



ISLAMIC REPUBLIC OF AFGHANISTAN

Independent Administrative Reform and Civil Service Commission



General Directorate, Program Design and Management
Management Capacity Program

PROGRESS REPORT

March 2007 – May 2011



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MCP PROGRESS REPORT: March 2007- May 2011

A. General Project Information

- | | | |
|--------------------------|---|--|
| 1. Country | : | Afghanistan |
| 2. Project | : | Management Capacity Program (MCP) |
| 3. Grant No. | : | 090077 |
| 4. Implementation Agency | : | Independent Administrative Reform and Civil Service Commission, General Directorate of Program Design and Management |
| 5. Grant agreement | : | Date : 17 June 2007 |
| 6. Project Agreement | : | Date : 17/10/07 |
| 7. Grant Effectiveness | : | Date : 17/10/2007 |
| 8. Grant Closing | : | Date : 31/12/2011 |
| 9. Project Cost | : | US\$30 Million |
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10. Project Background
- The Management Capacity Program (MCP), which has been recently approved under Afghanistan Reconstruction Trust Fund, would essentially support the interim buy-in of critical management capacity of line ministries to complement donor provided technical advisory assistance. The purpose is to improve the utilization and cost effectiveness of donor resources and generate faster and better development results on the ground. This is necessarily an interim solution to address the multiple capacity challenges facing Afghanistan; competing demands from UN agencies and bilateral donors who continue to implement projects outside the government systems; and the ongoing distorting in the remuneration levels for skilled manpower. The project will provide line ministries to undertake common management and executive functions to enhance standards through staff appointed on contract.
11. Project Development Objectives

- (i) To achieve sustained improved performance in the management capacity of key departments dealing with any or all of the common functions, including financial management, policy and regulatory design, and administration.

12. Project Focus
- The MCP would focus primarily on supporting the execution of "common functions" at senior or managerial levels, similar to those recommended as critical by the JCMB. These 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). In addition, it would also focus on critical positions in the change management process in various ministries as well as senior key line management positions of core sector functionality in those ministries that contribute to economic development, such as education, health care, and infrastructure sectors. Priority will be given to requests that address needs at sub-national levels of government and to those ministries/sub national units whose service delivery is critical but where performance or standards have been lacking.

13. Project Components

- A.** Provision of executive services “on demand” and to provide experienced managerial level staff to ministries
- B.** To put in place an establishment for the efficient management of the program, which evolves into a permanent service of the IARCSC

B. Summary of Activities and Achievements

Operation Directorate:

The Operation Directorate is responsible for management of human resources and recruitment, staff capacity building, performance appraisal, finance and administration. This Directorate monitors sections' activities and ensures the activities meet the specified goals, and strengthens relations with the user bodies.

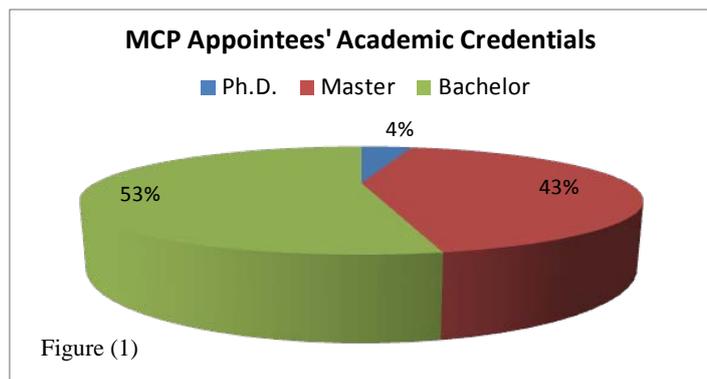
The Human Resources Section:

Overview

The Human Resources Section is recognized as the leading and key pillar of GDPDM in recruiting professionals having adequate expertise in their respective fields of work, particularly in the five critical administrative arenas to raise managerial and administrative competence of public administration and ensures the implementation of transparency and accountability procedures through the recruitment process.

The Section of Human Resources processes the applications received upon requests from different ministries and departments, administers the long listing and short listing, interviews, employee benefits and contract issuance.

