

QUARTERLY PROJECT REPORT (1st Quarter, 2007)

United Nations Development Programme Afghanistan Civil Service Leadership Development Project (CSLD) 01 January 2007 - 30 April 2007



Senior Leadership Management Programme,
Kabul, Afghanistan, 2006

Project ID:	00043388
Duration:	May 2005 – May 2008
Component (MYFF):	Service Line 2.7: Public Administration Reform
Total Budget:	US\$ 4,230,000
Funding received:	US\$ 4,613,042
Unfunded:	--

TABLE OF CONTENTS

CSLD DONORS 2

I. PROJECT IMPLEMENTATION CHALLENGES..... 3

UPDATED PROJECT RISKS AND ACTIONS 3

UPDATED PROJECT ISSUES AND ACTIONS 3

II. IMPLEMENTATION PROGRESS 4

OUTPUT 1: TRAINING PROGRAMMES ARE DEVELOPED AND DELIVERED TO THE TARGET GROUP 4

OUTPUT 2: CAREER DEVELOPMENT PROGRAMS ARE DEVELOPED AND DELIVERED TO THE TARGET GROUP 5

**OUTPUT 4: A PMU IS ESTABLISHED AND THE IMPLEMENTATION OF THE CIVIL SERVICE LEADERSHIP DEVELOPMENT STRATEGY
MANAGED AND COORDINATED EFFECTIVELY..... 5**

III. FINANCIAL STATUS AND UTILIZATION 6

FINANCIAL STATUS 6

FINANCIAL UTILIZATION 7

CONTACT INFORMATION..... 8

CSLD DONORS



Norway



SDC



Germany



AusAID



UNDP

I. PROJECT IMPLEMENTATION CHALLENGES

UPDATED PROJECT RISKS AND ACTIONS

Recruitment challenges and staff retention in Afghanistan

Although the CSLD project has been successful in hiring a strong project team, staff retention is still one of the more challenging topics in Afghanistan. While most national staff stayed aboard for 2005/2006, there was an obvious increase in loss of staff towards the end of 2006 and the beginning of 2007. The trend is increasing that staff trained in the project are moving to higher paid jobs after having increased their capacities. During the past 4 to 5 months the project has lost 4 staff to other employers in the international community (e.g. USAID, World Bank). The process of finding qualified nationals can be lengthy since the quality of the applicant pool for national positions is often weak. That means that staff turn-over together with a lengthy hiring procedure sometimes hinders the efficient and timely implementation of project activities.

To address this, the CSLD project has been trying to create additional incentives for staff to stay, such as the introduction of a learning bonus and opportunities for project staff in order to increase staff motivation and identification with the project team. However, a certain level of turn-over of staff has to be acknowledged as a given premise in very competitive local market of international employers.

UPDATED PROJECT ISSUES AND ACTIONS

New Output 5: Support to the Operation and Set-up of the Afghan Civil Service Institute (CSI)

Justification for Added Project Output. The lack of human capacity is among the most serious problems facing the Afghan civil service. For the past decades there has been minimal investment in professional development. The establishment of a modern and merit based civil service and the restructuring of the public service system is clearly a long-term task. Over the next few years capacity building programmes will need to prepare and train civil servants at all levels of service for their tasks and responsibilities in a new public service culture. To respond to this need and to create a central institution for the training and capacity building of civil servants the Independent Afghan Reform and Civil Service Commission (IARCSC) has built an Afghan Civil Service Training Institute (CSI) through the support of KOICA. The Institute has great potential to fill the gap in the Government's ability to strengthen its civil service structures through a range of capacity building and training programmes in public service management. Since the project was scheduled to move into the CSI at the beginning of 2007 the project assessed the operational needs of the Afghan Civil Service Institute, including the donor support that had been pledged so far to the CSI. The result of this analysis was the realisation that the CSI was lacking vital support to start up its operation and to become a fully functional Institute. This would not only have endangered the sustainability of the CSLD project but also would have wasted resources already invested into the CSI.

Financial Support to Output 5. In order to ensure that the project could implement the required activities to achieve the new intended output, the UNDP/CSLD project approached the Government of Norway for financial support. The Government of Norway has now agreed on a two-year scheme to support the Operation and Set-up of the Afghan Civil Service Institute (CSI). Using the already established framework of support between UNDP and the IARCSC under the existing Civil Service Leadership Development Project (CSLD), a new Output 5 has been added to the existing project through a substantive revision of the CSLD project document in order to allow for the design and delivery of support activities to the CSI.

