



Outcome of the Conference on Public Sector Capacity Development Assistance in Afghanistan



1st and 2nd April 2009
Kabul, Afghanistan

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Capacity Development in the context of Afghanistan

The legacy of 25 years of war and conflict has left Afghanistan with a collapsed administrative system and a very small pool of skilled Afghans. Although the government system is considered resilient in terms of its basic structure, practices and procedures, it is seriously depleted of human and material resources. More than 90% of civil servants only have high school diplomas and 60% of civil servants are due to retire in the next 5-10 years. Many new recruits will have to be found from a pool of young Afghans, whose level of education and capacity is very low. The Afghan government and the Joint Coordination and Monitoring Board (JCMB) have underlined the inadequate capacity of the Afghan government institutions at all levels as a major challenge to the Afghan reconstruction process. Several international conferences from Paris to Berlin and Tokyo have emphasized insufficient government capacity as a key challenge to achieve the goals of the Afghanistan National Development Strategy (ANDS) and the Afghanistan Compact.

Despite the continued efforts to enhance the capacity of the Afghan public sector, capacity development interventions at both the national and sub-national level remains too piecemeal and uncoordinated and capacity development initiatives at the sub-national level, particular in less secure provinces, remain highly insufficient. Moreover, the approach to capacity development in Afghanistan has so far been heavily dependent on international technical assistance, with international short term assistants in many cases performing line functions and leaving very little lasting capacity behind once they leave. Past experiences in capacity development in Afghanistan has led to a growing sense among development partners that new, more innovative and more context sensitive avenues have to be sought to make the capacity development interventions more attuned to the Afghan context, more sustainable in the long run and more cost effective, targeted, coordinated and government-led and owned.

If human development is the 'what' of our joint efforts in Afghanistan, then capacity development should be the 'how'. The approach to capacity development should be to take the existing base of capacities as the starting point for capacity development and support national efforts to extend and retain capacity at both the institutional, organizational and individual level, building on nationally determined priorities, policies and desired results. Capacity development is a process that needs to be continuously adapted and tailored to the specific situation.

The conference on Public Sector Capacity Development held in Kabul, Afghanistan, from April 1 -2 therefore represented a much needed opportunity to debate how to tailor future joint efforts in capacity development to the specific Afghan context and needs.

The Conference on Public Sector Capacity Development in Afghanistan – Learning From the Past, Planning for the Future

To respond to the urgent need to enhance the capacity of particularly the Afghan civil service through directed interventions at both the institutional, organization and individual level, to ensure improved and more equitable service delivery to the Afghan people across Afghanistan, the Independent Administrative Reform & Civil Service Commission (IARCSC) for Afghanistan and the United Nations Development Programme (UNDP) in Afghanistan organized a two-day conference on April 1 - 2 2009 to facilitate a discussion amongst the key national and international stakeholders engaged in capacity development assistance to the public sector in Afghanistan and reflect on achievements to date and recommendations for the future, based on an identification of current challenges and needs, as well as good practices. The main objective was for the recommendations coming out the conference to shed light on the preferred design of future capacity development efforts and coordination.

UNDP Afghanistan has over the past years worked in close partnership with the government of Afghanistan, and in particular the IARCSC, in the efforts to build a capable and effective Afghan public sector. Towards this end, UNDP has continuously collaborated with and supported the IARCSC at both the central and sub-national level through three UNDP supported projects: the Civil Service Leadership Development (CSLD) project, the Capacity for the Afghan Public Service (CAP) project and the Afghanistan Sub-national Governance Programme (ASGP). Capacity development continues to be one of UNDP's key cooperate priorities and the main focus of UNDP's support has been to enable IARCSC to achieve its mandate of leading, regulating, reforming, formulating and implementing policies for public administration reform and to ensure that the capacity building efforts are carried out under government leadership and ownership and based on genuine needs and priorities.



