

GOVERNMENT OF THE ISLAMIC REPUBLIC OF AFGHANISTAN



**INDEPENDENT ADMINISTRATIVE REFORM
AND CIVIL SERVICE COMMISSION**

MANAGEMENT CAPACITY PROGRAMME

**PROGRAMME IMPLEMENTATION MANUAL
VOLUME 1**

REVISED 25 MAY 2009

Contents

	<u>page</u>
List of MCP forms annexed	3
Scope of the manual	4
Glossary	4
Introduction	5
Background	5
Programme scope and development objectives	5
Securing requests from user bodies	7
Eligibility criteria	8
Memorandum of understanding	9
Recruitment	10
Outreach	10
Processing of applications	11
Selection	12
Preparation of a long list	12
Preparation of a short list	12
Avoidance of lobbying	14
Selection panels	14
Written test	15
Interviews	15
Ranking of the candidates	17
References	18
Negotiation of salary	18
System failure	19
Re-cycling of candidates	19
Contracting	19
Form of contract and provisions for termination	19
Salary	20
Documents to be submitted	21
Leave	23
Orientation, Support and Monitoring of Appointees	23

Available as separate volumes are

Annexes to MCP Implementation Manual

Flow Diagrams accompanying MCP Implementation Manual

List of MCP Forms

1. Arrangements for a MCP Steering Committee
2. Form of request to CDS from a user body seeking a MCP appointee
3. Template for an MCP job description
4. Memorandum of understanding between CDS and a user body
5. Information package to be made available to potential applicants
6. Application form to be used by all applicants for an MCP position
7. Spare
8. Inquiry addressed to a candidate asking if he/she wishes to be considered
9. Preparation of long list of candidates
10. Preparation of short list of candidates
11. Advice and instructions to candidates on the short list
12. A "No interest" statement for use by members of a selection panel
13. Template for suggested questions to be posed by selection panel
14. Interview score sheet for use by members of a selection panel
15. Written tests score sheet
16. Collation of scores and ranking by selection panel
17. Record of Negotiation on Salary
18. Minutes of a Review Meeting with a User Body
19. Request for a reference on a candidate
20. Reference form (may be used also for telephone interviews with referees)
21. Form of Contract for MCP Appointees
- 21B Appointees' Reporting Obligation and Administrative Provisions
- 21E Compensation, Leave Entitlement and Hours of Work
22. Letter to a candidate following unsuccessful participation in a selection
23. Notification by an MCP appointee of taking up an appointment
24. Monthly time sheet to be submitted by an MCP appointee
25. Quarterly progress report by an MCP appointee
- 25A First quarterly report by an appointee and performance review for confirmation of contract
26. Feedback on the Performance of an MCP appointee
27. Three month performance review for an MCP appointee
28. Format for end of assignment report by MCP appointee
29. Leaving certificate for an MCP appointee, parts 1 & 2
30. Guidelines for MCP Appointees
31. Format for a Work Plan
- 31A Example of a Gant chart for attachment to a Work Plan
32. Guide to grading MCP positions
33. Certification of candidates willing to participate in a further selection process
34. Statement acknowledging role as member of an interview panel
35. Guidelines for planning capacity development of subordinates
36. Guidelines for an analysis of institutional capacity
37. Check list of documents for MCP contracting
38. Criteria for awarding Levels within Grades

*These forms are subject to constant revision.
Please make sure that you have the most recent version*

Scope of the Manual

The primary purpose of this Programme Implementation Manual (PIM) is to lay out in a clear, concise and comprehensive manner the processes and procedures for the implementation of the Management Capacity Programme.

The manual consists of six chapters followed by 29 annexes that contain the relevant forms, templates and samples.

IARCSC- Capacity Development Secretariat reserves the right to add, amend, or delete entries in the manual, as and when deemed necessary. In any conflict between this manual and the Grant Agreement, the terms of the Grant Agreement shall prevail.

The current revision reorganizes and amplifies all sections of the earlier versions, except those chapters dealing with procurement, financial management, programme monitoring and outreach. Procurement and financial management is now covered by stand alone documents. Programme monitoring and outreach are both the subject of additional advisory services, an output of which will be the preparation two additional manuals. Outreach as it applies to the recruitment process is treated in the present revision.

Glossary

AEP	Afghan Expatriates Programme
ANDS	Afghan National Development Strategy
ARTF	Afghanistan Reconstruction Trust Fund
CDS	Capacity Development Secretariat of IARCSC
Compact	The agreement made at the London Conference, 2006, between the Government of Afghanistan and the international donor community
IARCSC	Independent Administrative Reform and Civil Service Commission
JD	Job Description
LEP	Lateral Entry Programme
MCP	Management Capacity Programme
PRR	Priority Reform and Restructuring
TAFSU	Technical Assistance and Feasibility Study Unit
Tashkeel	The approved organizational structure of a ministry or agency.
User body	A Ministry of other government agency requesting MCP services

Introduction

Background

The establishment of strong state institutions at central and sub-national levels capable of achieving measurable improvements in the delivery of services and the protection of rights of all Afghans is at the core of the Afghanistan National Development Strategy. The Government's Public Administration Reform strategy encompasses a range of reforms needed to achieve this objective, including legal and judicial reforms, financial and economic management and civil service reform.

A core element of this strategy is to continue reforms and capacity building within the civil service so as to create a modern, well functioning and affordable administration. Key components in this regard include: reforms in ministry functions and structures; improved pay and incentives for civil servants; enhanced career and performance management; and improved exit arrangements (pension and retrenchment). At the same time, building the technical and managerial capacity of civil servants through training, in service mentoring and other methods will be a critical part of the strategy.

The government recognizes that the results of its efforts at building in-house capacity to perform all of the critical functions of government are likely to be realized fully only in the long term. In the interim the government will need to bring in highly qualified persons on a selective basis to meet critical managerial functions – and do so at higher levels of remuneration than those presently existing within the civil service. Contracting-in some skills and capacity is now an explicit component of the government's overall capacity building strategy, allowing ministries and agencies that have begun to reorganize time to internalize best practices. At the same time, it is expected that the credibility of the Government will thus be maintained through the delivery of enhanced public services.