The Human Resources Section seeks to recruit highly-educated experts with high educational background from the Afghan labor market in order to attain the goal of having a sound and reformed administration. The Figure (1) indicates the ratio of academic credentials of the MCP appointees'.



To facilitate short listing, a panel consisting of GDPDM staff members appointed by the Director General and a representative from the requesting ministry/government agency carry out the task. Meanwhile, the selection panel for all relevant interviews is composed of IARCSC Appointment Board Commissioner as chair, Director General GDPDM/IARCSC or his representative and one from the requesting ministry/agency. These panel members are assisted by the GDPDM Human Resources unit as Facilitator (non-voting). The Human Resources Section invites Kabul University's relevant lecturers (Non – voting) for all interviews to monitor more technical positions interviews and assist the panel members in designing technical questions.

Based on the MCP's procedure, The Human Resources Section carries out the performance appraisal of the MCP appointees' after 3, 12 and 21 months of service in close coordination with the MCP appointees, appointees' direct supervisor and at least three subordinates. If a contract is extended for a further period beyond the initial 24 months, a performance review at 33 months will be part of the final evaluation.

As training is an important component of Human Resource Management, this section also conducts specific capacity building trainings (in-house/overseas) as and when required to develop skills/ expertise considered necessary for the implementation of reform initiatives

and equip newly recruited employees with the necessary knowledge and skills in the execution of their jobs.

The Human Resources Section has developed a functional computer based database system for assembling and processing data related to the applications received for the specific positions. The database provides the means by which users of the system insert all relevant information of applicants into the system for better organization of information. The system has the ability to generate various types of information related to the HR section’s activities.

As part of its outreach work, GDPDM publishes vacancy announcements through its own website and other reliable sources¹ and the advertisements focus on the purpose and nature of the position and the type of managerial skills being sought.

Section’s Activities:

- **Positions Announced since inception of MCP**

The Human Resources Section has announced approximately 297 positions to date, which were received from various governmental agencies. It is worth mentioning that to attract more potential loop of candidates, 111 positions were re-announced through various reliable sources.

- **Applications Processed**

GDPDM has received approximately 3001 applications until March 2011 and they have been processed in a transparent manner.

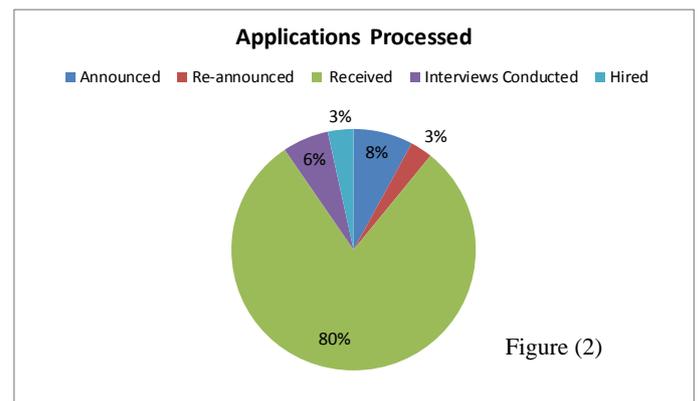


Figure (2)

- **Positions Interviewed/ Selected**

GDPDM has conducted 231 interviews of various positions for different government agencies and hired 128 top potential candidates so far.

- **MCP Appointees’ Performance Assessed**

The Human Resources Section has conducted 101 probationary reviews, 10 Annual reviews and 24 Two Years review of the MCP appointees’. So far, at the result of annual review, the performance of two MCPs were assessed very weak. After analyzing all relevant documents, GDPDM and

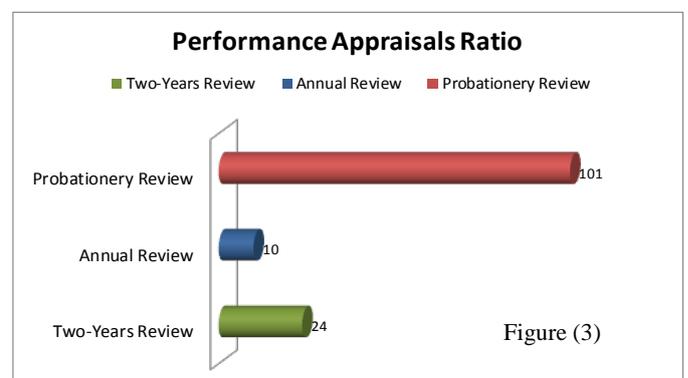


Figure (3)