The conference saw the participation of key government partners, donors, NGOs, the UNDP regional office in Bangkok and UNDP projects and Country Office. The conference was opened by Dr. Ahmad Mushahid, the Chairman of IARCSC, His Excellency, Mr. Mohammad Jalil Shams, the Minister of Economy, Mr. Bo Asplund, Deputy Special Representative of the Secretary-General, United Nations Resident/Humanitarian Coordinator and the UNDP Resident Representative and Mr. Manoj Basnyat, the Country Director of the UNDP Afghanistan Country Office.

Government Coordination and Ownership the Foundation for Successful Public Sector Capacity Development

Capacity development as a harmonized intervention in the areas of structure, staff capacity and system improvement of an organization can build an enabling environment in the public sector to increase the

likelihood of efficient and effective service delivery. However, interventions are unlikely to be successful unless they are based on continuous assessment and adjustment and, especially, effective coordination. Despite this, capacity building efforts in Afghanistan has generally seen a lack of coordination and a significant duplication of efforts among the different capacity building programmes. The Afghan Inter-Ministerial Commission on Capacity Development (ICCD) under the chairmanship of the Ministry of Economy was set up recently to provide a forum for government led coordination, with the twin objectives of ensuring that different programmes are aligned to the needs of the Government and guaranteeing that effective coordination between the donor agencies and the Government takes place.

Of particular priority is to make sure that more effective coordination takes place to standardize the methods and curriculum of capacity development in the five functional areas of HR Management, Procurement, Policy Development, Project Management and Financial Management. Simultaneously, the government must play a leading role in prioritizing its needs in terms of capacity development.

The conference contributed towards the realization of these priorities by providing an arena to elaborate on the strategies for how to realize this vision. Some of the important strategies highlighted were the need to enhance the 'Change Management' capabilities of public organizations, capacity development in the five common functional areas as identified by the Government of Afghanistan, introduction of modern management principles and improvement in existing systems and procedures.

The major programme interventions, which can be used as platforms to implement the strategies, are many. At the sub-national level and the national level through IARCSC and the Independent Directorate for Local Governance (IDLG), ASGP continues to play a major part in enabling government institutions to undertake the mandates assigned to them, through support to the development of national policies, laws and regulation, work processes and the capacity of individual civil servants. Moreover, Reform and Implementation Management Units (RIMU) have been established within several ministries and CSLD and CAP continue to provide basic competency trainings to ministerial staff and leadership competency training for senior staff. Moreover, the Afghan Expatriate Program (AEP), the Lateral Entry Program (LEP) and the Management Capacity Program (MCP) all continue to be funded through the World Bank Afghanistan Reconstruction Trust Fund (ARTF). Under the MCP senior and upper middle level civil servants are hired to perform core functions of the government.

The Capacity Development Secretariat (CDS) of the IARCSC provides direction to the capacity development process and has as its key objective the development and reinforcement of systems and procedures in public service management through a process of executive research; recruitment; selection, M&E/ performance management of the appointees; reporting, communication and outreach; and administrative and financial management of the programs.

Support to Public Sector Capacity Development and Lessons Learned

The CAP project is operated jointly by the CDS and UNDP. The project, which began in January 2007, is funded by the Governments of Canada and India and the UNDP. Among the significant outputs of this project are the provision of coaching and advisory services to different line ministries, in order to strengthen the five common functions of the government and provide basic management and administration services at the sub-national level. The project has also focused on developing local coaches for use at the national and sub-national level and developing the capacity of the CDS staff. In the course of the project coaching has proven an effective tool to build and develop capacities of Afghan civil servants because it is a flexible methodology, which enables better retention of learning and provides constant guidance for accomplishing assigned tasks. The CAP Project has since its initiation trained 608 (including 109 female) staff members in different ministries and also done a baseline

capacity assessment of their clients or Principal Coachees to enable measurement of the impact of the project.