Since 2002, the government has availed itself of several measures to acquire operational and advisory expertise under contractual arrangements. These have included the Afghan Expatriate Programme (AEP), the Lateral Entry Programme (LEP), TAFSU, the PRR Super Scale, and numerous independent arrangements supported by individual donors. The first mentioned of these were introduced under the auspices of IARCSC to make the civil service more attractive as an employer while competing for scarce human resources with the NGO community and other international organizations.

Results from the evaluations of previous programmes have suggested that a unified programme, following a single set of criteria for identifying need, recruitment, remuneration and the supervision of personnel, would have significant advantages. In this context the Management Capacity Programme (MCP) has been formulated.

Programme scope and development objectives

The intended impact of the Management Capacity Programme is that the civil service deliver better quality services to the people of Afghanistan, especially at sub-national level, and that there be a better utilization of budgetary resources – including those provided by the international donor community. To reach this goal the programme aims (as an outcome) to improve managerial ability, motivation and confidence of individuals and working teams within the civil service.

These ends are to be served through the delivery of six outputs, viz.:

- user ministries and other government bodies are willing to avail of personnel provided under the programme
- a recruitment process is established;
- a selection and contracting process is established;
- an induction and supervision process is established;
- there is an understanding and acceptance within the civil service, legislature and general public of the need for MCP levels of remuneration; and
- a monitoring and reporting function is set up.

As with its predecessor AEP and LEP, the MCP will respond to requests from ministries and other government bodies for support to strengthen one or several of their basic functions. Programme outreach will include encouraging selected ministries to make their needs known, supervise the MCP appointees and take ownership of the potential improvements.

Initially, it is expected that some 240 appointments will be made under the MCP. The actual number will depend partly on the demand, and partly on the level of salary and other benefits that it will be necessary for the programme to pay in order to attract and keep competent recruits. The difficult security situation in Afghanistan will make the recruitment of expatriate Afghans particularly challenging.

The programme will focus on supporting the execution of common functions at senior or upper mid-managerial levels. Common functions include

- financial management - budgeting, accounting;
- human resources management - recruiting, performance monitoring, benefits management, career management, and separation;
- policy and regulatory design and administration; and
- general administration - supply management and procurement.
- Project Management

In addition, the programme will respond to

- critical positions in the change management process; and
- senior line management positions in those ministries that contribute to economic development - education, health care, and infrastructure, etc.

It is intended that the ministries or other government bodies that participate in the MCP will achieve observable and sustained improvements in performance as a result of the assistance provided through MCP. This has important implications for the work of the MCP appointees, who are expected to devote significant portions of their time to introducing effective systems of work and building human resources within their units.

The MCP will be implemented by the Capacity Development Secretariat (CDS) of the Independent Administrative Reform Civil Service Commission. MCP is overseen directly by the Chairman of the IARCSC and implemented by the CDS. The Director, CDS, is accountable to the Chairman for the proper management of the programme, its results and financial integrity. CDS personnel are funded on contracts to the IARCSC through the MCP management (operations) component (rather than the management services component) and report to the Director CDS.

The CDS is responsible for

- management the programme including outreach;
- communications with user bodies, mobilizing their interest and cooperation;
- recruiting and selecting appointees;
- managing their engagement and remuneration;
- supporting appointees and monitoring their performance; and
- reporting on programme results.

The organizational structure of CDS is currently under review, one of the objectives being to maximize its contribution to the effective and efficient management of the MCP.

The MCP is provided with a Steering Committee composed of seven persons.¹ The committee will meet at least at least once in six months. A description of the responsibilities, composition and procedures adopted by the Steering Committee is set out in MCP Form 1.

Securing Requests from User Bodies

MCP's outreach activities will include establishing and building relationships with ministries and other government bodies whose mandate and performance justifies their inclusion as targets for MCP assistance.

Line ministries or other government agencies wishing to avail of assistance under MCP must first identify the senior and /or upper-middle level management positions that need to be filled in order to deliver on the organization's mandate and /or on its reform plans.

A request must be lodged with CDS using the template appearing as MCP Form 2. Briefly this is to describe

- The context and rationale for seeking assistance, with reference to the organization's mandate, current plan, targets and reform strategy.
- An organizational structure, showing the positions for which MCP assistance is required.
- Certification that the position or positions for which MCP assistance is requested is or are ones appearing in the *Tashkeel*.
- Job description(s) for the proposed MCP posts, including the specific results to be achieved and the reporting relationships.

¹ To be confirmed after finalization of terms of reference.

- The minimum qualifications, experience and personal characteristics necessary for performing the services.
- Whether the position(s) is /are presently vacant or filled and, if filled,
- Why an application is being made for assistance under MCP, and
- If the position(s) is /are presently vacant, for how long the post has been vacant and why the post has not so far been filled.

For the job description portion of the request an additional template is included as MCP Form 3.

While requests for individual positions may be considered, preferred is a consolidated request for all of the positions that the user body anticipates it will wish to fill with MCP appointees. In this case the requesting organization should prioritize the positions for which it needs assistance; the list may subsequently be amended.

So far as possible, the positions to be filled shall make up *integrated mini-teams* of personnel engaged by MCP at different levels but who work together as a unit. The task of these teams will be to demonstrate the potency of effective organization and management, and to provide a platform of special competence that can be used for capacity building more generally within the user body.

CDS shall not accept any request for assistance in filling positions under MCP that are accompanied by the names of nominated candidates. Any candidate wishing to be considered for appointment under the programme must submit an application in the usual manner (as described in this manual) and shall be considered on a merit-only basis alongside any other candidates known to CDS.

Upon receipt of a request, CDS shall log necessary details in its tracking database and forward the request to its technical review team. The team shall be composed of CDS personnel supplemented if necessary by personnel knowledgeable of the situation within the requesting body. The names of all members of the technical review team shall be entered into the official record. The technical review team shall be chaired by the most senior official present from CDS.

