



Islamic Republic of Afghanistan  
Ministry of Finance



Civilian Technical Assistance Programme

(CTAP)

**Annual Progress Report**

*Year 2012*

Submission date: 28<sup>th</sup> of March 2013

## List of Acronyms:

AB	Advisory Board
ANDS	Afghanistan National Development Strategy
BPR	Business Process and Re-engineering
CBR	Capacity Building for Results
CD	Capacity Development
CIDA	Canadian International Development Agency
CTAP	Civilian Technical Assistance Programme
DAB	Da Afghanistan Bank
DFID	Department for International Development
EC	European Commission
F&A	Finance and Administration
HR	Human Resources
IARCSC	Independent Administrative Reforms and Civil Service Commission
IDLG	the Independent Directorate of Local Governance
IP	Implementing Partner(s)
ISD	Infra-Structure Department
ISAF	International Security Assistance Force
JICA	Japan International Cooperation Agency
LFA	Logical Framework Approach
KM	Kabul Municipality
M&E	Monitoring and Evaluation
MAIL	Ministry of Agriculture, Irrigation and Livestock
MCP	Management Capacity Programme
MoCI	Ministry of Commerce and Industries
MCN	Ministry of Counter Narcotics
MoE	Ministry of Education
MoEW	Ministry of Energy and Water
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoLSAMD	Ministry of Labor and Social Affairs, Disables and Martyrs
MoM	Ministry of Mines
MoPH	Ministry of Public Health
MoPW	Ministry of Public Works
MoTCA	Ministry of Transport and Civil Aviation
MoUDA	Ministry of Urban Development Affairs
MRRD	Ministry of Rural Rehabilitation and Development
NIBP	National Institution Building Project
NPP	National Priority Programme
PAR	Public Administration Reform
PICU	Programme Implementation and Coordination Unit
PR	Public Relations
PRT	Provincial Reconstruction Team
RAF	Request for Assistance Form
RBA	Results Based Management Approach
SC	Steering Committee
S.M.A.R.T	Specific Measurable Attainable Relevant Time-bound
TA	Technical Advisor
ToR	Terms of Reference

UN	United Nations
UNAMA	United Nations Assistance Mission in Afghanistan
USAID	United States Agency for International Development
WG	Working Group
WP	Work Plan

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## **Executive Summary**

Civilian technical assistance program (CTAP) started in September 2009 with the primary goal to enhance the institutional and human capacity of civilian government agencies to meet their strategic goals and providing quality and on time services to the people of Afghanistan. . The planning and designing process was completed up to Mid. 2010 and program started its initial pilot support to four agencies including IDLG, KM, MAIL and MoE.

After two and a half years life CTAP has covered 23 government agencies through institutional and human technical assistance in various disciplines including strategic support, operational support and specialized/technical support. Program has placed 112 international advisors since June 2010 at 23 government agencies and has tried to retain 66 of them by the end of reporting year. During the reporting period, 16 technical advisors have taken exit from CTAP where four of them have successfully completed their two years assignments with IDLG, MAIL and MoE respectively.

CTAP has considerably maintained its financial health during the reporting year. The program financial management system shows that program had total donors commitments USD 8.2M for year 2012 with the total resources of USD 12.3M available for reporting fiscal year. The documented expenditure level was 7.7M while unspent balance was reported 4.6M. The total donors commitments for future program life is USD 22.0M as per program financial system record.

The core achievements in terms of capacity development include development of department/agency level policies, strategies, manuals, guidelines, systems and procedures to standardize the process, enhancing existing or developing new/modern functions, restructuring and reorganization of departments and simplifying/improving the processes and procedures, and operationalizing the established systems at client directorate level. The efforts in human capacity development included usage of modern techniques and practices, independent application of modern systems, using the modern languages, processes and technology/tools in routine jobs to execute the developed system with all possible rectifications for effective and efficient nationalized department at national and sub national level.

The regular monitoring process, internal program review and agencies progress report disclosed a number program constraints to be categorized in several parts. The most highlighted constraints included the lack of modern institutional/business process systems, insufficient institutional staff and their limited capacity, lack of acceptability of new systems and processes by government agency, traditional bureaucratic system, poor intra and inter agency level coordination system, ambiguous chain of command, influential political decision making bodies, insufficient administrative, logistic and security arrangements and, complicated & inefficient centralized government systems, were the crucial constraints reported during year 2012.

The program team plans to re strategize the program theme and capacity development process as well as in depth revision of program implementation process. This has been planned to revise the program document and set new goals, objectives and destinations for next five years. The program aims revisit the program results, execution pattern and expand the intervention base to sub national level to

readjust its portfolio in accordance with donors' requirements and recommendations given by USAID external evaluation team in Oct 2012.

## Introduction

CTAP is an on-budget multi donors' capacity development program of the Government of Afghanistan under the Ministry of Finance. The overall purpose of the programme as set forth in current programme document is "the programme will strengthen capacity development in Afghanistan, assist public agencies to provide services to the public and support the Cabinet Cluster system". Deployment of Technical Advisors (TAs) (International and Afghan expatriates) packages in the government institutions (Ministries/Agencies) is the primary tool of programme implementation.

In delivering the above the programme is abide by four principle objectives:

To strengthen capacity development in Afghanistan by increasing resources and focus on capacity development programmes and activities, and by complementing existing capacity development initiatives and program

To help build institutional capacity for facilitation and implementation of the Afghanistan National Development Strategy (ANDS) or National Priority Program (NPP) through line ministries and government agencies, especially by supporting priorities identified through the Cluster system

To enable public organizations to improve budget execution, both through better operations and better programming

To create a single mechanism for providing expatriate, regional, and international Technical Assistance which is lower cost, well-coordinated, more responsive to government priorities and has better outcomes

The established objectives shall lead the program to the following outcomes

- The government will have a greater ability to provide services to the people of Afghanistan, and the delivery of these services will be more sustainable
- Improved and more efficient government institutions
- The government will have more resources to deliver services to the people of Afghanistan, and the budget itself will be a better instrument of governance
- More cost effective, impactful, demand driven and coordinated use of technical resources to enhance the capacity of government institutions, delivered through a single mechanism.

CTAP has adopted a unique approach that distinguishes the programme from almost all other donor assisted /government-led projects/programmes or initiatives. The key distinctive features of the programme are:

- ***Demand-driven, government-led approach.*** (The programme follows a process by which the client ministries/agencies identify their own capacity development objectives/needs (based on analysis of their strategic priorities) and then request assistance from CTAP)

- **Best practice capacity development methodology.** (The advisors provided by CTAP will work in government departments to implement true capacity development activities, such as business process re-engineering, restructuring, establishment of new functions and skills transfer)
- **Placement in the heart of the government.** (The advisors provided by CTAP will work where the core, day-to-day business of government takes place)
- **Sufficient resources to get results.** (The design of CTAP recognizes that capacity development is complex process that requires time and resources. CTAP will provide both capacity development specialists (such as organizational development specialists and training specialists) and subject matter experts (such as educationalists and agriculturalists, policy and programme experts etc).

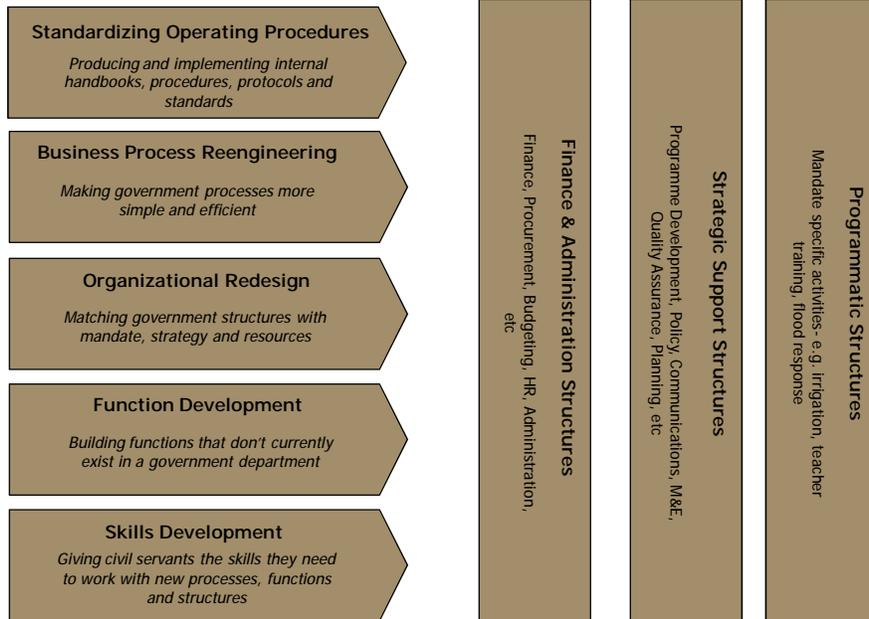
Based on the programme objective and the implementation approach summarized above, the implementation process is guided by five programme themes and the ultimate focus is to strength common functions illustrated in the figure below. There is consensus built around the idea that, improvement of and strengthening the capacity of common functions such as:

- Finance, and Administration Divisions
- Strategic Support Divisions e.g. Policy, Planning, Strategy development , Programme Management, M&E, Communication etc,
- Strategic Support Units. CTAP will provide technical assistance to develop the capacity of departments which support policy, strategic, and programmatic activities. This may include functions such as policy formulation, programme development, monitoring & evaluation, planning and communications strategy formulation.
- Technical and Programmatic Divisions e.g. Technical areas relevant to mandate of ministry/agencies

Will allow ministries/agencies to deliver on their mandate, strategic priorities including national priorities and enable the government as whole to deliver services to public.

Capacity Development Activities

Target Government Departments, Directorates



(Figure: Programme themes and areas of intervention)

Adhering to overall programme objectives, themes and areas of intervention the programme has been able to successfully deploy a large number of TAs to client ministries/agencies to date.

Human skills development and system development including assistance in providing enabling environment has been at the center of focus. These efforts have considerably contributed in enhancement of capacity at the target departments of the client ministries/agencies. However the programme has encountered numerous challenges in the implementation process as well. Please refer to Summary Progress Report (Annex A) for details.

CTAP has largely contributed to enhancement of capacity in the target departments within client ministries/agencies. Existence of certain tools, skills sets, improved functions and work processes enabled the line departments to actively and effectively undertake departmental activities with some support from technical advisors. However the absorption capacity of majority of line departments or civil servants is relatively low or deploying the TAs at the areas other than common functions in the client ministries or agencies.

Sometimes absence of counterparts causes problems in measuring the successful achievement of TAs in concerned ministries and/ agencies. High staff turnover, resistance to change and attitude problems are yet other areas that undermine the sustainability of programme result. In conclusion it can be stated that:

- a. CTAP has contributed to enhance the capacity of line departments and civil servants in the client ministries/agencies.
- b. The absorption capacity of civil servants and the line departments to effectively manage and deliver on departmental or ministry level priorities or utilize newly designed policies, systems, process and procedures remain limited. Therefore CTAP should remain engaged longer than initially anticipated.
- c. Given CTAP only targets one or two departments where a good number of other Implementing Partners/Development partners provide technical assistance, the impact of the intervention considered limited on the target department.
- d. The analysis of interim results reveal that CTAP will need to remain engaged at least for another minimum two years in each line ministry/agency basically to replicate the existing achievements and ensure practical application of technical “know how”. The extension of contract beyond two year will take place after matching the CTAP criteria.
- e. The political will, commitment and active response have been a critical challenge at client agencies’ level. The raised issues with their required solutions remain unsolved and detain the road maps/progress towards possible results and further change/development.

## **CTAP Program Management**

The reporting year provided an opportunity to the senior management to seriously monitor and assess the program design/structure and implementation pattern as per its present program document and commitment with government agencies and international community. The intention was to enhance the efficiency of program implementation and acquire more productive and effective results from capacity development process initiated through international technical assistance provided to government institutions.

To identify the existing level of production and finding key programmatic constraints, an individual TAs level assessment was conducted to measure progress against their committed outputs at overall program level. The bottom line/recommendation of assessment was to ensure the proper implementation of inter-ministerial agreements as signed between MoF and client agencies to avoid the programmatic barriers and administrative constraints currently faced by placed advisors. CTAP program team visited all client agencies and re-presented the program theme, its capacity development approach and conditions given in MoU signed with them. The process targeted agencies heads and deputy ministers to acquire their political will and required support in program implementation. The process was completed in first quarter of reporting year and resolved a reasonable number of issues CTAP advisors were possessing in different client agencies.

A quick internal program review was conducted by program team to assess the capacity development efforts, their progress and effectiveness at client agencies and, finding the core program challenges with possible solutions/recommendations. The exercise delivered a number of findings conclusions and recommendations to the program management team and parent ministry (MoF). The assessment expressed an impression that program objectives and set outcomes are very broad and this seems unmanageable for a capacity development program like CTAP to accomplish all commitments with given resources and current pattern. Beside all other recommendations it was especially recommended to the senior management and donors to revise the program objectives and expected outcomes for the program to ensure productive and tangible results in its intermediate and long term life.

This is important to mention that CTAP management had raised this issue with DFID and USAID to revise the program intervention logic and reset the program framework in mid-2011. The consultation process was initiated by DFID but the program theme was not finalized due to verity of reasons.

The long term strategic plan with program prioritization and sustainability strategy developed and shared with stakeholders in third quarter of year 2012. The package was reviewed by the donors and finally approved after some comments and clarifications. The document is considered as a fundamental source/reference for program planning and its execution for next five years.

The external program evaluation reported positive feedback about program implementation and its effectiveness at client agencies level with some recommendations to enhance the program execution process and its existing programmatic transparency and accountability system. The feedback and recommendations were applied to the existing shape and pattern of program with their best possible process to acquire the desired result as predicted by external evaluation consultants.

The most crucial and essential step taken by program management was to review and revise the program document and setting the SMART objectives and expected results with measurable indicators to trace and track the capacity development efforts planned by CTAP in specific fields/disciplines. The aim was to produce the tangible outputs and productive results without any ambiguity and complication to support the government agencies in a visible, efficient and effective manner. The process was planned in last quarter of reporting year with the aim to complete in by mid-2013.

## **Departments**

### **Human Resources Management**

Human Resources Department provides services and support to the Civilian Technical Assistance Program (CTAP) in ways that embrace the CTAP's objectives and mission. Committed to promoting a superior service-oriented culture, the staff seeks to provide assistance to the Technical Advisors in many ways. In all areas of work, the office of Human Resources at CTAP Secretariat firmly supports the principles of transparency, accountability and trust.

CTAP Human Resources Management Department's function encompasses planning, oversight of recruitment, interviewing, background checks and evaluation of the Technical Advisors performances upon completion of their initial probationary period as well as the annual performance appraisals, training and professional development of the national CTAP secretariat employees.

CTAP's HR policies and procedures follow the general principles and employment conditions of the Afghan Labor Law and uphold the merit system principles. CTAP was successful in recruiting an acceptable number of 112 TAs projected in year 2010 by the end of year 2012. CTAP was also successful in shortening its average recruitment time period in 2012.

HR Department improved the Technical Advisor's orientation program to smooth the arrival and integration of new Technical Advisors at the client ministries/agencies. The orientation program includes CTAP program document that provide an overview of the program in addition to the HR policies and procedures.

During the year 2012, USAID commissioned CTAP's performance evaluation to inform decisions regarding future funding and program development. The evaluation team evaluated the performance of CTAP program during the period October 1, 2009 to September 30, 2012, and assessed the program's progress in building the capacity of client institutions by examining activities in transparency, effectiveness, sustainability, and gender.

Human Resource Department's functions at CTAP secretariat were assessed through interviews with management and secretariat staff and review of documentation. The performance evaluation team covered policies and procedures HR has developed and implemented to ensure the recruitment and selection functions operate in an effective manner. Additionally, the performance evaluation team reviewed the HR manual, policies and procedure that ensure transparency.

The evaluation team concluded that the human resources functions at the CTAP secretariat are very well established and considered the performance of the HR service standards over the past years, they also provided their recommendations to further strengthen these functions.

During the year overall turnover included voluntary resignations and terminations. The main reason for staff leaving the CTAP program during the year 2012 was as a result of better employment opportunity and, therefore, almost all turnovers were voluntary resignation. TAs resigned for the fact that they got better employment opportunity either with international organizations in Kabul or elsewhere.

Similar to other national/international institutions in Afghanistan, CTAP applies a policy of equal opportunities in its human resources management and recruitment. CTAP recognizes the need to be more active in promoting equal treatment when recruiting TAs for client ministries/agencies.

CTAP encourages professional development, offering staff-members opportunities to grow professionally in a variety of ways. To this end, an external training program for a number of staff members at the Secretariat has been organized. It aims to attract, develop and retain competent staff mainly in four subjects namely HR, Finance, M&E and Capacity Development by focusing on each individual learning need.

CTAP must offer a competitive compensation package to attract an expanded pool of qualified applicants. However, CTAP is an Afghan government-led program, and is not in a position to compete against other donor agencies working in Afghanistan.

In addition, the security situation in many areas of Afghanistan is believed to be a major challenge for CTAP to attract more applicants. The current security situation in general disrupts the daily life and affects the process of attracting interested and qualified international applicants.

Lack of coordination from the client ministries/agencies in terms of follow up and adherence to established policies, market competition and the overall situation in the country (that is not conducive for qualified TAs to work in Afghanistan) continued to be the main challenges in this quarter.

Human resources department, in collaboration with Capacity Development Department is developing a plan to visit various ministries/agencies in order to insure continuous technical support for its client ministries/agencies. These visits will assist the client ministries/agencies to identify their needs and requirements for further Technical Assistance. During the visits ministries/agencies will be asked to develop their proposal and submit them to CTAP for further assistance.

Agency	1 <sup>st</sup> Quarter Ending March 2012	2 <sup>nd</sup> Quarter Ending June 2012	3 <sup>rd</sup> Quarter Ending Sep 2012	4 <sup>th</sup> Quarter Ending Dec 2012	TAs' in Transit	TAs' Exited **	Assignment Completed	Offers Rejected *	Total TAs on the Ground
IDLG	3	3	3	2	0	0	1	1	2
MAIL	6	6	5	4	0	0	2	2	4
MoE	5	6	6	5	1	0	1	1	5
MRRD	3	3	3	3	0	2	0	1	3
MoPH	6	8	8	8	0	0	0	1	8
MoPW	1	1	1	0	1	1	0	0	0
MoLSAMD	6	2	3	3	0	3	0	1	3
KM	3	2	2	2	0	1	0	0	2
MoUDA	3	5	4	4	0	1	0	0	4
MoTCA	4	3	4	4	0	1	0	0	4
MoF	0	0	1	1	0	0	0	4	1
MoCI	2	3	3	5	1	0	0	0	5
MoM	6	6	5	2	0	4	0	1	2
MoFA	3	3	2	2	0	1	0	0	2
OAA	1	0	0	0	0	0	0	0	0
MoCN	4	5	5	5	0	1	0	1	5
MoCIT	0	2	3	3	0	0	0	1	3
CAO	0	2	2	2	0	0	0	0	2
NEPA	0	1	1	1	0	0	0	1	1
MoEW	1	2	3	4	1	0	0	1	4
CTAP	3	3	3	3	0	0	0	0	3
MoRR	2	1	1	1	0	1	0	0	1

<b>ANDMA</b>	0	1	1	1	1	0	0	1	1
<b>ANSA</b>	0	1	1	1	0	0	0	0	1
<b>Total</b>	<b>62</b>	<b>69</b>	<b>70</b>	<b>66</b>	<b>5</b>	<b>16</b>	<b>4</b>	<b>17</b>	<b>66</b>

- TAs Status Summer for the year 2012

## Finance and Administration

CTAP Finance & Administration (F&A) department has continuously provided professional and quality services with the focus on maintaining control on resources, accuracy, transparency and streamlining financial resources and administrative services toward achievement of project goals and objectives.

The total budget for financial year 1391 is USD 15.1m. The contribution of USAID/DFID/AusAID was \$11,4m. The contribution of German was \$ 2.7m and USD1000,000 is of Afghan Government contribution. CTAP in fiscal year 2012 has executed \$10,511,254. This makes total execution of financial resources in aggregate 69.4% from January 2012 to December 2012.

Payroll management is an integral part of finance department functions. The CTAP payroll is processed through a friendly version of a small excel based database in F&A department. Each TA is provided with a copy of the payroll database. The TAs input their hours worked and the invoice is developed automatically. Despite the challenging cumbersome procedures, the advisors and national staff receive their salary by 15<sup>th</sup> of the subsequent month. The 90.36% of the project disbursements constitutes Advisors' salary and benefits.

CTAP established fast & transparent accounting management system. Accounts are managed through bookkeeping software. Every single cash & bank transaction is recorded in the Quick Book on daily basis. The entries are verified on the basis of the supporting documents to ensure accuracy and follow up on accounting principles and proper charged code of the cost to its respective account center and budget lines. For reporting purposes, the transactions are recorded to its proper fund codes, object codes, class codes and account code which enables the system to generate multiple reports of an International Reporting Standard (IRS) with more accuracy. Quick book has the potential to account for accrual base accounting but public accounting policy is cash base accounting.

In Asset Management, a thorough physical inventory check is performed in each quarter to assure proper asset management & internal control system and environment is in place. The inventory report is then reconciled with the Quick Book fixed asset register.

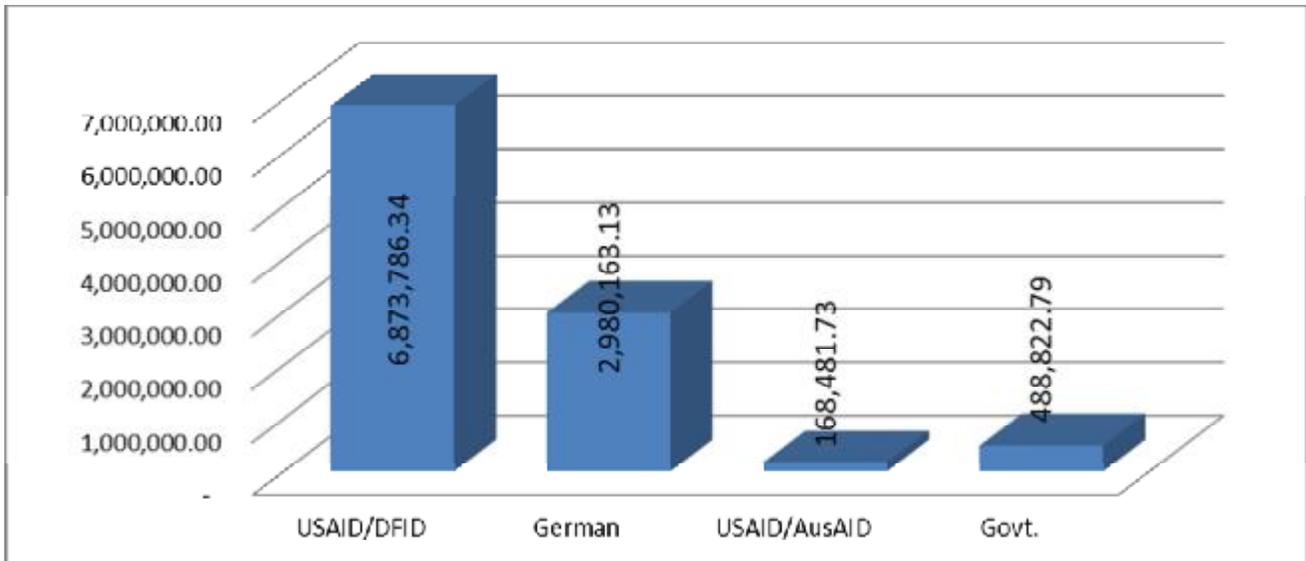
CTAP Secretariat prepares and submits quarterly Financial Status Report to donors as per IRS. The report explains the total disbursement of the period in different budget lines. The project follows modified cash base accounting system for the financial and accounting management. The remaining fund balance in report shall be resembled with the balance of donor Special Account maintains in Da Afghanistan Bank (DAB). More ever, the donors have special access to the Project Special Account in DAB.

USAID conducted financial audit in CTAP through **ERNST & YOUNG auditing firm** in August 2012. The audit period covered October 01, 2010 to March 20,2012. The auditors sent 26 working days to audit the period of 18 months. The external audit team has appreciated the F&A team of CTAP for best internal controls practices and compliance with the role and regulation of the donors and as well as the government of Afghanistan. In audit, there was no major deviation to report but concluded the result of the audit with 2 recommendations to CTAP management for further improvement.

Fiscal year 2012 has ended up with some great achievements in CTAP. Besides providing capacity development support to 24 organizations, CTAP has changed the internet providing services company ( Aria Set ) to DSL, Afghan Telecom in September 2012. Now CTAP gets 4MB internet speed for Afs. 20,000 while, CTAP was paying Afs. 147,500 for 2MB speed. Also CTAP project changed the office building and save Afs. 118,800 each month.

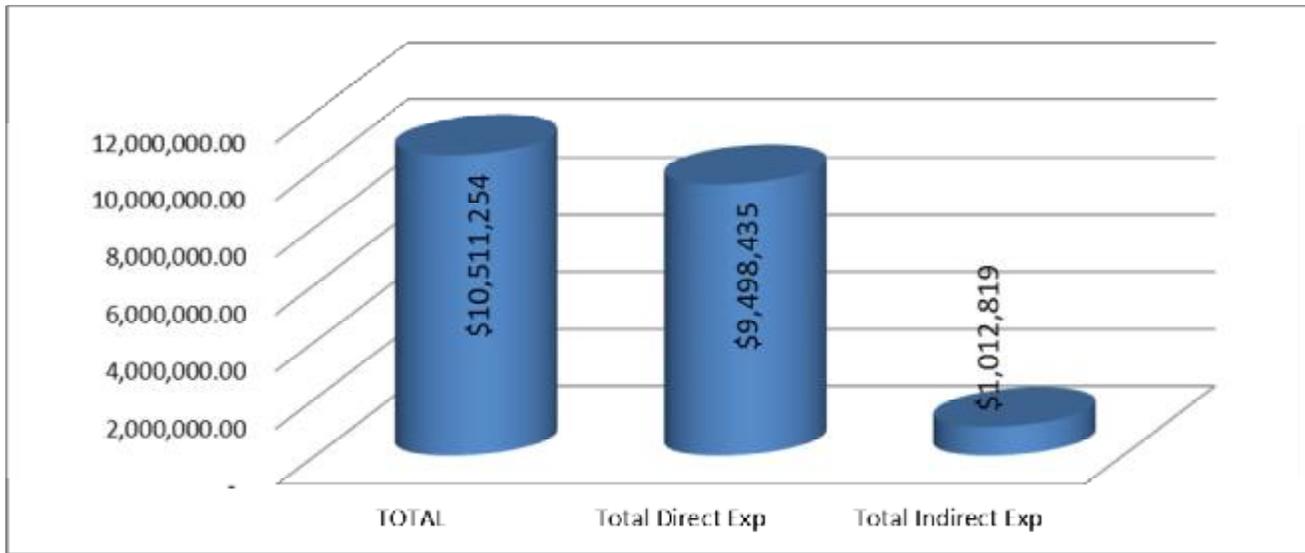
**Donors wise Project Expenditure for the period January 1,2012 to December 31,2012**