Some of the requirements for effective service delivery are availability of qualified staff, frequent trainings, technical assistance, availability of equipment and other infrastructure, existence of legal framework, systems and guidelines and a rationalized organizational structure. Above all, the conference emphasized that to ensure effective implementation of capacity development programmes at the provincial level there is a need for adequate financial resources. Lack of necessary financial resources at the provincial level continuous to be a serious constraint in Afghanistan and has a significant negative impact on the GoA's ability to deliver public services at the sub-national level. These initiatives include monitoring and evaluation at the process of public administration reform and increasing the number of provincial appointments in all provinces through the provision of 34 provincial liaison officers.

The conference saw examples of initiatives supporting the capacity development process in Afghanistan, including at the sub-national level, and lessons learned throughout their implementation. ASGP, carried out in partnership with the IDLG and IARCSC has in particular identified the need for government ownership, having sub projects implemented through government agencies, the benefits of extensive use of pilots and peer learning between sub-national government entities and the need for a holistic approach to capacity development.

The CSLD project, which began in May 2005 to support the implementation of the leadership development strategy of the Government of Afghanistan, has designed and implemented 3 streams of training and coaching programmes: the Top Leadership Programme (TLP), the Senior Leadership Programme (SLP) and the Emergent Leadership Programme (ELP). In addition, the CSLD also manages the Senior Leadership Capacity Development Programme (SLCDP), which has been designed to support the implementation of the Pay & Grading System. CSLD focuses on building capacity of grade 1 & 2 position holders in the government machinery and has been under implementation since August 2008.

Since 2006, the CSLD training programmes have trained 610 civil servants and will continue to assist in the implementation of the new strategic plan of the Afghanistan Civil Service Institute (ACSI), finalization of the adaptation, standardization and testing of training module, establishment of an institute library and documentation center, and the design, testing and implementation of an e-Learning system.

ACSI conducts a wide variety of programmes, research and training of trainers, and supports Provincial Training Centers. In the future it is anticipated that the ACSI will enhance its own capacity to be able formulate a training policy for the entire public sector and put in place the institutional arrangements to ensure the fulfillment of the ANDS target of training each member of the workforce at least once every two years. The conference recommended that ACSI should coordinate with the Ministry of Education and award formal accredited diplomas instead of certificates. There may also be some advantages in linking with prominent private sector training institutions. Also, the training manuals developed by the ACSI should involve the contributions of academia for materials

The current aim of the ACSI is to make ACSI staff competent in their functional areas, with the assistance of the UNDP CSLD project team. A main focus will be to meet the competence requirement for different pay and grading levels. To further support the capacity development process in Afghanistan, it would be a benefit to simultaneously address weaknesses in the Afghan institutions of higher education, so new employees have a fundamental understanding of practices and principles before attending ACSI training courses. A suggestion would be for university students to spend 4.5 month internships at the ACSI for more practical "hands-on" learning.

The focus of the European Commission towards capacity development in Afghanistan has primarily been its support to the reform process, which has concentrated on three focal areas: Rural Development, Governance and Health. In the field of capacity development, EC has supported the Priority Restructuring and Reform (PRR) process and now supports the RIMU in the Ministry of Public Health and Ministry of Justice. It also supports the IARCSC in training for human resources staff and the pay grading reform process. It has in the past also supported the Placement of Afghan Expatriate Professional from EU countries (PAEPEU) programme. Further, EC is a major donor to ASGP and also provides support to the Provincial Reconstruction Teams.

USAID has been working at both the national and sub-national level to develop core competencies in the field of strategic policy and planning, financial management, organizational development & process improvement and procurement and contracting. The programme does an initial baseline assessment of the target institution and then provides short term trainings supplemented by on-the-job trainings in core areas. Standardized tools are used in the process along with constant result monitoring and tracking. The programme has had substantial positive effects in the form of better management & administration, increased efficiency, higher levels of professionalism, accountability and transparency. Some of the challenges faced by the programme are the resistance to change on part of the government counterpart staff, salary discrepancies, severe shortage of staff at the provincial level, conflict between demands for performing line function versus skill transfer to staff.

