial Management	September 30, 2007

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

SI No.	Name	Ministry / Government Institution	Position	Arrival Date
15	Mr. C B Singh	Ministry of Finance	Coach / Advisor for Financial Management	October 30, 2007
16	Mr. Amit Dasgupta	Ministry of Foreign Affairs	Coach / Advisor for Regional Cooperation	November, 2007

## Coaches from Government of India who declined the offer after selection

S No.	Name	Ministry / Government Institution	Position
17	Mr. Gopala Reddy	Ministry of Agriculture	Coach / Advisor for Agricultural Research
18	Ms. Kiran Puri	IARCSC	Coach / Advisor for Human Resource Management
19	Mr S G Raoot	Ministry of Economy	Coach / Advisor for Economic Development Planning and Monitoring

20	Mr Sanjay Negi	Ministry of Transport	Coach / Advisor for Planning of new transport projects and monitoring implementation of ongoing projects.
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### **Activity 1.9 and 1.10: Identification and placement of local Afghan/National coaches.**

A working group comprising UNDP, CAP Project and CDS representatives has been 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 have been prepared. The vacancy announcement is expected to be made during the first week of October 2007 with the target to complete the recruitment by mid November 2007.

### **Activity 1.12: Development of a performance assessment system for the selected coaches.**

Since the goal of the project is to develop capacity and not replace capacity, it is essential to have a performance assessment system, 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. For this purpose a Senior Technical Advisor specializing in M&E was hired to develop some preliminary assessment criteria in collaboration with the Capacity Development Secretariat. The performance assessment will be developed simultaneously with the development of 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.

To develop the institutional competence of the CDS, following recruitments were completed:

### **Placement of a Project Manager:**

The selection of the new Project Manager was finalised during the quarter. Raj Kamal commenced his assignment as the Project Manager for CAP project from September 16, 2007.

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

To carry out the Activity 2.1 of the AWP, Mr. William Pitkin as Senior Technical Advisor was hired who began his assignment on July 5, 2007. He has significant experience in Human Resource Management and development specifically in performance management, coaching and design and conduct of training programs within the Public Sector. The Senior Technical Adviser will oversee the introduction of the coaching process by the coaches and support the coaches implementing their work plan within Ministries. He will also be 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.**

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.

**Activity 2.6: Training of Secretariat (CDS) staff.**

Initial trainings for staff in procurement, financial management and effective communication have been conducted during the quarter.

Gender Mainstreaming

CAP project is increasingly pursuing to ensure that gender considerations are embedded in all the assistance provided throughout all project outputs and activities. CAP Project ensures that both men and women have equal opportunities to participate in activities of the project.

Special attention shall be paid while recruiting coaches for the project to ensure that adequate number of female coaches are selected so that female coachees are encouraged to participate in the project and barriers of communications do not exclude the female coachees from participation in the project.

CAP project has furthermore volunteered to be part of the new UNDP Gender Mainstreaming in UNDP Afghanistan project, which will further develop the capacity of both the UNDP country office and selected projects (CAP). CAP project will in this way continue to develop knowledge and capacity of project staff within the area of gender mainstreaming. CAP project will ensure that data collection, while conducting monitoring and evaluations, is capturing gender segregated data. It is expected that the skills to report on gender will be further refined through actively participating in the Gender Mainstreaming in UNDP Project.

Finally, while supporting the Capacity Development Secretariat and in 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, is one of the key results planned to be formulated in the framework.

## II. Project implementation challenges

### *Updated project risks and actions*

During the third quarter of 2007 the following was considered as a risk:

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.

### *Updated 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. The project intends to draft a Memorandum of Understanding to be signed between the CDS and Ministries participating in the CAP project.

#### Protracted process for mobilisation of Coaches

The available CVs sourced through the MOU with the Government of India (GOI) are not seen as suitable to meet the specific requests from the various ministries. This impedes the process of matching coaches, TOR and counterparts. Also, some 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 and it is difficult to secure further participation of the ministries in the CAP Project.

As a response to this and repeated demand from some Ministries, the CDS through the IARCSC requested additional CVs against specific competencies from the GOI. Additionally the project is further exploring the possibility of establishing similar agreements as with the GOI with other countries in the region. The project also now proposes to secure the services of coaches from open market 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.