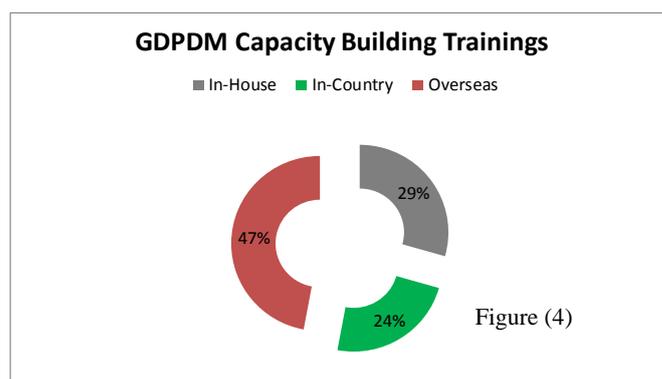
¹ HR except announcing through GDPDM’s official website posts announcements on www.jobs.af and www.acbar.org

the relevant user body decided to terminate their contracts.

- **Trainings Conducted**

To develop capacity of staff and respond to the emerging needs, the Human Resources Section planned training at national and international levels. Figure (3) indicates the level of training provided.

GDPDM Capacity Building Trainings				
No.	Name	Department/Unit	Training Specifics	Place
In-House Trainings				
1	All Staff	GDPDM	Strategic Planning	GDPDM
2	All Staff	GDPDM	Project Management	GDPDM
3	All Staff	GDPDM	Internal Communications	GDPDM
4	All Staff	GDPDM	Microsoft Outlook Training	GDPDM
5	All Staff	GDPDM	Planning	GDPDM
In-Country Trainings				
6	Jawid Waqif	Operation	General Procurement Training	AISA
7	Salma Popalzai	Program	Empowering of Senior managers	Kabul (ACSI)
8	Abdul Azim Atarud	Operation	Capacity Assessment	Kabul (ACSI)
9	Abdul Kabir Ebrahimi	Operation	Capacity Assessment	Kabul (ACSI)
Overseas Trainings				
10	Jawid Waqif	Operation	Public Sector Training Development	Korea
11	Abdul Kabir Ebrahimi	Operation	Public Sector Training Development	Korea
12	Abdul Azim Atarud	Operation	Economy Development Strategy for Afghanistan	Korea
13	Ansarullah Foshanji	Operation	Economy Development Strategy for Afghanistan	Korea
14	Mohd Jafar Asifi	Operation	Gender Policy	Korea
15	Shakib Khanjani	Operation	E-Governance	Korea
16	Abdul Basir Mansor	Program	Local Administration	Korea
17	Fahim Mohammadzai	Operation	Management Development Program	India
18	Rahim Honest	Operation	Management Development Program	India
19	Bahman Sahab	Operation	Management Development Program	India
20	Safia Nasrat	Operation	Management Development Program	India
21	Tariq Sadat	Operation	Management Development Program	India
22	Salma Popalzai	Program	Public Administration and Leadership	Turkey
23	M. Hosain Haidary	Operations	Public Administration and Leadership	Turkey
24	Ahmad Jawad Akbari	Operations	Public Administration	Italy