Coaching and Mentoring - the Innovative Approach of the UNDP CAP Project

One of the most effective forms of training has increasingly proved to be one to one training between a coach and a coachee, as it provides for a close and flexible relationship and enables learning events to be specifically tailored to the learning needs of the coachee. Coaching has the benefit of increasing the capacity and experience of the coachee through planned tasks and continuous appraisal, advice and counseling.

The Capacity for the Afghan Public service (CAP) project is among the many initiatives undertaken by UNDP and other partners towards increased capacity within the Afghan public sector and represents a very different way of developing capacity. The project has used coaching to strengthen core functions of government partners and advisory services to strengthen leadership and policy making skills. Coaching and advising are often inter-twined in a post conflict country context, with coaching concentrating on long-term capacity building and development, while advising assists senior management in handling day-to-day situations while at the same time building trust with the ministry staff. The advising function creates an 'enabling environment' which facilitates the coaching function and the coaching and advising approach enables the ministry and its civil servants to better deliver public services. Coaching is thus not intended to replace capacity through international and national technical assistance but contributes to capacity building and development.

The CAP project has worked in partnership with ministries in the preparation of a detailed coaching plan for the civil servants of the ministry. Full ownership of the capacity development plan by the directorate and creation of a project implementation working group were used as mechanisms to ensure that the plan was successfully implemented. The timeframe of individual coaches should be at least for one full year based upon lessons learned from the ministry. The CAP coaches have made significant contributions, but have expressed the concern that other capacity development projects in the ministries are not coordinated and seem not to the same degree to be able to transfer knowledge and build capacity. A proposal by the coaches was therefore for the methodology of the CAP project should be applied in these interventions to ensure better transfer of capacity. The relationship and trust formed

with the coachees helped the ministries in building and developing capacity in the field of the identified common functions of the civil service: policy and strategy development, procurement, human resource management and project management skills.

The main challenges which has been identified by the CAP project in the coaching process, are to build a productive relationship with counterparts, the differences in skill and knowledge level among the staff; operational challenges such as lack of motivation due to low salaries, lack of standard operating procedures as the foundation for coaching and the expectation of senior management that coaching can lead to quick results and the tendency to hand over line functions to the international coaches.

CAP has furthermore developed a gender mainstreaming strategy, focusing on empowering female civil servants by developing their capacity, developing gender sensitivity at the organizational level and facilitating gender mainstreaming in ministries/agencies through organization of workshops and seminars. To ensure effective implementation of the strategy, synergies are being built with other agencies working within these areas on similar objectives. The strategy is intended to be mainstreamed into CAP coaching approaches, but the challenges facing gender mainstreaming continuous to be a lack of interest amongst government counterparts and the inadequate presence of women in the higher echelons of bureaucracy.

At the 'enabling environment' level, the project has led to the creation of a pool of competent national coaches which is a key part of ensuring the long-term sustainability of the project. At the 'enabling/institutional level' CAP has assisted to develop a pool of trained officials in the different ministries and coaching to develop new systems and procedures and civil service reforms through PRR. Finally, at the 'Individual level' it has led to the personal and professional development of the coachees and helped them emerge as change agents in the country.

Capacity Development towards State Building in Conflict and Post-Conflict Countries

Despite decades of experience in capacity development, serious challenges remain in design and implementation of strategies in particular post-conflict countries. Ms. Dipa Bagai from the UNDP regional office cited the example of Timor-Leste on the failure of capacity development efforts as international advisors acted as subject specialists and did not transfer their knowledge and capacity. Most of the advisors were from very different cultural backgrounds than their Timor Leste context and that of their government partners, and the impact of this was not sufficiently realized or approached. Based on the lessons learned, the interventions in Timor Leste changed towards an approach based on coaching and mentoring similar to the one used in Afghanistan under particularly the CAP project. In Afghanistan a substantial number of advisors are sourced from the region, which counters many issues arising from lack of cultural and context knowledge and also goes some way towards overcoming language barriers.