The technical review team shall determine the eligibility for funding under the MCP Grant Agreement and with reference to the criteria set out below. Posts within the judiciary, military, law enforcement or security services or appointed under a political or electoral process shall not be eligible for consideration.

Eligibility criteria

Whether the responsibilities of the post

- fall within one of the MCP's five common function areas, viz. financial management, human resource management, policy and regulatory design, or administration and project management;
- is covered under the organization's *Tashkeel* and can be regarded as a senior level or upper-middle management level position;

- is managerial in nature and requires the exercise of change-oriented leadership, or is likely to improve the managerial performance of the requesting body;

and whether the request is

- supported by a proposal that has been fully completed using the prescribed formats; and
- is manageable within the budget available to MCP.

Priority consideration shall be given to requests that address

- needs at sub-national level;
- areas where service delivery is critical but where performance or standards have been lacking.

If the request and accompanying proposal fails to meet the above requirements the review team shall recommend its return to the requesting body for clarification or development. In this case CDS personnel may work with the requesting body to help in formulating an improved proposal.

The technical review team shall grade the post as grade A, B, C or D, using the set of criteria set out in MCP Form 32. The aim is to take account of the complexity and level of responsibility implied by the job. For this purpose it is important that, so far as possible, the job description is drafted in terms that are clear and unambiguous.

The recommendations of the technical review team shall be placed before the CDS Director who shall decide whether the application is to be accepted, referred back or rejected. Any referral or rejection of the application shall be accompanied by reasons communicated to the requesting body in writing. If in the judgment of the Director, CDS, the requesting body has been unable to formulate an acceptable proposal after reasonable assistance has been provided by CDS, then the application shall be rejected.

The request may be approved in full or in part, with agreement by CDS to recruit for all or some of the positions proposed.

Memorandum of understanding

As soon as possible after the request is approved, a memorandum of understanding shall be concluded between the IARCSC and the requesting body. The MoU shall cover the nature and location of the assignment and the responsibilities of the user body for providing support to the appointee as well as monitoring his or her performance.

In the case that an MCP candidate is to be appointed to a post already occupied, the User Body is to confirm in the MoU what arrangements will be made for the occupant displaced.

The memorandum shall include a statement to the effect that CDS does not guarantee the recruitment of a suitable candidate although will exercise its best efforts to do so.

The same memorandum shall stipulate that the requesting body agrees to

- (i) abide by the programme objectives and procedures described in this manual;
- (ii) abide by the decision of the selection panel, on which it shall have representation;
- (iii) abide by the norms and procedures adopted by CDS for determining appropriate salary levels and benefits under MCP; and
- (iv) determine expeditiously with the selected candidate and with CDS a mutually agreeable starting date.

A template to be used in the preparation of the MoU is set out as MCF Form 4.

Recruitment

Outreach

As part of its outreach work CDS will arrange for two types of advertisements to be circulated within Afghanistan and abroad. *Generic advertisements* will focus on the purpose and nature of the MCP and the type of managerial skills being sought. By this method potential candidates will be encouraged to submit applications even though specific posts are not yet in view. All applications submitted in conformity with the prescribed procedure (i.e. a fully completed application form properly filled out) shall be entered onto the CDS database for immediate and future consideration.

Upon approval of a request from a user body for assistance under MCP the CDS Programme Support Department shall provide the HR Department with a copy of the Memorandum of Understanding signed with the user body. The HR Department shall then formulate a *post-specific job advertisement*. In the absence of a signed MoU the recruitment process shall be held over. *Post-specific job advertisements* shall be disseminated through the channels that appear most advantageous in relation to the post or posts in question. At the same time as the *post-specific job advertisement* is launched, the CDS HR department shall scan its database for candidates meeting the minimum requirements of the post in question.

The vacancy announcement shall describe in summary form the nature and location of the appointment and the qualifications and experience required. For further information interested parties should be referred to the CDS website. MCP Form 5 delineates the information to be provided to potential candidates at this time. Posts requiring only Dari or Pashto language shall be advertised in one or both of those languages, as appropriate. Where the post requires as a minimum qualification fluency in both written and spoken English, vacancy announcements shall appear in English and Dari /Pashto languages.

For *post-specific advertisements* a deadline for the submission of applications shall be announced. For positions in Kabul this shall be not less than 21 days after the date of publication on the CDS website²; for positions in the provinces the date shall be not less than 28 days. Where urgency is essential, or for re-advertisements, for posts in any location the period may be reduced to 14 days.

² Publication on the CDS website shall constitute fulfillment of the programme's contractual obligation to advertise the available positions.

Information provided to potential applicants shall emphasize the necessity of using the prescribed application form in order for the application to be considered. The application form, reproduced as MCP Form 6, shall be available for downloading from the CDS web site as well as be available for collection as a hard copy at the gate of the CDS offices. In the provinces, where access to the Internet is not universal, the IARCSC Provincial Department shall support distribution of blank forms and their collection for transmission to CDS Kabul. Other options available for the submission of applications shall include e-mail, web-based submission, or hard copy delivered to the CDS offices. Curriculum vitae /personal histories may be considered without an application form in the case that the applicant has difficulty in accessing the prescribed application form.

The channels used for broadcasting news of the MCP programme, inviting generic applications, and advertising specific positions, will include word of mouth, selected newspapers, radio, TV, flyers distributed to NGOs and senior government officials, and publication on suitable web sites. Suitable web sites shall include but not be limited to CDS' own site, and that of ACBAR – the Agency Coordinating Body for Afghan Relief.

To reach suitable candidates outside of Afghanistan assistance is sought from the Afghanistan Ministry of Foreign Affairs – which will be in touch with its embassies abroad. Other channels will be pursued vigorously, including professional groups of expatriate Afghans (medical doctors, journalists, business people, etc.), community groups, and NGOs engaged in assisting Afghan (and other ethnic) communities in Europe, North America, Australia, Iran, Pakistan and India. Afghans in Afghanistan with friends and relatives abroad will also be canvassed for help in spreading the word. The full scope and details of this approach will be elaborated in a Strategy for MCP Outreach.