#### Work Plan for the Coaches

During the reporting period 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 is either too broad or referring to line positions. The TORs need to be based on a Ministry's needs of capacity building for a specific functional area. This need area should be specifically described to inform the selection of the appropriate counterparts and to direct planning and strategies of coaches and counterparts. The project has conducted a review of all TOR and coaches have been asked to redraft TOR where required and prepare 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 have not been coherent so far and the outputs have not been 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. Such an initiative was taken by the project based upon the outcome of the meeting of the coaches with the UNDP Country Director on September 10, 2007. It is targeted that the revised TOR and the action plan document as well as the work plan for all coaches shall be prepared and finalized by the end of October, 2007. Henceforth, such action plan document for the functional area assigned to the coach and the work plan for one year shall be prepared and finalized by each coach within six weeks of the date of arrival of the coach.

#### 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.

#### Roles and Responsibilities of Stakeholders

In response to poor readiness of some Ministries to receive the coaches and provide them necessary facilities and to the tendency for coaches to be used as consultants for carrying out line functions, an outline of roles and responsibilities of project partners has been drafted. This has been used as a discussion document in meetings with Ministries. It is intended that this will be further developed to become a Memorandum of Understanding between the CDS and individual Ministries joining the CAP Project.

### III. Financial status and utilization

#### Financial status

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

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP Core	826,060	826,060	-
Govt of India	1,080,000	780,000	300,000
Canada/CIDA	862,068	862,068	-
Democratic Governance Thematic Trust Fund (DGTTF)	100,000	100,000	-
TCDC	487,200	487,200	-
<b>TOTAL</b>	<b>3,355,328</b>	<b>3,055,328</b>	<b>300,000</b>

#### Financial utilization

**Table 2: Quarterly expenditure by activity [1 January – 30 September 2007]**

ACTIVITY (as per approved budget)	2007 Budget	EXPENDITURES				BALANCE as of 30/09/07	Delivery RATE %
		Q1	Q2	Q3	Total		
Activity 1: Operationalise CDFA Support to GoA	1,113,260	96,009	89,113	692,835	877,957	235,303	79%
Activity 2: Establishment and Support to CDFA Secretariat	200,000	8,540	2,511	16,169	27,220	172,780	14%
	<b>1,313,260</b>	<b>104,549</b>	<b>91,624</b>	<b>709,004</b>	<b>905,177</b>	<b>408,083</b>	<b>69%</b>

**Table 3: Quarterly expenditure by donor [1 January – 30 September 2007]**

DONORS	ACTIVITY (as per approved budget)	2007 Budget	EXPENDITURES				BALANCE as of 30/09/07	Delivery RATE %
			Q1	Q2	Q3	Total		
<b>UNDP Core (00012)</b>	Activity 1: Operationalise CDFA Support to GoA	626,060	96,009	89,113	406,686	591,808	34,252	75%
	Activity 2: Establishment and Support to CDFA Secretariat	200,000	8,540	2,511	16,169	27,220	172,780	
<b>Subtotal</b>		<b>826,060</b>	<b>104,549</b>	<b>91,624</b>	<b>422,855</b>	<b>619,028</b>	<b>207,032</b>	
<b>TCDC</b>	Activity 1: Operationalise CDFA Support to GoA	487,200			286,149	286,149	201,051	59%
	Activity 2: Establishment and Support to CDFA Secretariat					-		
<b>Subtotal</b>		<b>487,200</b>	<b>-</b>	<b>-</b>	<b>286,149</b>	<b>286,149</b>	<b>201,051</b>	
<b>Total</b>		<b>1,313,260</b>	<b>104,549</b>	<b>91,624</b>	<b>709,004</b>	<b>905,177</b>	<b>408,083</b>	<b>69%</b>

The financial utilization in Table-2 and Table-3 above is shown against the contribution of UNDP Core (US\$ 826,060) and TCDC (US\$ 487,200), i.e., a total budget of US\$ 1,313,260 (UNDP Core US\$ 826,060 + TCDC US\$ 487,200). The contributions received from CIDA, India and DGTTF shall be utilised towards expenditure during quarter 4. A budget revision to include CIDA, India and DGTTF fund has now been done in the ATLAS.