A principal concern when designing interventions is the 'sequencing of responses'. All efforts should simultaneously acknowledge and incorporate the paramount importance simultaneously meeting immediate needs and focusing on the long term. Technical assistance approaches applied in Afghanistan particularly in the first year after the fall of Taliban focused on ensuring the functioning of the government and the assurance that, policies were made and activities undertaken and concluded. However, the approach was not sufficiently attuned to long term needs of sustainable knowledge transfer and capacity development to allow for the Afghan public sector to itself develop, implement and lead these tasks.

Of paramount importance in capacity development is the need to distinguish between technical and functional capacities and to afford equal attention to both, as they are equally vital and interdependent. Efforts should be made to develop both job specific 'technical capacity' and 'functional capacity', which are cross cutting capabilities relevant to all civil servants independent of their area of work, such as the ability to formulate policies and legislations and engage stakeholders in meaningful dialogue. To ensure the success of interventions there is a need to have dialogue between stakeholders, engage the top-leadership of the country and to guarantee accountability mechanisms to ensure better service delivery.

Capacity development is an enormous and long term undertaking and visible results may take long to appear. Maintaining the focus on capacity development efforts as the foundation for all other efforts to be successful is therefore often difficult. In most post-conflict situations development assistance follows a three track scenario: urgent needs (6 months to 5 years), critical needs (1 year to 10 years) and essential needs (3 years to 20 years and beyond). To successfully turn around a country and ensure a lasting transition from conflict to stability and development it is essential that donors commit their resources for the long term.

The future of Afghan Capacity Development - Recommendations on a Way Forward

The conference provided an opportunity for all stakeholders involved in the field of capacity development to discuss the entire range of issues pertaining to capacity development in Afghanistan. Specific recommendations were made on the way forward for a comprehensive capacity development programme for the Afghan public sector.

1. Strategic coordination

A central body, the ICCD, has been set up at the Ministry of Economy to increase the level of coordination between the donor agencies and the Government. The effectiveness of the ICCD should be increased to the fullest extent possible. All ministries and donor agencies need to cooperate with the ICCD and inform it of all their activities. This will enable ICCD to form a pool of 'good practices' which can then be replicated by other programmes. Synergies between different capacity building programmes need to be encouraged and unnecessary duplication avoided. Once a particular programme is initiated, information about it should be well disseminated in the ministries. A unified approach should be followed by all international agencies if monetary incentives are to be provided to their staff. Roles of key agencies (ICCD, IARCSC, ACSI) and other stakeholders in terms of coordination and defining sector strategies should be clarified. Proper Needs Assessment by Recipient Agencies: The Public sector should ascertain their requirements before initiating any project relating to capacity development in their organizations. They should set their own priorities as per the service delivery required of them. All capacity development projects should therefore be 'demand driven' rather than be 'suggested' by donor agencies.

2. Organizational Structure and Methodology

The coaching methodology has shown good results for the government officials and has emerged as a good example of South-South cooperation. It is effective, flexible, allows for better retention of knowledge and capacity and provides ministry staff with constant guidance. While the main focus should be on coaching, there is scope for coaches to also provide advisory functions. As far as possible coaches should share the same cultural background as the civil servants they have to coach. Qualified members of the Afghan Diasporas should also be encouraged to provide their services. Mechanisms to retain and benefit from national coaches need to be devised and implemented. Some of the suggestions were to use coaches effectively

by restricting them to coaching only, ensure frequent interaction between the government and civil society, NGOs and Private Sector to seek their feedback and advices; conducting public awareness programmes; realigning the capacity development programme with ICCD for increased effectiveness; giving due importance to gender mainstreaming in all capacity development programmes; expanding the outreach of ASCI; introducing non-monetary incentives in capacity development programmes and emphasis on accountability to ensure efficient and effective capacity development in the country. There is an urgent need for harmonized interventions on the creation of similar organizational structures, staff capacity and system improvement. The curricula for the five common functional areas of Human Resource Management, Procurement, Policy Development, Project Management and Financial Management needs to be standardized on an urgent basis to ensure that the same subject matter is taught across all programmes to the civil servants.