DESCRIPTION	USAID/DFID	GERMAN	AUSAID	GOV
	us\$	us\$	us\$	
4000 · SALARY ALLOWANCES & BENEFITS	6,741,339.47	2,892,257.83	162,006.81	479,066.95
4020 · TRAVEL, PERDIEM & ACCOMMODATIONS	11,270.10	20,575.95	-	-
4030 · OFFICE SUPPLIES & PRINTINGS	4,398.14	4,243.94	6,450.00	-
4040 · R&M OFFICE & EQUIPT/ UTILITIES	13,318.85	7,081.70	-	5,255.92
4050 · OFFICE RENT RATE & TAXES	44,948.17	-	-	-
4060 · COMMUNICATIONS EXPENSES	14,788.59	26,565.61	-	-
4070 · VEHICLE FUEL & MAINTENANCE	8,662.59	12,726.69	-	4,500.00
4080 · AUDIT & LEGAL CHARGES	7,695.20	129.12	-	-
4090 · TRAINING & OTHER DIRECT COST	25,404.63	16,204.52	25.00	-
1000 · FIXED ASSET	1,960.68	377.85	-	-
<b>TOTAL</b>	<b>6,873,786.34</b>	<b>2,980,163.13</b>	<b>168,481.73</b>	<b>488,822.79</b>
	65.39	28.35	1.60	4.65
	%	%	%	%



**All Donors Direct VS Indirect Project Expenses**

DESCRIPTION	TOTAL	Total Direct Exp	Total Indirect Exp
	us\$	us\$	us\$
4000 · SALARY ALLOWANCES & BENEFITS	10,274,671.06	9,433,867.46	840,803.60
4020 · TRAVEL, PERDIEM & ACCOMMODATIONS	38,296.05	38,019.72	276.33
4030 · OFFICE SUPPLIES & PRINTINGS	13,898.00		13,898.00
4040 · R&M OFFICE & EQUIPT/ UTILITIES	20,400.55		20,400.55
4050 · OFFICE RENT RATE & TAXES	44,948.17		44,948.17
4060 · COMMUNICATIONS EXPENSES	45,854.20		45,854.20
4070 · VEHICLE FUEL & MAINTENANCE	21,389.28		21,389.28
4080 · AUDIT & LEGAL CHARGES	7,849.32	7,646.20	203.12
4090 · TRAINING & OTHER DIRECT COST	41,609.15	18,901.48	22,707.67
1000 · FIXED ASSET	2,338.53		2,338.53
<b>TOTAL</b>	<b>10,511,254.31</b>	<b>9,498,434.86</b>	<b>1,012,819.45</b>
	100.00	90.36	9.64
	%	%	%



### **Monitoring and Evaluation**

The fiscal year 2012 was the most momentous and eventful period for M&E department. All the three national staff was recruited due to the discontinuation of services by two former department team members.

### **M&E Strategic Plan**

During first quarter of reporting year, a results based long term departmental plan was developed and approved by program core donor. The developed plan reflected the effective utilization of existing established M&E system and align the current intervention with standard MIS and Knowledge management requirements. The developed plan also highlighted the departmental intension about outcomes and impact level internal program review to identify the program direction and its variance with set objectives and expected results. In addition, routine program coordination and development segment continued during the reporting period.

### **Internal Program Review**

The second quarter brought an idea of internal program review. M&E department prepared all the relevant documents and tools for internal program review. The execution plan with approach was finalized after a deep consultation with CTAP management team. Finally a comprehensive internal program review was conducted by M&E team leader to assess the overall program progress with its accomplishments, constraints and recommendations. This is worth to mention that all relevant stakeholders including client directorate's supervisors, counterparts and placed advisors had actively participated in that realistic exercise.

### **M&E Departmental Review**

Meanwhile, internal departmental processes were reviewed and reporting formats were updated according to program requirements as assessed in internal program review. The newly updated formats were applied and appropriate/desired feedback and assistance was provided to all placed advisors and relevant national staff.

## **Program Progress Assessment and Coordination Process**

The department staff was seriously engaged with quarterly program coordination visits and brought number of issues and threats in program implementation at client agencies and secretariat level. All coordination visits with all concerns and recommendations were recorded as well as reported to the program authorities for further actions and directions.

## **Program Sustainability Strategy**

M&E department impressively contributed in CTAP program sustainability strategy in third quarter of the year beside all routine activities including frameworks development, internal system updating, client agencies coordination and TAs progress assessments. The department team drafted, processed and finalized the sustainability strategy after incorporating all comments, concerns and recommendations from relevant stakeholders including donors. Beside this challenging task, full support was provided to the external evaluation team In third quarter of year 2012. M&E team provided all the relevant documents and assisted the team where they were asked to contribute with the close assistance and support of capacity development department.

## **Program Progress Assessment and Coordination Process**

The last quarter of reporting year diverted department's attention towards TAs progress assessment in accordance with their committed deliverables and expected outcomes. A comprehensive assessment process was completed and all assessment reports are shared with client agencies, relevant advisors and program authorities. The conducted assessment has provided a baseline for next program year as well as good foundation for department national staff to focus on the applied process and take the lead in future coordination processes from the platform of M&E department.

## **Capacity Development Department**

Capacity Development Department (CDD) is one of the important departments of the CTAP Secretariat. The department has provided solid backbone support to the program in a variety of areas; ranging from assisting the client in their initial capacity assessment, to providing active strategic and communication support to the secretariat. The department has also produced tools to assess the level of capacity and knowledge transferred by the Technical Advisors to their local Counterparts. Following are the main areas in which CDD supported the program:

### **Strategic and Communication Support**

Capacity Development Department (CDD) has provided strategic and communication support to the secretariat. This comprises developing quarterly and annual reports for the donors and stakeholders and providing answers to their queries as well as collecting and providing relevant information as and when required. The Department was also active in developing and updating strategic documents such as concept notes, agreements with client agencies and memorandum of understanding with donors. CDD also provided active liaison support in coordinating the USAID program evaluation of CTAP in October 2012.

#### **a. Reporting**

CDD developed quarterly reports for the first and last quarters of 2012 and also developed annual report for 2011. The reports were focused at providing information on the performance

and progress of the secretariat, financial management and progress and achievements of the Technical Advisors at various client ministries and agencies.

**b. Providing answers to donor queries**

During the past year, there were instances when CTAP donors asked for various type of information about CTAP such as data on Technical Advisors' national Counterparts and their gender etc. CDD served as focal point to provide such information. CDD also provided answers to donor's queries during their evaluations such as questions regarding the cost benefit appraisal conducted by the DFID in January 2012 and Program Evaluation by the USAID in October 2012.

**c. Strategic Support**

CDD contribution in the development of strategic documents for CTAP was significant. The Department worked on compiling the draft of the agreement submitted to the Indian Government. Several concept notes, agreements and memorandum of understandings were reviewed, updated and made ready for signing with new client ministries and agencies. New agencies who signed the inter-ministerial agreements with CTAP during the past year include: Ministry of Higher Education, Afghanistan National Disaster Management Agency, Afghanistan National Standard Authority, Supreme Audit Office, and Dehsab-Barikab City Development Authority (New Kabul).

## **Ensuring Effective Transfer of Knowledge**

During the past year, several visits were made to the Government ministries and agencies where CTAP Technical Advisors are deployed. The purpose of the visits was to gather information on the progress of the Technical Advisors in terms of transfer of skill to their national Counterparts and to familiarize the client agency to CTAP's approach to capacity development and mobilize them in using the expertise of the Technical Advisors in the adequate manner. Almost all existing and new client agencies were visited by the CTAP CDD team as part of their visit plan.

## **Capacity Needs Assessment of the Client Agency**

Capacity Development Department (CDD) acts as the first point of contact for all client agencies. CDD provide assistance to the client agency to properly conduct their capacity development needs assessment and identify areas in which CTAP would be providing them with technical support. CDD has developed a tool known as Request for Assistance (RfA); which is used by the requesting agency to put together information about their capacity needs. CDD thoroughly reviews the RfA and after finalizing it, negotiates the Terms of Reference for the Technical Advisors with the requesting agency.

## **Capacity Development Tools**

Capacity Development Department has so far developed the following tools to support CTAP's approach to capacity development and facilitate and ensure effective transfer of knowledge.

1. Request for Assistance (RfA) and its Guidance Notes: to assist the requesting agency in proper assessment of their capacity needs
2. Technical Advisor Notes: to guide the Technical Advisors in how to adopt and exercise CTAP's approach to sustainable capacity development
3. Technical Advisor Terminal Report: to have a summary of TA's achievement and accomplishments at the end of their assignment and assess the change and improvement as compared to baseline situation
4. Counterpart Assessment Questionnaire: to help the TA assess the capacity of their national Counterparts in a periodic manner
5. CDD Orientation Notes: to brief newly arrived TA on CTAP's concept and capacity development methods as well as guide them on the social dimension of the work environment at the government agencies

## **Annex A**

### **Program Progress during 2012**

During the reporting year CTAP worked with 24 government agencies at different directorate levels. The effort purely targets the capacity gaps and deficiencies in terms of policies, strategies, manuals, guidelines and systems as well as the human skills insufficiencies available at targeted directorate level. This is important to mention that CTAP faced different situations and experiences when provided assistance to the client directorates/agencies in different themes and disciplines. The CTAP capacity development approach followed and chased their standard capacity development approach with five identified pillars contribute in institutional and human capital development as mentioned above. The following agency based annual progress report describes the overall agency level progress in terms of polices/strategies development, system designs, processes and procedures formation, core technical competencies enforcement and human skills development during the year under review. This evidences the program contribution in institutions' capability enhancement, intensively required for the accomplishments of their strategic goals and objectives.