2. Project Development and Technical Assistance Directorate:

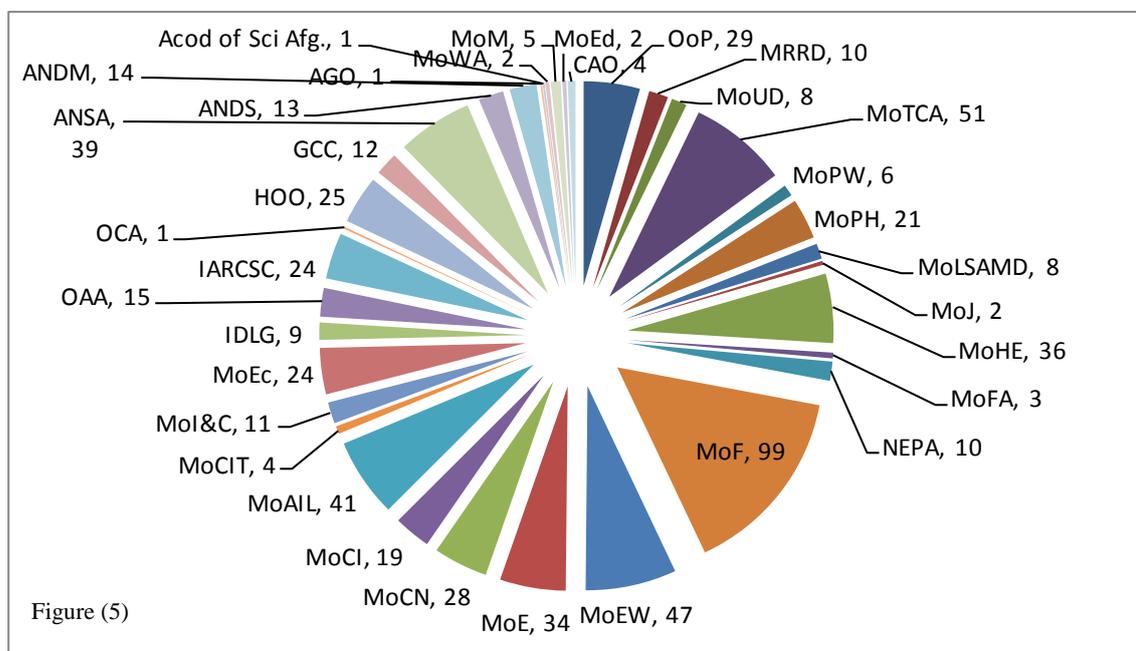
Overview:

The Project Development and Technical Assistance Coordination Directorate is responsible for provision of project design and planning, projects' technical assistance coordination, project quantitative and qualitative monitoring & evaluation, internal and external communication and projects reporting requirements. As per the mandate of this directorate, proposals received by different ministries/agencies are managed following to the below approach:

Proposal Management:

Ministries or agencies wishing to avail assistance under MCP must first identify positions that need to be filled. Then, a request/proposal must be lodged with GDPDM. Upon receipt of a proposal, a technical review team determines the eligibility according to the pre-set criteria.

- Since early 2008, General Directorate of Programs Design and Management has received request for approximately 658 positions from 36 government agencies.
- Following the proposal management mechanism mentioned in the MCP Project Document, the technical review committee members held proposal review meetings several times during the last 3 years of the implementation.
- Applying the set criteria, 167 positions have been approved for recruitment out of the overall requested posts.
- The General Directorate has served 31 government agencies through the MCP to date.



2.1 Strategic Communications and Donor Relation Section:

Overview:

The Strategic Communications and Donor Relations Section is accounted as one of the major units in implementing GDPDM's strategic mandates towards promoting Administrative reform process and demonstrating considerable achievements and effectiveness of the MCP.

The SC&DR Section is intended to strengthen and broaden its network among donors and other government agencies through conducting meetings, social gatherings and informative campaign.

In addition, the section has initiated a public awareness plan that increases the visibility of the General Directorate, Program Design and Management among the Government of Afghanistan, donors, media and public especially through common communication mechanisms such as e-mail, web sites, factsheet, annual magazine, reports, newsletters, brochures, and articles in other media outlet.

Section's activities:

I. Electronic Media

- **Website:** GDPDM's website has been in the process of updating with the aim of informing public, stakeholders, donors and other relevant institutions about GDPDM/IARCSC crucial activities carried out to foster reform initiatives in the public service delivery sector. Number of Presidential Decrees, success stories, news and articles were uploaded on the website.
- **TV Channels:** 43 vacancies were announced 25 times through Tolo TV and Radio Television Afghanistan which has international broadcasting with large number of viewers.
- **Vacancy Announcement:** Job outreach announcement contact list comprised of Afghan Fulbrighters, MCP's embedded staff, Afghan Diaspora (U.S, European Union, Canada and Australia), Mass Media, Afghanistan's ministries, and public emails was developed for wider distribution of vacancy announcements. Since inception of the MCP project, 122 vacant positions have been sent to these wider recipients.

II. