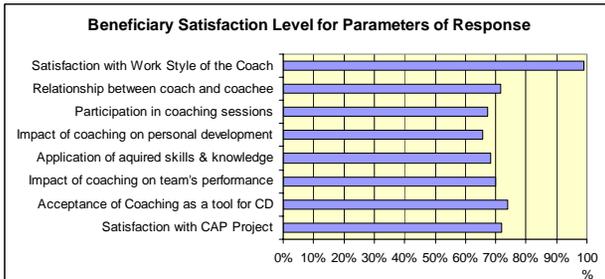


Project Impact Assessment

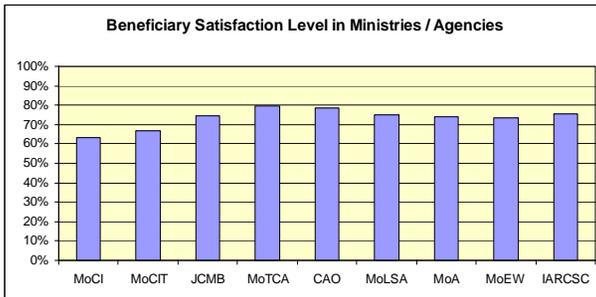
The project has put in place a performance assessment system, which can be used to partly assess the transfer of skills from the coach to the coachee, and partly to be used in the overall evaluation of the project. The first assessment and a rapid impact assessment were conducted by the CDS in March 2008. The CDS staff visited the ministries / agencies, interacted with the coachees and interviewed them seeking feedback from them about the performance of the project in their ministry / agency and their level of satisfaction with the project approach, project methodology and project impact. A brief questionnaire was designed to seek response of the coachees about their level of satisfaction on a scale of 1 to 5 in respect of a pre-defined set of 8 questions.

The responses received from the coachees were compiled for data analysis and interpretation about beneficiary satisfaction with the project. The average satisfaction level for each parameter of response is presented below:



The results show that the average satisfaction level with the project is significant (74 %). A noticeable outcome of the rapid impact assessment was the confirmation of acceptance of coaching as a tool for capacity development. The impact of coaching on team's performance, application of acquired skills and knowledge and on personal development was reported to be significant.

The beneficiary satisfaction level in ministries / agencies, where the assessment was undertaken is presented below:



The satisfaction level in all ministries / agencies ranged between 60 to 80 percent confirming the hypothesis that "coaching and mentoring", unlike traditional classroom training, proves very useful learning process that enables better retention of learning, especially if the entry level capacity is low.

Where will coaches come from?

Coach/advisors will be drawn from a variety of sources:

- South-south cooperation within the region – countries with established civil services
- Training institutes in the region
- Afghan diaspora – trained Afghan professionals with relevant skills and attributes
- Current Afghan public service employees who demonstrate a potential to help build up peers
- Afghan private sector coaching and advisory services

What coaches can do

What Coaches Can Do

- Work with counterpart staff on a one to one basis to build sustainable capacity
- Help build up systems and procedures and coach staff to use them
- Trainer & Teacher Development through Coaching – Build sustainable capacity
- Supplement training effort with on the job follow up coaching

What a coach/advisor will not do

What a Coach/Advisor Will NOT Do:

- × Perform a line function
- × Emphasis is on capacity building Not capacity replacement

Contact:

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www.afghanexperts.gov.af



Capacity for the Afghan Public Service (CAP)

Supporting Sustainable Capacity Development in the Afghan Public Service

Capacity Development Secretariat (CDS)
 Independent Administrative Reform and Civil Service Commission (IARCSC)
 and
 United Nations Development Program (UNDP)

www.afghanexperts.gov.af

Background

The legacy of twenty-five years of conflict in Afghanistan is a collapsed administrative apparatus and a severe lack of capacity in the public service and most other sectors of the society. There is a critical need to develop the capacity in the public service: the CAP project is designed to address this issue.

Capacity Development

Capacity is the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner. **Capacity Development (CD)** is thereby the process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. UNDP is working in 166 countries to help develop the capacities required to achieve the Millennium Development Goals (MDGs).

Project approach

The CAP project will use coaching and advisory services as a major tool to strengthen the core functions of the Government in areas such as project formulation, implementation, management and service delivery, and to strengthen leadership and policy making skills.

CAP will help the Capacity Development Secretariat (CDS) develop a roster of local and regional coaches and advisors who will be available to serve the Government. It will recruit, orient and deploy coaches from countries in the region and from within Afghanistan's public and private sectors to increase the Government's performance at national and sub-national levels.

The project will also increase the capacity of the CDS of the IARCSC and help the Secretariat implement a program to build coaching and advisory skills throughout the government.

Project Brief

| | |
|--|--|
| Duration | January 2007 – June 2009 |
| Implementing Partners / Responsible parties | UNDP and Capacity Development Secretariat (CDS), IARCSC |
| Donors | Canadian International Development Assistance, Government of India, UNDP |

Why coaching

Unlike traditional classroom training, as noted above, coaching is an "on-the-job" learning process in which a coach/advisor accompanies a counterpart in regular work activities and helps the recipient better understand and address the matters at hand. Learning is directly applied to resolve daily issues in the workplace: It is tailor-made for situations as they arise, which increases retention of new ways of operating, especially if entry-level capacity is relatively low.

Coaching is particularly useful for jobs that require dealing with a wide variety of situations which have high levels of ambiguity – factors which are typical of public management. It is well suited to circumstances in which guided practice is important.

CAP service lines

CAP has three major lines of service:

- Coaching and advisory services
- Basic Management & Administration Services
- Developing a supply of Afghan capacity builders

Coaching and Advisory Services

Coaching is a relatively new and effective means of establishing a relationship between a coach/advisor and a counterpart or recipient, and helping to increase their problem-solving and program implementation skills. While there is some element of education and skill transfer in coaching, it is not the same as training which has an overt skill transfer dimension – it focuses more on helping counterparts clarify their thinking and problem solving skills and applying them to the situations they are working with. Advisory services augment coaching by providing inputs in addition to coaching – they bring subject matter expertise into the relationship and help recipients increase their knowledge and ability to carry out their duties. When coaching and advisory skills are combined in effective relationships there is a marked increase in counterparts' performance.

Basic Management and Administration Services

This service line provides coaching and advisory services for basic management and administration to middle managers and to the more basic needs in the provinces. The focus is on work planning, improving service delivery, expenditure management, communication with staff and other basic skills.

Afghan Capacity Builders

To foster sustainability of CAP's services the project will support the formation of a supply of Afghan capacity development workers who can provide services to government and other organizations across the country. These Afghan coaches and advisors will be from within the public service and the private sector – they will be assisted to increase their capacity development skills and to make these available to organizations needing these resources.

Management arrangement

The CAP project is managed by the CDS that also manages the Afghan Expatriate Program (AEP), the Lateral Entry Program (LEP) and the Management Capacity Program (MCP). This Joint Secretariat provides economies of scale and effective synergies through a common management structure.



"Many experts have come to our ministry under the TA and consultancy projects and programs. Their reports are long on theory but of little practical value. And this is where I feel that the CAP approach is a qualitative way forward and as it addresses the need of the hour by trying to

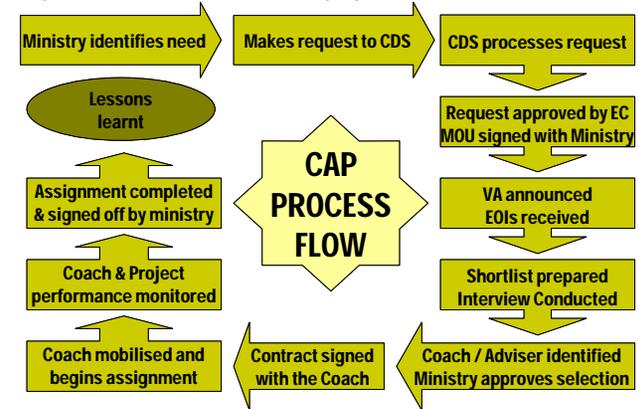
develop capacity of the civil servants through hands on work experience which is useful and meaningful way of developing capacity in a traditional society like ours. In the long run it would create sustainable capacity in the Civil Servants and national ownership of development process in Afghanistan.

**- Eng. Raz Mohammad Alami
Deputy Minister (Technical), MoTCA**

CAP Operational Model

CAP is a demand-led initiative, responding to the Government's priorities for Capacity Development.

Once a need for coaching / advisory services is identified and the Ministry makes a request to the CDS, the request is processed and approved and an MOU is established between the Ministry and the IARCSC. A Coach is identified following applicable procurement process and the selection is approved by the Ministry and the Executive Committee in IARCSC. Assistance is provided in establishing a work plan and there is close monitoring of the performance of the coach and the project in recipient ministry through the terms of the agreement. Lessons learned from each coaching assignment are fed back into operations to improve the effectiveness of the project.



Pre-requisites for getting a coach/advisor

An organization seeking assistance from CAP will need to ensure the following:

- Senior management involvement and commitment to support a coaching/advisory relationship
- Clear identification of counterparts whose capacity needs to be developed
- Counterparts have been involved in planning their capacity development program and agree with the application for coaching services
- Basic support facilities are available to enable a coach/advisor to work – office space and equipment, local transport, internet, etc.



".....though consistent efforts are being made to develop capacity by several organizations; coaching process under CAP project has immensely helped me to understand the importance of merit based recruitment in a professional civil service and its role in governance, human development and efficient delivery of service to citizens. I am increasingly feeling confident in discharging my functions as Commissioner....."

**- Mrs. Ghotai Khawry, Commissioner,
Independent Appointments Board, IARCSC**