Where ever possible cost-free means of advertising will be used. Fee-paying outlets will be used in cases where the return on expenditure is judged to be potentially significant; high profile and expensive means of advertising will not be employed. A detailed plan covering all types of outreach shall be prepared. A monitoring record shall be set up and maintained showing the cost-effectiveness of the different communication channels used in terms of the number and quality of applications received.

Where, after an initial round of advertising, less than three eligible candidates can be identified meeting the minimum requirements, the post shall be re-advertised. Any applications arising from the earlier round(s) of advertising shall be re-considered along with any new applications that may be received.

If, after two successive rounds of recruitment have been tried only one or two applications have been received that meet the minimum requirements of a post, the selection process may proceed. In this case the CDS HR department shall make a note to the file on the circumstances surrounding the post and the recruitment processes and means of advertising employed

Processing of applications

Applications received in any form are to be logged with the date on which the application is received. Applications are to be scrutinized by CDS personnel in the order in which they are received; two HR officers shall work together to determine the appropriate course of action.

Where CDS receives an application form submitted through the CDS web site it shall provide the applicant with an auto-acknowledgement of receipt. For an application

submitted in hard copy, if required, a hard copy receipt shall be issued at the time of delivery.

As explained, an application may be submitted without reference to a specific post, or in response to an advertisement for a specific position. In either case the application shall be entered into the MCP database. Where a candidate has applied for up to three specific positions his or her application shall be copied into the respective recruitment folders and considered for all of the relevant positions. Where closing dates apply, the candidate shall be considered in the order in which the closing dates occur. Applications submitted by the same candidate for more than three positions shall be treated as a generic application and entered into the data base as such.

Selection

Preparation of a long list

For each of the positions for which selection is to proceed a long list of candidates shall be drawn up. This shall be done by (i) considering applications that may have been received in response a relevant post-specific advertisement; and (ii) by searching the CDS database for potential candidates who meet *all the minimum requirements* as specified in the job description. To facilitate the process MCP form 9 shall be used.

Where potential candidates are drawn from the CDS database, each candidate meeting the post's minimum requirements shall be contacted to ascertain his or her interest in the post and his or her continued availability. Such a communication – included as MCP Form 8 should stress that the enquiry is merely to confirm interest and availability and must not be interpreted as offer of engagement. Candidates drawn from the database who can not be contacted for their ascent shall be excluded from further consideration.

Review of applications for possible inclusion in the long list shall include consideration of the applicants' current employment. A permanent civil servant may apply to be considered for appointment under MCP but shall not be eligible to be considered for his or her existing post. This restriction shall not apply to personnel appointed under LEP or AEP, or seconded from or supported by international agencies such as UNDP, World Bank, US AID, etc.

Appointees already engaged under MCP and assigned to work with a user body shall be eligible to apply for an alternative MCP position. However, in all cases the already-serving applicant will be expected to compete against other applicants for the new position.

For the selection process to continue at least three candidates must meet the minimum requirements for the post and not otherwise be excluded.

Preparation of a short list

To facilitate short listing, a panel shall be convened consisting of two CDS staff members appointed by the Director, plus a representative from the requesting ministry or other government body. The panel shall use the form attached to this manual as MCP Form 10.

For each post the long list of candidates shall be reduced to a short list of not more than four candidates by the application of the *desirable attributes* criteria appearing in the job description. For the purpose of this exercise each of the long listed applications shall be

marked according to whether the desirable attributes can be detected from an analysis of the form. Without exclusion, reference shall be had in particular to the question on the application form that asks the candidate to describe how his or her “qualifications, skills, experience and aptitudes fit the requirements of the Management Capacity Programme”. Each of the attributes will be weighted according to its relative importance and a score calculated for each applicant. The candidates will then be ranked and those with the four highest scores included in the short list.

Candidates who have been short listed shall be advised of the fact by e-mail and invited to join a further selection process that will include a written test and an interview. The candidates shall be asked to confirm their continued interest in and availability for the position for which they are being considered. They shall also be invited to make good any omissions in their initial application form. A template for such an advisory letter is set out as MCP Form 11.

Short listed candidates shall be asked to confirm or decline in writing their willingness to participate in the further selection process. Wherever possible such confirmations shall be obtained in writing, by e-mail being acceptable. Where this is not possible an HR Officer shall certify the results of attempts made to contact the short listed candidate and the response obtained. For this purpose MCP Form 33 shall be used. Failure of a candidate to confirm their continued interest in the selection process shall exclude them from further consideration.

In the case that the actual or tacit withdrawal of more than one candidate results in a short list of less than three candidates, the CDS HR department shall revert to the long list to determine which candidate(s) achieved the next highest score(s). This /these candidates shall then be contacted to make up a short list of not less than three persons. After checking on the continued interest and availability of these "make up candidates" a second or third iteration of the process may be necessary.

Upon being advised of their short listing, candidate shall be asked to submit originals of their educational qualifications. If required, the candidate shall be given a receipt; the documents shall be kept secure by CDS. Further information on this process is contained in the section of the manual below on *Documents to be submitted*.

Candidates from within Afghanistan shall be asked to present themselves in person for the test and interview. Candidates whose location is outside of Kabul, including Afghans abroad, shall be given the option of participating in an interview by telephone and in this case shall be exempt from completing a written test. Where any candidate accepts such an invitation, in the final ranking of the candidates scores for the written test of all candidates completing for that position shall be disregarded.

Candidates who gave on their application form an address within Afghanistan but outside of Kabul shall be entitled to a travel allowance and two nights overnight allowance.³ Allowances will not be available to candidates giving their address as within Kabul or outside of Afghanistan.

³ Subject to the necessary approvals being obtained from Ministry of Finance and World Bank.