### **Ministry of Agriculture Irrigation & Livestock - MAIL**

*(Total of 7 Advisers)*

- (4) Provincial Capacity Development Advisor
- (1) Capacity Development & Policy Advisor
- (1) Programme Management & Coordination Advisor
- (1) Institutional Development and Reporting Advisor

The efforts and contributions of CTAP technical advisors during the reporting year can be highlighted in two primary fragments.

To strengthen the institutional capability, professional contribution has been made to develop the policy development framework and place the program policies on General Directorate program level. The institutional priorities identification and NPPs papers development with required stakeholders, establishment and placement of internal and external coordination mechanism, national and sub national level programmatic collaboration and technical assessments are the key efforts made by CTAP placed advisors.

In addition, all placed advisors placed on national and sub national level contributed in Standardizing of operating procedures, directorates' functional grouping and span of control, restructuring and re organization of management grids, streamlining the programs/projects planning, implementing and management procedures, establishing and functioning the M&E and reporting systems on national and sub national level and supporting the change management process, already progressing on agency level.

The human capital development efforts included trainings and coaching in attitude development, best management practices, core technical competencies, program/projects planning, implementation and

management, institutional development, project cycle management, total quality management and reporting and inter directorate level coordination management.

The mentioned efforts have resulted improved and effective departments with better operational system and qualitative staff. The Policy and Planning directorate has successfully managed and maintained the policy development pace with productive contribution in National Priority Program formulated at MAIL. Additionally, considerable contribution in agency level/stakeholders 'coordination mechanism have brought visible improvement in donors interactions and collaboration on programs execution and resources mobilization.

The four targeted provincial directorates are significantly improved with their operational and programmatic productivity on regional and provincial level. The targeted directorates have acquired more programs funds from various donors and have effectively executed the programs independently and in partnerships with International donors. All sub national level client directorates have operationalized their M&E systems and have linked the reporting system with central ministry. This practice has been considered one of the most considerable milestones in CTAP capacity development efforts. The strengthened programmatic, monitoring and coordination capacity triggered the interested donors to fund the provincial directorates or initiate business partnerships in program planning, management and monitoring. The national staff is capable to plan, manage and monitor their activities in accordance with their scope of work and expected deliverables.

During the reporting year, CTAP advisors facilitated the national staff in English Language, Computers Programs and management process to enhance their personalities in routine business processes and engagement. National staff members also received technical training in areas such as program management, monitoring and evaluation, coordination mechanism, Basic Theory of Economics, Research methodologies, agro and livestock management, Water Management and Modern Techniques of modern agro and non-agro livelihoods.

## **Ministry of Commerce & Industry – MoCI**

*(Total of 4 advisors)*

- (1) Consumer Protection Advisor
- (1) Fair Competition Advisor
- (1) Policy, Strategy and Planning Advisor
- (1) Legal Advisor

CTAP placed four international advisors at Ministry of Commerce and Industry in Policy, strategy and Planning, Legal Affairs and Consumer Protection Directorates.

The placed advisors drafted Consumer Protection and Fair Competition Policies with in depth consultation of all relevant stakeholders and finally approved by the political authorities at client agency. A serious consultation and contribution was made to develop the new consumer protection and fair competition law. TAs developed and endorsed public consultation plan to promote the newly developed consumer protection and fair competition laws among all stakeholders. The consultation and coordination process has been completed with full involvement of directorate heads and national staff. The consumer protection law of year 2010 has been updated and consulted with ministry of justice, as

prioritized by the client agency. This is important to mention that the above mentioned process has been handed over to client directorate and placed Advisors provide their technical support to directorate staff when required. A new directorate structure and chain of command has been proposed and is in process of approval from applicable authorities.

The remarkable development at client directorate level includes the preparation of website material and its procurement process. In addition, a proposal for data base development has been finalized and shared with senior management. In human skills development part, CTAP advisors conducted number of trainings on Economic Theory, Business Development, Consumer Protection, Fair Competition and Best management practices to all directorate team. CTAP Advisors assisted the national team in an international exposure visit to Turkish Competition Authority. The targeted directorate has initiated a monthly lecture session on fair completion and consumer protection through reputable technocrats of public and private companies working in Afghanistan. The series aims to build capacity of our staff members and related department representatives at the Ministry of Commerce and Industry, through engagement in constructive dialogue and exchange, towards establishing an effective Competition regime in Afghanistan.

## **Ministry of Public Health – MoPH**

*(Total of 6 Advisers)*

- (2) Provincial Human Resource Advisor
- (1) Human Resource Information System Advisor
- (1) Bio-Medical Engineering Advisor
- (1) Plastic Surgery Advisor
- (1) Clinical Specialization & Residence Programme Advisor

During the reporting year, CTAP placed advisors completed the HRM system with all complementary supporting fragments. All regional directorates were covered through established system execution with practical assistance and necessary trainings. HRMIS has been established and placed with the close assistance of other placed agencies. The applicable equipment was installed and system was launched on national level. The sub national level staff was properly trained on system implementation and coordination with central ministry. An electronic HR information conciliation process was launched and functional through cell phone messaging to share the provincial and regional data with central MIS system.

The bio medical engineering advisor completed the present medical equipment management at government hospitals. The present availability, usage and maintenance of hospital machines were assessed and final recommendations were presented to the ministry. The placed advisor developed a comprehensive document describing the usage and maintenance guidelines of all available medical equipment at government hospitals. The present management structures and operational process was assessed and recommendations were provided to establish an active and effective directorate at national level. The Diagnostic Directorate took several initiatives to introduce, improve and standardize health technologies, and build professional management practice by adding on new features to the third component of NPP. They have also prioritized the development of a wide range of sub-systems, procedures and sub-system in medical equipment management and regulation. The Diagnostic Directorate is compiling a booklet on core medical equipment and will draft Inspection and Preventive

Measure (IPM) procedures as a part of its medical equipment regulation plan. Meanwhile, a four-year medical equipment maintenance/management program plan at national and sub-national level has been developed and will soon be presented to the General Director of Curative Medicine and Ministry of Public Health leadership.

The placed advisors have initiated their considerable contribution in the revision of Emergency Public Health Services and Emergency medicines at MoPH level. The process is under consultation and coordination with relevant stakeholders. CTAP advisors also put their inputs in National Medical Ethics conference held by the ministry. CTAP Advisors are becoming increasingly involved in the discussions of policies and guidelines developed in the General Directorate of Curative Medicine in recent months.

### **Ministry of Labor, Social Affairs, Martyrs and Disabled – MoLSAMD**

*(Total of 5 advisers)*

- (1) Policy and Planning Advisor
- (1) External Relation Advisor
- (1) Employment Service Centers Specialist
- (1) Programme/Project Design and Implementation Advisor
- (1) Labor Market Specialist

The knowledge base of the client departments [Labor Market Survey (LMS) and Labor Market Analysis(LMA)] was enhanced in areas such as i) Decent Work, ii) Core Labor Standards, iii) International Labor Standards, iv) Other Global Instruments) v) Globalization and vi) Social Security. The lecture notes and power point presentations were produced in collaboration with counterparts.

CTAP TAs reviewed the results of Labor Concerns survey prepared by head and technical staff of Labor Market Analysis Unit. In addition, MoLSMAD related NPPs and related documents were revised per donor comments and finalized. To ensure a ministry wide streamlined approach exists in Programme and budgeting, a methodology was developed and reviewed in collaboration with the relevant department. In addition, CTAP TA delivered training to Programme design department covering subjects such as National and Ministerial strategies and polices, M&E and Policy Development. During the reporting year primary focus was to build the capacity of respective line department in Labor market Survey and Analysis, Programme Development and Budgeting and establishment of functional external relations unit. Once fully functional these departments will enable the MoLSMAD to deliver on its mandate and provide improve services accordingly.

The policy and planning advisor finalized the directorate strategic vision and produced strategic action plan for client directorate. Policies framework is drafted to bring the policies development in mainstream of ministries mandates such as Labor, Social Affairs, Disables and Martyrs. Comprehensive training packages are designed and delivered to the national staff through a wide-ranging capacity development plan designed by client directorate with close support of CTAP placed advisor.

The program development and implementation advisor developed an action plan and work plan for revamping of the program and project design and management system of the department. To maximize the system execution productivity, guidelines and procedures for the implementation of designed program and projects. The program designing and implementation framework is completed and submitted to the relevant authorities.

The external relations advisor after an in depth analysis, initiated his efforts in development of strategic and activity plan to dig the institutional objectives, mandates and priorities and align its efforts with its long terms commitments with international organizations and Afghan Government. The internal and external coordination mechanism is placed and fully functional through national staff but with close assistance of CTAP advisor. The protocol format with regional and international organization is finalized and implemented with client directorate.

The placed advisors have seriously focused on national staff capacity building in form of routine coaching and mentoring with planned trainings and workshops at directorate and agency level. The placed advisors have completed their training sessions as planned in their core thematic areas such as labor market, policy planning and strategy, program designing and implementation and external relations.