A new cost-sharing agreement of an additional USD 2.2 million has already been negotiated and will be signed between UNDP and the Government of Norway in the 2nd quarter of 2007.

II. IMPLEMENTATION PROGRESS

OUTPUT 1: TRAINING PROGRAMMES ARE DEVELOPED AND DELIVERED TO THE TARGET GROUP

Revision of Senior Leadership and Emergent Leaders Programmes. The beginning of the year started with the revision of the training materials that are the basis of the Senior Leadership and Emergent Leaders (ELP) Programmes. Based on the lessons learned and on the feed-back received from the 2006 courses the material was adapted and revised to better suit the target group. The revision was conducted by the team of international trainers together with input from the project's Afghan co-trainers. The revised material was then adjusted in the translated Dari version.

Senior Leaders Programme (SLP) and Emergent Leaders Programme (ELP): While the revision of the material took place the planning for implementation of training for the 3 SLP and 4 ELP courses anticipated for 2007 was completed. This led to the start of the new cycle of training courses on March 31. Training has resumed and will be implemented on a daily basis until the 14 of December 2007 with the exception of Ramadan.

Coaching Programme. Planning for the 2007 coaching programme was also completed in the first quarter. The coaching component will supplement and be implemented in parallel to the training and capacity building courses in 24 ministries.

Training of Trainers. The first session of "training of trainers" provided to the local CSLD trainers was implemented in March 2007 in order to create a core group of Afghan trainers capable of delivering the full cycle of training currently provided by the CSLD project. This is a key part of the CSLD project, which is intended to build the capacities of local Afghan trainers in parallel to the implementation of the different training cycles of the project. This is an important part of national capacity building and will help to ensure the sustainability of the CSLD project achievements beyond the project period. By the end of 2007, it is anticipated that all Afghan trainers working for the CSLD project will be in the position to independently conduct leadership training sessions. To facilitate this, the CSLD project together with the international training provider, 'The Consortium,' has designed a training of trainer course that consists of 5 parts.

Training Methodology Guide. In January, the training methodology guide for local Afghan trainers developed and finalized. This guide was developed for the future Civil Service Institute (CSI) team of trainers to equip them with a solid foundation of teaching and training methodologies which can be applied in an adult-educational environment. The finalization of the guide represents another important step in strengthening the capacities of the local Afghan trainers and will be essential in their further education and training. The guide outlines a body of methods, rules, and definitions for managing training programmes, and demonstrates how training and teaching can be approached through a particular procedure or set of procedures. The guide also differentiates between several main phases to ensure a systematic approach to training, including analysis of training needs, design, development, implementation, and evaluation of training and teaching. The guide is currently being translated into Dari by the project's translators.

Mid-term Review: Following the establishment of a monitoring and evaluation framework for the Project in February 2006 the mid-term evaluation took place in November/December 2006. Baseline

data was collected to assess the success and the impact of the project to date. The mid-term review helped to generate lessons learned and to adjust the project's delivery. Simultaneously, it provides the foundation for the project-end evaluation that will take place at the end of 2007. The mid-term review report by the independent evaluator, Mr. Rex Kinder, was received by the CSLD Project in February 2007. Among other the Report's findings were that the CSLD programmes in 2006:

- achieved a positive change in attitudes of leaders towards a more open and transparent leadership
- introduced selected standard systems for work organisation across Ministries
- successfully established concepts such as Strategic & Human Resource Planning as an inherent part of the civil-servant's work
- introduced good supervisory and management practices to CSLD graduates, who are utilizing them and communicating routinely with colleagues and subordinates

Mr Kinder also stated that *"The importance of the CSLD Leadership Programmes must not be underestimated. It should be compulsory for all high-level Civil Servants of Afghanistan, and be regarded as a requirement for anyone applying for promotion to grade 1 and 2 positions."*¹ For more details please see the Rex Kinder, FINAL REPORT – CSLD MID-TERM REVIEW – 29/01/2007 - Executive Summary – CSLD¹.

OUTPUT 2: CAREER DEVELOPMENT PROGRAMS ARE DEVELOPED AND DELIVERED TO THE TARGET GROUP

Alumni Programmes. The beginning of the year was used to plan for the project's Alumni Programmes and to prepare the next edition of the CSLD network newsletter. In 2007, a total of 8 Alumni gatherings will be organised on a variety of topics that are of interest or linked to the working environment of Afghan civil servants in leadership positions. The 2007 cycle started with the first Alumni meeting that took place in the Independent Afghan Reform and Civil Service Commission (IARCSC) on the 11 of March on the topic of "The Public Service and private sector development in Afghanistan". The meeting was attended by more than 60 participants including ten deputy ministers.