Avoidance of lobbying

Any form of lobbying for the appointment of a candidate shall disqualify the candidate from consideration. To reduce the number of situations where the CDS is subject to lobbying by or on behalf of a candidate, and to promote in Afghanistan the concept of fair, transparent merit-based appointments, all communications addressed to candidates shall carry the following warning

In the interests of open and fair competition and a merit based selection process applicants are advised that lobbying for a position under the MCP, whether by the applicant or by any person acting on his or her behalf, shall result in the immediate disqualification of the candidate from further consideration.
Applicants are strongly advised to inform potential supporters of this restriction which shall be strictly enforced

In any case where any member of staff of CDS is subject to lobbying for special treatment the facts shall immediately be reported to the Director CDS.

Selection panels

To facilitate the selection process a selection panel shall be convened composed of

- (i) IARCSC Appointment Board Commissioner, or his permanent deputy for the purpose, as Chair;
- (ii) Director, Capacity Development Secretariat, IARCSC, or his nominee; and
- (iii) A representative of the requesting ministry or other government body.

These panel members shall be assisted by

- (iv) The CDS HR Manager or his nominee, as Facilitator /Secretary (non-voting); and
- (v) Optionally, one or more independent non-voting experts knowledgeable of the sector and /or of the user body.

All three members of the panel shall participate in the questioning and scoring process.

CDS shall provide a short training to persons who may be invited to serve as members of selection panels. Any one meeting convened to select a candidate shall have not less than two persons present who have participated in such a training. For those voting members of the panel who have not participated in a training the CDS HR Department shall provide a brief explanation of the role that the member is expected to perform, and the member shall be asked to sign a statement acknowledging their role. The statement appears as MCP Form 34.

Subject to approval of the Director, CDS, a selection interview panel shall be convened and a date set not less than four working days ahead. Except under exceptional

circumstances as determined by the Director, CDS, once the date and time of the interview is advised to the applicants it shall not be changed.

Upon commencement of each meeting of a selection panel, having noted the names of the interviewees, all members of the panel shall be asked to sign a declaration of "No interest" in the outcome of the process. The form for this purpose is included in the manual as MCP Form 12. In the case that a panel member has to withdraw from the process at this point, he or she may request CDS HR department to seek an emergency replacement. If the services of an alternative panel member can not be secured in time, the interview part of the process may be postponed.

Where any panel member is subsequently found to have been associated in any way with a short listed candidate and did not declared the interest, then he or she shall be debarred from participation in any further selection panels and the candidate in question may be subject to disqualification or, if appointed, to immediate dismissal.

Written test

Drawing upon a bank of pre-prepared questions and with an eye to the requirements of the specific Job Description, members of the Interview Panel shall select questions for a written test. In a selection process the purpose of a written test is to provide candidates with an opportunity to demonstrate logical and organized thinking, communication skills, and clarity of expression. With the exception of managerial skills, the written test is not intended to illuminate knowledge or skills of a technical kind. With these purposes in view the questions selected for a written test shall be appropriate.

The test is to consist of three questions, two of which shall be presented and answered in Dari language. The third question shall be posed and answered in English language. Sixty minutes shall be allowed for completion of the test. On the day set for the interviews commencing normally at 9.0 am, the candidates shall be received individually at 60 minute intervals. Wherever possible candidates shall be asked to complete the written test before the interview commences. (In the case of the first candidate to be interviewed this may not however be possible). Answer papers shall be identified by role number only; the name of the candidates being kept confidential by the CDS HR department.

On completion of the test, question papers shall be retrieved from the candidate: on no account shall these be left in the candidate's possession. Completed test papers shall be scored by a senior HR Officer using the criteria appearing in MCP Form 15. On completion of the interviews by the Interview Panel the HR department shall furnish panel members with (i) copies of the candidates' written answers and (ii) the MCP Form 15 filled out with the assessment. The Interview Panel shall have the opportunity to review the scores awarded to the candidates by the HR Officer. In the case that the Interview Panel considers amending the marks awarded by the HR Officer the Officer shall be called before the Panel to given his /her reasons, after which the Panel at its sole discretion may accept the assessment made or make whatever changes to the scoring that it considers necessary.

Interviews

Interviews shall be conducted when a minimum of three short listed candidates have confirmed their interest in participating in the further selection process. For this purpose MCP Form 33 shall be used. Where three or more candidates confirm their interest in

participating but less than three candidates appear for the interview, the interview(s) shall proceed for those candidates that do make themselves available. In this case the Interview Panel shall subsequently decide whether additional candidates are to be called forward before the candidates already interviewed are ranked.

Prior to or at the commencement of the interview process a CDS staffer shall enter basic data relating to the further selection process into sheet 1 of the MCP Form 16A.

The panel shall agree a list of up to seven standard questions that shall be put to all candidates. The questions shall be drawn from a list of model questions recommended by the CDS HR department, and /or may be contributed by panel members based on an analysis of the job description. Where questions are drawn from the list of model questions they may be posed as recommended or may be adapted or formulated by panel members based on an analysis of the specific requirements of the job.

The language(s) in which the questions are to be posed and answered shall be decided by the panel; normally at least one question should be posed and answered in English. A template for selecting or, if needs be, adapting the questions is set out in MCP Form 13. Secretarial services shall be provided by the CDS HR department for the purpose of recording the actual questions as the panel may determine.

In addition to the list of questions the CDS HR department shall make available to all members of the panel (i) copies of the candidates' filled application forms; and (ii) score sheets for the interviews – one per panel member; and (iv) a score sheet for the candidates' written tests – one for the panel as a whole.

Interviewees should, so far as possible, be made to feel at ease. The panel chair shall introduce the panel members and explain the process. Panel members shall each in turn pose one of the questions previously agreed, allowing on each occasion time for the interviewee to answer fully and to the best of his or her ability. Where interpretation of a question or answer is required for any of the panel members, or for the interviewee, this shall be provided by any competent member of the panel or by one of the assisting members. If the interviewee fails to understand any question or if a member of the panel needs clarification of an answer given, a follow up explanation or clarification may be requested or provided. In this case scoring shall be based on the whole answer given, including results of the follow up.