### **Ministry of Refugees and Repatriation – MoRR**

*(Total of 1 Advisor)*

(1) Information Management Advisor

Establishment of IT platform including development of an MIS system and relevant guidelines has been the main focus of CTAP TA. To date, the CTAP TA has provided technical support in the establishment of IT infrastructure. Server Configuration Policy and Information Technology Standard policies are at different stages of development. The client department was provided with mentoring in areas such as network security applications and identification of ICT services providers. In addition, an initial design of the MIS was proposed along with proposal for establishment of MoRR intranet. The placed Advisor discontinued his services due to certain reasons and position is still vacant at the client agency.

### **Ministry of Transport and Civil Aviation – MoTCA**

*(Total of 3Advisors)*

(1) Public Financial Management Advisor

(1) M&E Advisor

(1) Planning and Coordination Advisor

(1) Procurement Advisor

MoTCA is one of the most potential and results oriented agencies among all CTAP client institutions. It was supported in the areas of Public Financial Management, Program Planning and Coordination, Monitoring and Evaluation and Procurement. This is worth to mention that all placed technical advisors have significantly contributed in the agencies' and human skills development.

During the reporting period, PFM advisor completed and placed the review collection system with Monitoring and reporting tools at national and sub national level. The client directorate approached IATA regarding their outstanding liabilities against number of international airlines. Finally the total liability was declared USD 4.1 million and USD 2.4 million has recovered during the year 2012. The internal Accounting, Financial and revenue system has been updated with a standard internal control mechanism. All the placed national staff is fully able to operate and manage the newly established systems as well as periodically report to the senior management. This resulted/ensured effective planning, budgeting, programing and decision-making process for the first time in the history of the

agency. The placed advisor has planned to extend the revenue process up to road transport and international dry ports located in Pakistan and Iran. In addition, the directorate plans to atomize the overall financial and revenue system as well as airports airlines tracking system through modern automatic cameras and GPS at central and regional airports in overall Afghanistan.

The program planning and coordination advisor introduced and placed international standard civil aviation codes in airports designing and modern systems installation. The general directorate of planning and coordination designed three regional airports independently and in process to outsource the construction but under the close supervision and monitoring of client agency. This accomplishment has made a history in whole life of Afghanistan government. Addition to this, national staff was supported to manage the external/donors coordination process and activate resource mobilization for number of national projects.

The M&E system is fully established and functional on central ministry and regional level for number of ongoing projects. The national staff is fully capable and engaged in close monitoring and data collection from various projects through established data collection tools and set intermediate results.

### **Ministry of Urban Development Affairs – MoUDA**

*(Total of 3 Advisors)*

- (1) Management Information Advisor
- (1) M&E Advisor
- (1) Procurement Advisor
- (1) Urban Policy Advisor
- (1) Policy and Coordination Advisor

MUDA is one of the most desirable government ministries that need CTAP technical support intensively and having serious gap/deficiency of capacity at overall agency level. CTAP has currently four international advisors in fields of MIS, M&E, Program and Coordination and Urban Policy Ministry of Urban Development was provided five technical advisors in five different areas in last two years. During the reporting year, CTAP placed advisors finalized the MIS system for MUDA and launched the pilot phase of the program. The theoretical trail had qualified the developed MIS with its all technical dimensions and institutional requirements. The system will allow MoUDA to effectively track data, of ministry's four main programs' progress, other development projects and operational activities. Moreover, it is anticipated that the system can be easily modified to capture data that are external of the ministry. To ensure the designated departmental staff members are equipped with required skills set and knowledge base, training sessions were convened. The sessions included delivery of training in areas such as: (1) enterprise automation software, (2) business information reporting tools (3) open source network and desktop operating systems. The system is expected to be formally launched in a month's time. Once launched, the system will enable the ministry to effectively and efficiently track data, produce progress and other reports for the use of ministry and other stakeholders. Overall the system will help the ministry in making sound decisions, adopt strategies and be responsive to its stakeholders. All of these are important elements in enhancing financial and administrative management as well as services delivery and mandatory requirements by MoUDA. This

is worth to mention that the developed MIS system was presented to the agency's leadership and it was highly appreciated with the commitment to officially launch it in early 2013.

In the area of M&E, CTAP TA completed and placed M&E tools and systems for overall client agency. As part of support to National Priority Program (NPPs) being the at the top agenda in the ministry, the designated TA has developed the M&E component of the NPP, the ministry is responsible for. In addition, with the view of developing ministry wide M&E systems/tools, the Ministry's Strategic Framework was reviewed. The designated department staff has also received training on basics of M&E and Project Management Cycle. In addition, Monitoring and Evaluation Advisor conducted a readiness assessment/survey for all departments and programs in MUDA. The exercise was aimed at assessing the incentives and demand for building a results-based Monitoring and Evaluation system in the Ministry; assessing the various roles and responsibilities and existing structures available to monitor urban sector development goals; and identifying capacity requirements for a results-based Monitoring and Evaluation system.

Procurement Management is yet another area of CTAP TA's intervention in MoUDA. During the reporting period, Ministry of Finance has formally authorized MoUDA to independently conduct procurement transactions. This has come about as result of introduction of sound procurement systems, tools, procedures and competent procurement staff in the ministry. This is seen as a crucial step ahead/break through that allows the ministry to avoid certain unnecessary bureaucracy which the ministry might have otherwise needed to go through, within Afghanistan Reconstruction Development Services (ARDS) doing any procurement transaction above 200,000 USD.

Undoubtedly the support of CTAP TA has largely contributed in the whole process by devising the procurement with tools, knowledge base and skill sets required to do independent procurement. Building on the achievements in the previous efforts, the Procurement Division introduced Standard Request for Quotation (RFQ) with technical support from CTAP TA. Procurement committees (for core budget, development budget and donor funded projects) were formed to oversee, review and approve procurement transactions. The establishment of committees is expected to ensure efficient, transparent and accountable procurement transactions. Moreover, on the procurement system development front, standard bidding document was introduced that will allow international competitive bidding of construction works. Development of procurement plan is yet another key highlight of the quarter. Development of a standard procurement manual is also underway

The policy and coordination advisor and urban policy advisors completed their capacity development frameworks and baseline assessments to initiate the capacity development intervention. Beside all these efforts, an institutional level assessment was conducted to match the ground realities with aimed objectives and expected deliverables on overall agency level. The upcoming capacity development process shall be based the institutional assessment conducted, that shall lead the overall development efforts towards the aimed and strategized destination.

## **Ministry of Public Works-MoPW**

*(Total of 1 Advisor)*

### **(1) Programme Development Advisor**

Review (or evaluation) of MoPW existing Strategy has been completed. Programme Directorate has submitted Draft Review Report to H. E. Minister of MoPW for his approval. Presentation of review findings for key staff members in the ministry is ready and awaiting approval from H. E. Minister for delivery. The draft plan and methodology was submitted for formulation of the New Strategy on overall client ministry level.

Training Programme on ANDS and its linkages with MoPW strategy through formal and informal methods to counterpart and key staff in Programme Department have been developed. Informal coaching and mentoring sessions for improving English Language Skills; Management, Coordination and planning skills. Additionally, all required manuals, guidelines, processes, procedures and trainings modules are completed and submitted to the directorate for their review and consideration. The placed TA extended her efforts to support the ministry in areas of program management and revision of strategic priorities by developing Strategy Framework. This effort developed the concept note outlining the current strategic reform and priorities, highlighted the current capacity gaps and steps for building ministry level long term capacity development project/s and aligning the agency's plans with execution process. Moreover CTAP Technical Advisor contributed in reporting of the Pre-Tokyo Governance Indicators for MoPW articulating MoPW's key milestones and benchmarks in order to create independent road and railway authority. And also consulted respective colleagues in preparation of NPPs papers for the Tokyo Summit identifying MoPW's plans and programme for 2015 and beyond.

CTAP TA at MoPW played a vital role in the discussion between MoPW and the Head of Development Cooperation at the Indian Embassy in Kabul. This aimed to seek technical and financial support. This was a continuation of efforts made by MoPW last year and getting financial and technical support from Indian government. The objective of this initiative was to support establishing short term and long-term capacity building initiatives for MoPW staff and transport sector work in Afghanistan.

## **Ministry of Foreign Affairs-MoFA**

*(Total of 3 Advisors)*

### **(1) Training and Development Advisor**

### **(1) Programme Development Advisor**

### **(1) Programme Management Advisor**

During the reporting year, CTAP advisors formulated structure and system for department functional analysis with the identification of department priorities and key working areas. The gap analysis process and its mapping with standard processes and desired results accomplished by CTAP placed advisors.

An in depth analysis was conducted to identify the gaps and possible options for process simplification and functions development. The analysis has resulted considerable possibilities and certain close and

possible alternative courses of action are provided to the agency senior leadership. The client department is also provided concrete results of detailed situation analysis in identification the gaps in project development and management. A detailed work plan is developed and submitted to overcome the existing situation and streamline the current gaps and constraints. To improve the efficiency and effectiveness and inter departmental coordination, inclusive mapping is being developed and Standard procedures are proposed for the purpose.

In areas of process and procedures implementation at the directorate level, coordination meetings were arranged with the relevant stakeholders. Programme/Projects follow up/tracking system has also been developed for proper monitoring and stakeholders' satisfaction.