OUTPUT 4: A PMU IS ESTABLISHED AND THE IMPLEMENTATION OF THE CIVIL SERVICE LEADERSHIP DEVELOPMENT STRATEGY MANAGED AND COORDINATED EFFECTIVELY

Merger of CSLD with the new Civil Service Institute (CSI). Since 2005 the CSLD project had been housed in the Training & Development Department of the IARCSC. However, the ultimate goal right from the start has been to merge the CSLD project with the new Afghan Civil Service Institute (CSI), in order to ensure the sustainability of the project and to base its operations in the CSI. After the physical construction of the CSI was finished in December 2006 the Institute was inaugurated in January 2007. Following this the CSLD project started to prepare its move to the Institute by setting up the required

¹ Rex Kinder, FINAL REPORT – CSLD MID-TERM REVIEW – 29/01/2007 - Executive Summary - CSLD - Mid-Term Review – page 6

physical as well security infrastructure to render the CSLD project operational within the CSI. In March the project and its assets moved to the CSI location in Afshar, Kabul and is now fully based there.

III. FINANCIAL STATUS AND UTILIZATION

Note: Quarterly financial utilization figures are provisional and subject to adjustment.

FINANCIAL STATUS

The total budget for the Project currently stands at USD \$4,230,000. The Project has funding committed from its donor partners totaling US\$ 4,613,042. The project is fully funded.

Contribution Summary:

In 2005 the following financial contributions were received:

- UNDP Democratic Governance Trust Fund: US\$ 100,000
- UNDP Core Funds: US\$ 350,000
- Government of Australia: AUD 1,000,000 US\$ 775,194
- Government of Norway: NOK 3,500,000 US\$ 535,988
- TOTAL: US\$ 1,761,182

In 2006 the following financial contributions were received:

- Government of Australia: AUD 1,620,000 US\$ 1,236,641
- Government of Norway: NOK 3,500,000 US\$ 532,725
- Government of Germany US\$ 382,494
- Swiss Development Cooperation SDC US\$ 300,000
- TOTAL: US\$ 2,451,860

For 2007 the following financial contributions have been committed:

- Swiss Development Cooperation SDC US\$ 400,000

FINANCIAL UTILIZATION

Table 1: Quarterly Expenditure by Activity [1 January – 30 April]

Activity	BUDGET [year]	QUARTERLY EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1: PMU Establishment	-	-	-	-
Activity 2: TLP Design	-	-	-	-
Activity 3: PMU Operating Costs	791,332	59,612	731,720	8
Activity 4: Training Programmes	1,162,580	1,926	1,160,654	0
Activity 5: Network Alumni & Mentoring Programme	23,000	1,993	21,007	9
Activity 6: Training Resources Center	20,812	640	20,172	3
UNDP GMS (based on donor agreements)	99,886	3,209	96,678	
Total	2,097,611	67,380	2,030,231	

Table 2: Quarterly Expenditure by Donor [1 January – 30 April]

DONORS	ACTIVITY (as per approved budget)	2007 Budget	Q1 EXPENDITURES 01/01/06 - 31/03/07	BALANCE as of 31/03/07	DELIVERY RATE %
DONOR NAME(0055)	Activity 1: PMU Establishment				
	Activity 2: TLP Design				
	Activity 3: PMU Operating Costs	360,550	54,702	305,848	
	Activity 4: Training Programmes	788,291	1,926	786,365	
	Activity 5: Network Alumni & Mentoring Programme	23,000	1,993	21,007	
	Activity 6: Training Resources Center	20,812	640	20,172	
GMS 5% (see agreement)		59,633	2,963	56,670	
Subtotal DONOR I		1,252,286	62,224	1,190,062	5%
DONOR NAME(00187)	Activity 3: PMU Operating Costs	430,782	4,910	425,872	
	Activity 4: Training Programmes	88,575		88,575	
GMS 5% (see agreement)		25,968	246	25,722	
Subtotal DONOR II		545,325	5,156	540,169	1%
DONOR NAME(232)	Activity 4: Training programmes	285,714		285,714	
GMS 5% (see agreement)		14,286	-	14,286	
Subtotal DONOR III		300,000	-	300,000	0%
Total		2,097,611	67,380	2,030,231	3%

CONTACT INFORMATION

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