3. Sub-National Capacity Development

The extension of capacity development efforts to the sub-national level is a top priority area. Service delivery needs to be improved at the Provincial/ District level and adequate support should be provided to enable funding for programmes to increase the capacity of the civil servants at the sub-national level. The Ghor model, whereby high school graduates join the government offices in the provinces for a certain period as apprentices, and the ASGP internship model of ASGP should be examined and if possible and relevant, replicated in other provinces.

4. Measuring results

Measurement of Results in Capacity Development for the Civil Service should be undertaken at three levels (Individual, Organizational, and Overall Environment). At individual level indicators are as follows: Internal and external evaluations and self assessment, time spent by an individual on performing his/her duties, measurement of an official's output, measurement of personal development over time, measurement of knowledge, measurement of levels of responsibility. At organizational Level Indicators are as follows: measurement of financial performance of an organization (Budget utilization, accuracy of budget estimates etc.), success in delivery of core services (number of beneficiaries, Ease of service etc.), promptness in response in emergent situations, HR development of the organization, existence of well defined Mission and Vision statement, number of Programmes developed according to Mission/Vision Statement and number of procedural manuals used. At environmental level indicators are as follows: policies are in existence for the organization, level of communication between external stakeholders, level of resources, level of responsiveness, and number of standards in place.

5. Gender Mainstreaming

Given the potential of women to contribute to the nation's development gender mainstreaming must continue to be a priority. The CAP project has had some success in its gender mainstreaming efforts primarily because its coaches have enhanced the credibility and discussed the issue with their coachees. It is also recognized that women face unique and significant challenges in the civil service. Efforts to build and develop their self confidence create large dividends and coaching is ideally suited for this task.

After the two days of lively debates and presentations conference concluded and provided recommendations for a way forward. The recommendations will feed into a new comprehensive capacity development programme.



Appendix2: Conference Agenda



Conference on Public Sector Capacity Development Assistance in Afghanistan

Agenda

Date: 1st and 2nd April 2009

Venue: Serena Hotel – Kabul

Session	Time	Discussion Theme	Speakers and Moderators
DAY 1		Wednesday 1st April 2009	
Opening of the conference	8:30 – 9:30	Facilitator Recitation of the Holy Quran Opening remarks of IARCSC Opening remarks of UNDP Remarks of UNAMA Special remarks of the Ministry of Economy	Ms. Homa Sorouri, Programme Officer, UNDP Mr. Hashmat Hijran Dr. Ahmad Mushahid, Chairman, Independent Administrative Reform and Civil Service Commission (IARCSC) Mr. Manoj Basnyat, Country Director, United Nations Development Programme (UNDP) Mr. Bo Asplund, Deputy Special Representative of the Secretary-General, United Nations Resident/Humanitarian Coordinator & UNDP Resident Representative, Afghanistan H.E. Mohammad Jalil Shams, Minister of Economy
Session 1: GOA Capacity Development strategy and plan	9:30-10:15	The Government strategy on capacity development Discussions	Speakers: Professor Abdul Wassay Haqiqi, Senior Advisor to the Minister of Economy Mr. Zabiullah Sawayz, Director General, the Administrative Reform Secretariat, IARCSC
Tea & coffee break	10:15 –10:30		