For those candidates who are already engaged as permanent civil servants, a preliminary question shall be posed. This question, pre-prepared by the CDS HR department and for use in all such cases, is to provide the applicant with the opportunity to *demonstrate a managerial or leadership capacity or potential that is significantly in excess of the demands of his or her existing position.*

The scoring grid, appearing as MCP Form 14, allows a systematic comparison between the candidates. For each of the answers to each of the questions posed, all member of the panel shall enter a score from 1 – 10 (10 being the highest) against the name of the candidate in the "Initial" score column. To facilitate better comparison, scores entered at the time the answers are heard may be amended during the course of the remaining interviews, the revised figure being entered in the "Adjusted" column.

Towards the end of each interview the candidates shall be provided with a brief opportunity to ask questions of the interview panel. A note of the candidates' questions shall be entered into the record of proceedings using MCP Form 16A.

After the last interview is completed the panel shall discuss its findings. After considering fellow panel members' observations each member shall be free individually to modify their scoring further by entering any revisions into the "Final" column for each candidate. Where no final score is entered, the immediately preceding score ("Adjusted" or "Initial" as the case may be) shall prevail.

Upon finalization of the scores, the panel members shall pass their completed sheets to a member of staff of the CDS HR department. The HR member shall collate the scores and hold the results until the conclusion of the next step in the process.

Civil servants who, in the opinion of *any* of the panel members, provided an answer to the preliminary question which was rated "unconvincing", shall be excluded from further consideration.

A full set of instructions for the conduct of the interview is set out in the MCP Form 14 page 2.

Ranking of the candidates

Upon completion of the scoring process the question papers and the score sheets from both the written test and the interview are to be returned to the CDS HR personnel. An HR officer will then collate the scores along with the interview results using the MCP Form 16B.

The results of the collation shall be made available to the panel members using MCP Form 16C. With respect to the scores for the interview and the written test, in the case of a tied total score the results of the written test shall prevail.

Using the same form the panel members shall first rank the candidates in order of merit, taking into account

- (i) the information set out in the application forms;
- (ii) the scores achieved in the further selection process; and,
- (iii) where necessary, the candidates' answers to the preliminary question for civil servants.

The voting members shall consider whatever counsel may be provided to them by the non-voting personnel present at the meeting.

After taking all factors into account, in the case that the panel decides on a ranking of the candidates at variance with the results of the scoring process, the Panel Chair shall enter an explanatory note at point (2) on the form.

The panel members shall then sign the form to confirm that the conclusions and recommendations of the panel have been arrived at by a fair and transparent procedure and that they concur in the record made.

The scores and the ranked preference order shall remain confidential to members of the panel and CDS HR department. In no case shall decisions taken by the Interview Panel or by the CDS HR department be divulged to any party until an offer has been made to a candidate and accepted in writing.

References

References shall be taken up after the final selection of a preferred candidate but before the issuance of a contract. The CDS HR department shall formulate a standard request for references that is to be sent to referees nominated by the candidate. The form of request appears in this manual as MCP Form 19. A template for a reference request is attached as MCP Form 20.

In case of any doubt arising from a perusal by CDS HR department of the references received, reference shall be had to the Director CDS whose counsel shall be followed.

Negotiation of Salary

Subject to signature of the results of the recruitment process by members of the interview panel, the CDS HR department shall contact the first ranked candidate and invite him /her for a further discussion. At this meeting the opportunity shall be taken to assess the candidate's range and depth of professional expertise by reference to a relevant number of professional skills and aptitudes selected from a standard list. Before or after the meeting an HR Officer shall review again the application form (and, if provided, the c.v.) and pay slips of previous employment submitted. From these documents the HR department shall garner information in relation to any of seven additional criteria that may be relevant to the post.

Based on the resulting analysis, on behalf of CDS the HR department shall make an informal conditional offer of appointment under MCP at the grade associated with the post (MCP grade A, B, C or D) and at the level (1 through 6) as may be determined appropriate. The offer shall be made by telephone or by e-mail and supported by the sending to the candidate of an unofficial translation into Dari language of the form of contract. The translation shall be a standard form omitting details such as the name of the candidate or the amount of the offer. The translation shall bear the words "Unofficial translation: provided for information only". The offer shall be conditional on the receipt of satisfactory references.

A record of the HR department's determination in relation to the appropriate level of salary shall be entered into the record together with information on the offer made. This shall include the means by which the offer was made (by telephone, e-mail or otherwise), the amount offered, and the date on which it was made. Any subsequent adjustments to the offer shall be noted in like fashion. For these purposes MCP Form 17 shall be used.

Failure of a candidate to indicate within three working days his or her readiness to accept the offer, at its sole discretion the CDS HR department shall either (i) contact the next ranked candidate on the selection panel's list of preferred candidates and invited that candidate for further discussions, or (ii) arrange for a re-advertising of the post.

In the case that a candidate who was offered the appointment but failed to accept within the prescribed period later communicates that he or she wishes to take up the offer then, subject to no other candidate having in the interim being offered the appointment, the returning candidate shall be given priority opportunity to meet the remaining requirements.

After receiving and accepting an offer of an appointment under MCP, an offeree who is a civil servant must, before being contracted, provide evidence of his or her resignation from the service. For this purpose a certified copy of a resignation letter stamped, signed and

dated by the receiving office shall be deemed acceptable. The letter must state clearly the date on which the resignation becomes effective and that the author relinquishes all claims on a return to the service.⁴

System failure

In the case that the Interview Panel fails to identify any acceptable candidate, or in the case that after ranking by the Panel the Director CDS decides that no acceptable candidate has been found, the CDS HR Department shall follow in succession any or all of the following courses of action. (i) Refer again to the short-list of applicants to determine whether there are eligible candidates who could not be included in the first round of interviews. In this case additional interviews may be arranged. (ii) Re-run the recruitment advertisement and /or request the CDS Programme Support Department to engage in further executive search. (iii) Declare the recruitment process abandoned.

Recycling of candidates

Candidates reaching the long list of applicants for a particular post but who are not ultimately appointed to it shall be sent a letter by CDS HR department thanking them for their interest but advising of the selection of a better qualified candidate. Such a letter – reproduced as MCP Form 22 - shall be sent after the selected candidate is appointed under contract.