The direct technical support of CTAP TAs enhanced the directorate's vision and streamlined the working pattern in the relevant areas. The client department now possesses a clear look of present capacity and has identified the gaps at the management and strategic level. Practical work/efforts are underway to fill the gaps and improve the directorate's efficiency for the on time accomplishment of set goals and expected results.

## **Ministry of Energy and Water-MoEW**

*(Total of 1 Advisor)*

- (1) Planning Advisor
- (1) Procurement MIS Advisor
- (1) Transmission and Distribution Advisor
- (1) Dam Design and Construction Management Advisor.

MoEW is one of the most potential and deserving agency with its high and cross cutting mandate on national level. CTAP provided total four positions to the agency. Two positions are placed in common management functions I e planning and procurement. While the remaining two positions are purely technical jobs as mentioned above.

The planning and management advisor launched a capacity building program for project managers and engineers with the close collaboration of IRD consultant placed at ministry of E&W. The program offered services in project management, construction management, Dam design, project safety and environmental awareness, professional ethics, GIS, geo technical engineering etc. The course tool six months in completion and ended in March 2012. The process also supported the program curriculum development process

CTAP placed TA also participated in Project Management Unit expansion and drafting a proposal for designing and construction of 5 dams in Afghanistan. After a serious consultation on agency level, the proposal was shared and discussed with Ministry of Finance. The proposal was shared with submitted to Asian Development Bank and is under the process of review and analysis.

Helping with daily activities of the Ministry: The nature of this involvement is dynamic and involves an array of activities regarding staff management, consultant management, design and construction monitoring, contract management etc. CTAP Planning advisor also attended and contributed in meetings with High Water Commission, donors, and conferences.

The Technical Advisor is assisting with all aspects of projects including monitoring of project schedules, reviewing of reports, modifications and progress, assessment of recovery plans, machinery, and personnel performance, attending of meeting and resolving of conflicts.

The Procurement MIS Advisor completed the initial analysis and baseline assessment at client directorate level. The system and process standardization is in process and placed advisor is actively participating in routine large procurements and recommending the appropriate way of handling the situations.

The Dam design/construction management and Transmission & Distribution Advisors have initiated their efforts and have completed the initial analysis and baseline assessments as they have joint the ministry in last quarter to year 2012.

### **Kabul Municipality-KM**

*(Total of 3 Advisors)*

(1) Geotechnical Engineering Advisor

(1) Road and Bridge Design Advisor

(1) Civil Engineer Advisor

CTAP placed three international advisors at Kabul Municipality in year 2011. The main task was to introduce, implement and manage a standardized Geotechnical Engineering, Road and Bridge Designing and Civil Engineering system at client agency level. In addition, training, coaching and mentoring of national staff on established system was the second responsibility of placed advisors at KM.

During the reporting year, CTAP advisors completed the geotechnical system with internationally recognized and implemented processes and requirements, Bridge and Road Designs system and processes with international codes and practices AND standards for Building constructions with international codes and drawings. The systems and procedures are placed and fully functional through national staff of client agency.

This is worth to mention that all geotechnical, bridge and road, and civil engineering systems are automated and practically applied to the routine work of client directorate. All maps and processes are planned, implemented and maintained through computerized system with standard/modern software.

The last but not least, all national staff is fully capable to understand the international codes, standards and requirements and actively involved in using the modern systems introduced by CTAP advisors placed at client agency. This has resulted that directorate's national staff is fully involved in coordination with stakeholders including donors I e JUCA and UNOPS.

### **Ministry of Counter Narcotics – MCN**

*(Total of 5 Advisers)*

(1) Law Enforcement Advisor

(1) Alternative Livelihood Advisor

- (1) Provincial Planning Advisor
- (1) Policy Development Advisor
- (1) Drug Demand Reduction Advisor

Ministry of counter narcotics is one of the potential and progressive agencies among all client institutions. The placed advisors have effectively contributed in the development of number of strategies and policies on national level.

CTAP advisors developed and implemented the following policies, strategies, assessments and procedures during the reporting year.

- Anti-Drug Trafficking Policy
- Drug Regulation Committee guideline
- Ministry of Counter Narcotics mandate Regulation note
- Drug Demand Reduction National Policy (DDR-NP)
- DDR-NP Implementation Plan
- DDR-NP Implementation Costing
- DDR- Monitoring Mechanism
- DDR National Treatment Guideline
- Policy Implementation Needs Assessment
- NGO Selection Criteria
- Provincial Reporting mechanism
- National Alternative Livelihood Policy
- National Drug Control Strategy
- Strategy implementation framework
- The Food Zone Concept for CN-Priority Provinces
- Food Zone Program Proposals for: Kandahar, Farah, Uruzgan, Helmand, Nangarhar, Badakhshan
- Contribution in Strategic Vision for NPP-1 and NPP-2 of the ARD Cluster
- Counter Narcotics Monitoring Mechanism
- Contributed to the Development of UNODC's Sub-Program on Alternative Development

The development, revision and finalization of National Drug Control Strategy (NDCS) and its relevant policies were at the center of focus in MCN. CTAP advisors developed implementation framework to clearly identify mechanisms and procedures to implement the strategies and policies, as well as create governance structure and coordination network to bring different managerial levels on the same platform and connect them with upper level decision makers.

National Anti-drug Trafficking policy was drafted and finalized. The mentioned policy was formally accepted and endorsed by Ministry of Finance, Ministry of Defense, Ministry of Interior, Ministry of Counter Narcotics, National Security Directorate and all other relevant agencies. TA(s), developed five year implementation plan, Regional Cooperation Policy to support regional anti-drug trafficking efforts, and a one year implementation plan including financing requirements. The implementation of this policy has produced tangible results in the last three months. A record number of drug seizure, high value

drug traffickers arrest and a number of joint operations. Under CTAP supervision, the counterpart organized three high-level law enforcement events where the minister of counter narcotics and senior law enforcement officials of all Afghan government agencies reviewed the progress of anti-drug trafficking policy

MCN, the close coordination of CTAP Advisors launched a targeted counter narcotics intervention in narcotics plagues provinces known as Food Zones Program. The food zones proposals were developed for Kandahar, Farah, Uruzgan, Nangarhar and Badakhshan.

In the continuation of this process, MCN conducted sub national level capacity assessment to measure the existing/available capacity level at provincial office to plan, manage and enforce the counter narcotics intervention and anti-drugs policies and strategies/interventions. This pilot assessment covers human resource, infrastructure and institutional realms at Sub national level. The client agency has also developed a comprehensive M&E system/mechanism to monitor the agency's and its stakeholder's performance. CTAP advisors have contributed in the development of M&E document to execute the M&E function and measure the performance of counter narcotics agencies regularly and effectively. Security and governance clusters are actively reviewed by the CTAP counterpart as part of MCN overall responsibility of creating counter narcotics monitoring mechanism. In NPP Peace and Reintegration of security cluster the issue of legal livelihood for ex-combatants who are joining the government was highlighted. On governance cluster, CTAP is involved with the local governance NPP where we focus on direct governors' performance in term of poppy eradication and public awareness.

CTAP Alternative Livelihood Advisor contributed in the process of securing funds for the MCN Food Zone Program through Alternative Livelihood Programs Department (ALPD) this resulted that two (2) MOUs were signed between MCN, USAID and US-INL to pledge their support for Kandahar Province. Meanwhile CTAP TAs mainstreamed Counter Narcotics and Alternative Livelihood pillars in NPP-1 and NPP-2 as per the recommendation of Kabul Conference (2010).

In addition, the regional cooperation policy is in process of development to bring the regional stakeholders closer and coordinate on drug trafficking and addicting issues. The policy contents are finalized by CTAP advisor and policy is expected to be shared in next two months. Beside this deep effort MCN has initiated the capacity development process to ensure the desired progress and meet the agreed deliverables. This aims to improve the productivity and effectiveness of interventions designed/implemented on national and sub national level.

## **Ministry of Education MoE**

*(Total of 5 Advisers)*

- (1) Infrastructure Planning & Management Specialist
- (1) Capacity Development Advisor for Basic Education
- (1) Grant Management Unit Advisor
- (1) National Level Decentralization Policy and Strategy Advisor
- (1) Inclusive Education Advisor

Ministry of Education (MoE) is known as one of the potential and important client agencies for CTAP. During the reporting year, five technical advisors supported it with their technical expertise. The general education directorate was linked with other relevant directorate to enhance the working relationships and unlock the doors together. This has resulted an agreement on/ initiation of joint technical formative and summative assessment system and monitoring the intra and inter directorate progress with mutual support and assistance of central EMIS/M&E departments. CTAP advisors have contributed to standardize the existing general, basic and inclusive education system through sharing the different education models and processes on regional and international level. They have enhanced the donors' relations with the client ministry through technical and standard consultation when required.

CTAP provided 2 technical advisors to Infrastructure Services Department (ISD) at MoE. The placed advisors developed, executed and completed directorate structure, standard planning and management process, Directorate staff assessment and reform, infrastructure standards and systems development, M&E systems and formats placement, infrastructure data base and education management information system and human capital development. CTAP TAs developed and executed bill of quantities and standard reporting system to parent ministry and donors. The efforts resulted 100% funds utilization in year 1390 and donors satisfaction on quality of work. All training modules developed with proper guidelines of systems and capacity development for client directorate. The placed advisors have completed all necessary trainings and on job coaching and mentoring for national counterparts to enhance their capacity on new infrastructure and management system. The Placed Advisors engaged themselves on sub national level to coach the directorate staff of implementation and usage of M&E process, tools and reporting procedures and management between central and provincial level.