Session	Time	Discussion Theme	Speakers and Moderators
Session 2: UNDP support to the Government in Public Sector Capacity Development	10:30 - 11:45	Capacity Development in the ministries and agencies at the central and sub-national level	Moderator: Mr. Sharad Singh, CAP Coach, UNDP Speakers: Mr. Rohullah Osmani, Director, Capacity Development Secretariat (CDS), IARCSC Mr. Raj Kamal, Project Manager, Capacity for Afghan Public service (CAP) Mr. Abdurahman Rasikh, Provincial Affairs Department (PAD), IARCSC Ms. Amita Gill, Project Management Specialist, Afghanistan Sub-national Governance Programme (ASGP)
Session 3: Coaching and Mentoring in Government ministries and agencies	11:45- 12: 30	Overview of Coaching and Mentoring in Government ministries and agencies and experience sharing by Government counterparts Discussions	Moderator: Ms. Sofia Dahiya, Coach for Capacity Development, CAP Speakers: Eng. Raz Mohammad Alami, Deputy Minister (Technical and Operations), MoTCA Mohammad Zaher Ghause, Deputy Minister for Youth Affairs, MoICY Eng. A Waquil Shirgul, Deputy Minister (Administration), MoCIT Mr. Abdul Kabir Farzam, Provincial Director, Kabul Province, MAIL
Lunch Lunch will be provided by the Conference	12:30 – 13:30		
Session 4 : Achievements and lessons learned in coaching and mentoring	13:30- 15:00	Coaching and Mentoring for Capacity Development in Afghanistan: Insight from CAP Coaches Challenges in Coaching Mixing Advising and Coaching Achievements and Lessons Learned The Coaching Model and Gender Mainstreaming Discussions	Moderator: Ms. Sofia Dahiya, Coach for Capacity Development, CAP Panel members: CAP International & National Coaches and ministry counterparts
Session 5: Experience in leadership training and	15:00– 15:45	IARCSC brief on Civil Service Leadership Strategy Experience sharing by	Moderator: Mr. Kumlachew Aberra, Project Manager, Civil Service Leadership Development (CSLD)

Session	Time	Discussion Theme	Speakers and Moderators
Institutional Capacity building		CSLD training participants Discussions	Speakers: Dr. Wali Hamidzada, Director General, Management Department, IARCSC Participants of leadership training programmes
Tea & coffee break	15:45 – 16:00		
Session 6: Capacity Development for State Building in conflict and post conflict countries	16:00-17:00	Lessons and principles for Afghanistan Discussions	Speaker: Ms. Dipa Bagai, Capacity Development Team Leader, UNDP Regional Center, Bangkok
DAY 2	Thursday 2nd April 2009		
Session 1: Capacity development in Afghanistan: Challenges and opportunities	9:00 – 10:00	Learning from other Capacity Development initiatives Discussions	Moderator: Dr. Dmitry Pozhidaev, Institutional & Management Advisor, ASGP Speakers: Mr. Rohullah Osmani, Director, CDS, IARCSC Mr. Erik Pacific, Program Officer, Capacity Development, USAID Mr. Anton Stemberger, European Commission (EC)
Tea & coffee break	10:00 – 10:15		
Session 2: Designing the future Capacity Development Phase	10:15–12:30	Working groups of donors and government Presentations and Discussions	Moderators: Ms Rahela Sediqi, Senior Advisor to IARCSC Chairman Ms. Ghutai Khawri, Civil Service Appointments Board Commissioner Ms. Mithulina Chatterjee, Assistant Country Director, Local Governance and Administration Cluster, UNDP
Lunch Lunch will be provided by the Conference	12:30-13:30		
Session3: Recommendation on the way forward	13:30–14:15	Presentation of recommendation for ways forward	Presenters: Professor Abdul Wassay Haqiqi, Senior Advisor to the Minister of Economy Mr. Mark Ward, Special Advisor on Development to the Special Representative of Secretary-General, UNAMA Ms. Dipa Bagai, Capacity Development Team Leader, UNDP Regional Center, Bangkok

Session	Time	Discussion Theme	Speakers and Moderators
Session 4: Wrap up	14:15– 14:30	Closing remarks	Dr. Ahmad Mushahid, Chairman, IARCSC Mr. Manoj Basnyat, Country Director, UNDP

Market Place: Exhibition of Capacity Development products, training manuals, brochures, photos throughout the Conference.

Abbreviations: Ministry of Transport and Civil Aviation (MoTCA) - Ministry of Information, Culture and Youth Affairs (MoICY)
Ministry of Communication and IT (MoCIT) - Ministry of Agriculture, Irrigation and Livestock (MAIL)