The mentioned letter shall inform the applicant that, unless they advise otherwise, their details will be retained in the database and may be considered for future openings.

Exception to the foregoing may arise where, in the course of being considered for a post, information comes to light indicative of fraud or misrepresentation of the candidate's qualifications or experience, or where lobbying has been used by any party in support of the applicant.

Contracting

Form of contract and provisions for termination

For candidates who have accepted an offer of appointment, details shall be passed by CDS to the user body. Arrangements shall be made to issue a formal contract of engagement between, on the one hand the IARCSC ("the client") as represented by the CDS, and on the other hand the candidate (henceforth "the appointee"). The contract shall follow the standard MCP template, illustrated as MCP Form 21.

The full text of the contract including all its annexes shall be shared with the appointee not less than three working days before signature is required. The contract shall be signed by the client and by the appointee. Thereafter, CDS shall send a letter to the user body informing of the appointment. The level of salary awarded to the appointee shall remain confidential between the appointee and CDS.

⁴ The resignee may subsequently apply for a civil service position but would not be guaranteed an appointment.

Appointees shall be offered two year contracts which, subject to satisfactory performance, may be extended for a further year by the issuance of a contract amendment. A probationary period of four months shall prevail, within which period the contract may be terminated by either party by the giving of seven days notice.

Before the end of the probationary period a review of performance shall be conducted jointly by CDS and the user body. Suitable templates to be used in the review are attached as MCP Forms 26, 27 and 32. The review shall evaluate the appointee's contribution to the performance of the user body and shall provide all parties – including the appointee – with the opportunity to recommend solutions to outstanding issues and problems.

Following the review the appointment shall be confirmed or cancelled by CDS acting in consultation with the user body. Alternatively, either of the signatories to the contract or the user body may propose an extension of the probationary period. In the latter case, a note shall be attached to the letter proposing the extension, copied to the other parties, outlining the conditions to be met before the contract can be confirmed. The conditions may be negotiated and shall be acceptable to all of the parties. The total probationary period shall not exceed six months. In the case that the appointee's contract is terminated following a review at the end of the probationary period, the period of notice shall be 15 days.

After confirmation of the appointment the contract may be terminated by either party by the giving of one month's notice. In the case of a contract termination initiated by CDS, whether at the request of the user body or otherwise, a written explanation shall be provided and, if so requested by the appointee, a face to face interview.

Further performance reviews shall be carried out after 12 and 21 months of service.

Appointees shall work a minimum work week in accordance with the Government regulations prevailing. In practice, appointees may be expected to work longer hours in order to discharge their responsibilities.

Salary

Salary and any benefits will be paid from the date of taking up the appointment, part months been calculated on the basis of 1/30th of the monthly remuneration for each calendar day served.

Salary and any other payments shall be made by bank to bank transfer to an account nominated by the appointee. Bank charges, if any, for the receipt of funds shall be paid by CDS. If the appointee does not already hold a suitable bank account CDS shall facilitate the process of opening an account by issuing a letter of introduction to a suitable bank. It shall be the responsibility of the appointee to inform CDS of the account details. Payment in cash or by check will not be available.

Subject to the receipt of all necessary documentation to be provided by the appointee, monthly salary payments shall be made in Afghan currency not later than 30 days after the receipt of the time sheet to which the remuneration relates.

Where an appointee's salary is held back for lack of supporting documentation, an e-mail message shall be sent by the CDS Human Resources Department advising of the withholding and the reason therefore. Once the required documentation has been

provided to the satisfaction of CDS, the retained salary and /or salary supplement shall be paid with the next regular salary payment.

The monthly remuneration determined under the MCP, including any agreed salary supplements, is intended to cover the all up costs associated with the performance of duties described in the job description.

Documents to be submitted

Upon being advised of their short listing, candidate shall be asked to submit copies of their educational qualifications. These may be submitted as hard copies or sent scanned by e-mail.

Following appointment, candidates within Afghanistan shall furnish CDS HR Department with originals of educational certificates. Without delay these shall be scanned and photocopied by CDS personnel and immediately returned to the appointee. Appointees from outside of Kabul, including appointees from outside of Afghanistan, may send their educational certificates by e-mail attaching scanned originals. Where electronic copies have been provided, originals shall be furnished to CDS on the first available opportunity.

support personnel shall contact the relevant educational institutions to confirm the authenticity of the documents submitted. If confirmation of the authenticity of the documents can not be obtained within the appointee's probationary period the appointment shall be terminated. Meanwhile, the appointee shall be advised to submit the original documents to the Ministry of Higher Education for proofing according to the Government's official procedure.

Upon taking up his or her appointment the appointee shall notify CDS in writing, which notification shall be countersigned by the appointee's supervisor in the user body. A standard form for the purpose is appended as MCP Form 23.

In the case that an appointee is domiciled outside of Afghanistan and claims the related allowance provided for under the MCP remuneration package, documentary evidence shall be submitted to the CDS Finance department demonstrating the ongoing financial commitments associate with such residence, e.g. for the maintenance of a spouse and /or children abroad.⁵

After the initial establishment of the right to such benefit, current documentation must be re-submitted to CDS every 12 months. Acceptable evidence includes original current and two preceding month's credit card or bank statements issued in the appointee's name or the name of the spouse or child. In the case of documents submitted in the name of a spouse or child, a marriage certificate or birth certificate, as appropriate, shall be provided. Copy documents shall not be accepted. Upon receipt and examination by CDS, the original documents shall be returned to the appointee by the most expeditious secure means available.

Where an appointee's normal place of work is varied by the user body, or varied by the appointee with the concurrence of the user body, the appointee shall immediately inform CDS of the new location and the date on which the change became effective.

⁵ Subject to confirmation of the MCP salary scales.

The appointee shall submit a monthly time sheet to CDS showing the days of work and the physical location thereof. For this purpose MCP Form 24 shall be used. If any annual leave was taken during the period the fact must be recorded on the time sheet. Failure to submit a properly completed time sheet within the dates and in accordance with administrative instructions issued by the CDS Finance Department, may result in the retention by CDS of salary due.

At the end of each quarter the appointee shall submit a progress report to the user body, copied to CDS. The report shall include (i) a brief summary of achievements – including in the area of capacity building; (ii) difficulties encountered with an analysis of underlying causes; (iii) the steps recommended for overcoming the difficulties; and (iv) a work plan for the succeeding period. Upon receipt, CDS shall convene with the user body and the appointee a review meeting. The meeting shall agree an action plan for further work, focusing especially on the steps that shall be taken by the user body and the appointee to deliver MCP programme objectives. A format for the report and minutes for the review meeting is contained in MCP Form 25.

Before the appointee leaves the job, he or she shall prepare a comprehensive end-of-assignment report, submitting a copy to the user body as well as to CDS. The report shall note the date on which the candidate took up the post and the date of leaving. The report, a template for which is included as MCP Form 28, shall provide:

- (i) a detailed description of the achievements in the post since the taking up of office;
- (ii) a description and analysis of achievements in the area of capacity building;
- (iii) a description of difficulties encountered in performing the assignment;
- (iv) recommendations for future action to be taken by the user body;
- (v) recommendations to CDS (if any) for an improvement in the way the MCP operates;
- (vi) the leaver's future contact details.

In addition to the presentation of a written report the leaver shall provide a face to face debriefing for his or her supervisor and a similar briefing for any incoming appointee. The supervisor shall certify that this has been done, that the end-of-assignment report has been submitted, and that all property and monies due to the user body have been returned. For this purpose Part 1 of the leaving certificate illustrated in MCP Form 29 shall be used.

The leaver shall then present him or her self to CDS for a further in-depth debriefing at which the end-of-assignment report shall be discussed in detail. In the case that CDS considers the end-of-assignment report to be inadequate, the leaver may be required to amplify or amend the report and re-submit. Upon clearance, the appointed CDS officer shall sign part 2 of the leaving certificate. The leaving certificate with parts 1 and 2 completed shall be submitted to the CDS Finance department, which shall then release the appointees final salary payment. Final salary payment shall not under any circumstances be released in the absence of full compliance with this procedure.

Where the appointee has been issued by CDS with an identity card, it shall be returned to CDS with the turnover report.

From time to time the appointee may need to ask CDS and /or the user body for a "No Objection" letter, a certificate of service, or a letter of reference. Any such request should be made in writing, indicating the purpose and name of the intended recipient organization(s). In the case of CDS, all such certifications shall be signed by the Director.

Leave

In addition to official government holidays, for each complete year of service appointees shall be entitled to 24 working days of paid *annual leave*. Except in exceptional circumstances (e.g. the death or sickness of a close relative) the leave may be taken only after it is earned on the basis of two working days accrued for each month of service. Annual leave must be approved by the appointee's supervisor. Accrued unused annual leave can not be commuted to cash.

Appointees whose proven domicile is outside of Afghanistan shall be entitled to a maximum of 12 working days of *home leave*. The home leave is additional to the annual leave entitlement but may be taken together. In the case that home leave time is claimed, the appointee shall provide CDS with documentary proof of the dates of travel outside of Afghanistan (e.g. ticket stubs, boarding passes or copies of passport entry stamps).

Annual leave and any home leave shall include sick leave not otherwise available.

The taking of leave beyond the number of days permitted shall result in the deduction of salary on a pro-rata basis.

Spot check enquiries shall be made by CDS and /or by the user body to confirm the veracity of time sheets and leave reports.

Orientation, Support and Monitoring of Appointees

Any time after receiving and accepting an offer of an appointment under MCP (whether or not a contract has been issued) an appointee shall be invited to (a) attend a short briefing session at which basic operational principles will be explained and copies of necessary forms provided, or (b) join a programme of initial orientation extending over two or three days. Whether or not the appointee was called to attend the short briefing session he or she shall attend the next available programme of orientation. The orientation programme shall provide the appointee with such information as is necessary to operate comfortably within the parameters of the MCP and to begin to make a worthwhile contribution to the work of the user body.

The programme of orientation shall be elaborated by CDS with assistance from other departments and programmes of the IARCSC. Given the fact that many of the MCP appointees will already be familiar with aspects of the government service in Afghanistan, the format adopted in the orientation shall be highly participatory.

Once the appointee takes up his or her duties, it will normally fall to the appointee to resolve any difficulties arising with the assistance of his or her team of subordinates, with the assigned supervisor or, failing that, by referring the matter to a more senior officer in the same ministry or other government body.

Notwithstanding this line of reporting, CDS will provide ongoing counseling to MCP appointees. Normally, such support will be provided through quarterly debriefing meetings at which the appointee's 3-monthly report is discussed. However, in the case of serious obstacles being encountered rendering impossible implementation of the terms set out in the job description, appointees may at any time revert to CDS for guidance or support.

Either of the parties to the contract or the user body may at any time request a formal review of the assignment and its implementation. In this case, the Director, CDS, and a senior staff member of the user body shall meet together with the appointee to discuss progress of the work and any difficulties arising. At such a meeting action points shall be agreed for the resolution of the difficulties encountered. The action points shall be incorporated into the regular quarterly action plan required of the appointee.

In addition to the review and support mechanisms described above, all MCP appointees shall be invited to attend monthly gatherings arranged by CDS at which appointees may share their experiences in managing the work situation to which they have been assigned. These sessions are to provide MCP appointees with the opportunity to learn from each other and to build a common sense of purpose, as well as a collective motivation for facilitating change in support of good government. The monthly gatherings shall normally be facilitated by an international and /or national expert in a topic related to change management.

It is the government's policy that all employees shall have their performance appraised on an annual basis. If required to do so by the user body, MCP appointees shall cooperate with their supervisors in completing this procedure. This arrangement notwithstanding, all MCP appointees shall be subject to separate tailor made performance evaluations conducted by CDS HR Department. The formats and procedure for such an evaluation are set out in MCP Forms 25, 26 and 27.