In the reporting year, GMU was given two international advisors in fields of Grants Management Unit and Decentralization Policy and Strategy. GMU Advisors developed donor coordination mechanism to streamline the funding acquisition and its proper/on time utilization. This process resulted effective projects management with efficient funds flow and consumption. This enhanced the donors reporting and ministerial mandates with mutual consensus and recommendations. The national level decentralization policy is developed by CTAP advisor and approved by H E Minister of Education. The pre implementation capacity assessments are completed. The system is initiated with the procurement decentralization. This process is completed on national level and has been started on pilot basis in 17 provinces of Afghanistan. CTAP advisor has initiated the decentralization process of certification department at general education. CTAP advisors have facilitated workshops on various assessments and capacity development aspects during their contractual period at client department/agency.

The newly arrived/placed Inclusive Education Advisor has completed the initial analysis and capacity assessment at client directorate during his 4 months stay with the ministry. In addition to this, the

placed TA has initiated the intra and inter agency level coordination especially with potential donors and assisted the DG basic education in all technical and administrative affairs of the general directorate.

This is worth to mention that CTAP TAs have designed and handed over the manuals, guidelines, modules and relevant material based on the established system/s as well as the implementation plans to ensure the appropriate execution of systems and mechanisms placed at client agency level. The developed material shall work as permanent support with directorate's national staff. And shall be utilized for further training, coaching and mentoring of national and sub national staff by trained directorate's staff.

## **IDLG**

*(Total of 3 Advisers)*

- (1) Capacity Development Advisor
- (1) Public Administration Reform Advisor
- (1) Business Process and Re engineering Advisor

IDLG was one of the core and pilot agencies, received technical assistance from CTAP. CTAP mainly focused in areas such as Human Resources (HR), Capacity Building, Business Process Re-engineering and Public Administration Reform. During the reporting year, the placed TAs seriously contributed and finalized the desired policies, strategies, manuals, guidelines and procedures of HR, Business Process Re-engineering (BPR) and Public Administrative Reform (PAR). HR Management Information System (HRMIS) was developed with updated data available on national level for effective HRM activities. BPR and Public Administrative Reform processes and standards were developed and ready for execution. Capacity development efforts have been passed through a comprehensive agency level capacity development plan, capacity building trainings based on TNA and capacity assessments, establishing and maintaining stakeholders' coordination to function P&G and initiate the civil servants capacity building process. The placed advisor developed capacity development strategy, training manuals; capacity development report and ensured gender streamline support. Trainings were provided to national counterparts through pre/on job trainings, coaching, mentoring and other necessary possible practices on client directorate/agency level. Core capacity building efforts are successfully completed beside agency level work plan with the bottomless consultation of all relevant departments before its approval. CTAP placed advisors considerably contributed in stakeholders coordination (CSC) to bring the capacity development efforts in mainstream of government mandate and priorities. A capacity development report has been generated by CTAP advisor to cover all conceptual, baseline, implementation, and management of capacity development efforts practiced or expected to be practiced on client agency level.

The recent reports of Advisors placed at IDLG mentioned their close assistance to national staff in developing good management practices and improve professional management skills. A close assistance is provided to complete their annual work plan for year 2012 and enhance internal coordination with relevant departments. In addition a fruitful step is taken to coordinate with CSC to develop common understanding on capacity development. Initial meetings are conducted for the purpose. The MoU was drafted and is in process of consultation on intra and inter agency level.

## **Ministry of Rural Rehabilitation and Development – MRRD**

*(Total of 3 Advisers)*

- (1) Institutional Development Advisor
- (1) Monitoring and Evaluation Advisor
- (1) Planning Advisor
- (1) MIS Advisor
- (1) DRR Advisor

The assistance provided to the client agency is divided into two main directorates. First part of assistance was deployed at Monitoring and Evaluation Directorate, while the second part is placed in Social Protection Directorate.

The advisors placed at M&E directorate effectively contributed in the finalization of agency level M&E framework with institutional and programs level expected outcomes and indicators. The developed framework has identified the institutional level objectives, intermediate results with verifiable indicators, and the ways to accomplish the set objectives. The framework also developed a mutual understanding, joint theme and common working patterns. This has brought a fruitful coordination among all programs and intervention functional on national and sub national level. In addition, the placed advisors finalized and implemented the directorate level M&E framework to identify the directorate objectives and theme. This has brought all the programs under one umbrella and have provided single of monitoring and progress tracking mechanism. All placed programs have jointly developed an M&E manual and have agreed to follow single monitoring and coordination mechanism on overall agency level. This achievement has been considered one of the most crucial and essential accomplishments in recent history of the agency. And the contributed efforts are directly supporting the agency's strategic objectives.

On the other hand, the social protection directorate is provided two international experts. The placed advisors have completed their initial analysis and assessments as well as initiated the capacity development intervention. The client directorate has initiated coordination with relevant stakeholders and signed MoU with IMMAP to identify the roles and responsibilities of each entity in data and database management. The placed advisors delivered a presentation to the client directorate to describe its core role and proposed system, aligned with the SoW of the directorate. In addition, a capacity development process was shared to enhance the national staff capacity to work on newly established/proposed system for social protection directorate. The new social protection strategy has been developed and submitted for the review and approval of agency's leadership.

The website has been published with part of the content that was developed. This has raised awareness of the Social Protection Directorate. We were awaiting final approval of the Social Protection Directorate's new strategy to update the website with the remaining content. A system has been developed by which the staff and director will be able to request new content, have that content developed, allow the new content to be approved, and finally send the content to the web developer to update MRRD site. This will in effect ensure that, after the CTAP Advisor's departure, they will be able to update, change, and add new content to the website.

## **National Environmental Protection Agency – NEPA**

(Total of 1 Advisor)

(1) Financial Management Advisor

National Environmental Protection Agency is one of the selected clients of CTAP with limited but intensively deep and essential mandate. One Financial Management Advisor was placed at Finance and Administration Directorate in March 2012.

The period under review reported a comprehensive desk review of the existing system and consultation with the senior management to initiate the capacity development intervention. The placed advisor developed financial management database for the department with proper guidelines and training modules in local languages. The database is functional on department level to plan/budget, analyze and report the financial data to government agencies and donors. Training modules/presentations are developed on standard costing, budget monitoring and budget management with English and Dari translations. A new format for petty cash management system is introduced and functional to manage and monitor the incoming and outgoing of cash on regular basis. The placed TA is regularly providing technical support to department staff to enhance their efficiency and effectiveness on chronological basis. Various training programs such as budget management and development, budget monitoring, standard costing are conducted during this quarter as part of skill development.

The above mentioned activities resulted in generation of quality periodic reports to provide a clear picture of organizational progress in terms of budget and expenditure. This also provided an opportunity to the senior management to track the budget and expenditure on regular basis. This put a clear impact on better budget planning and helped the management to avoid the spending ratio issues on department and program level. The newly introduced system also helped to avoid the discrepancy and facilitate reconciliation with relevant institutions and enhance the staff efficiency in generation of periodic reports.

The newly introduced financial management system will result in proper programming and financial planning to execute the institutional plans. This will support the activeness and effectiveness of overall institutional planning, management and maintaining as well as streamlining its direction towards its strategic objectives and accomplishment of desired results.

## **Program Constraints and Challenges /lesson learnt**

- High turnover of TAs due to better employment opportunities and concern regarding donor fund disbursement has slowed the pace of work at different client agencies level.
- High turnover/unavailability of counterparts at some of the client agencies has negatively affected system development and transfer of skills to national staff.
- There was lack of responsiveness on part of the client agencies in terms of request and recruitment processes and addressing TAs related issues which have caused a delay in CTAP procedures.
- Engagement of TAs in day-to-day activities by client agencies/ supervisors which gear the TAs away from long term capacity development efforts.
- Lack of facilities for placed technical advisor at client agency was another challenge. These facilities included appropriate space, furniture, internet, transportation and security information.
- A Lower rate of acceptance of employment offers by candidates applying for CTAP TA's positions has been observed. This might have to do with the deteriorating security situation in the country and the comparatively lower salary package offered by CTAP.
- Low absorption capacity and limited political commitment in some client ministries/agencies.
- Lengthy and complicated civil servants recruitment process caused a serious delay in national staff availability at client agencies level.
- Restructuring process of government institutions on top, medium and first line level also detained the capacity development function initiated by CTAP advisors.

## **Recommendations**

CTAP program team has been passed through practical process of program execution and in stakeholders' coordination. The following recommendations are proposed for the future intervention of CTAP at national and sub national level.

- The program management is intended to expand the program and divert its focus towards the sub national level assistance to the client agencies. This will support the program expansion opportunity and provide the desired support to the government agencies.
- CTAP team needs to extend the monitoring and evaluation efforts from reporting against outputs and deliverables to outcomes and impact level assessments. The responsible department shall coordinate with CTAP relevant departments to ensure the placement of desired system in first six months of the year 2013.
- The capacity development department shall lead the agency level capacity assessment process and shall streamline the program efforts on planned and desired track.
- The HRM department shall enhance its efforts and shall improve the recruitment pace in next fiscal year. This shall ensure the program growth and its contribution at client agencies.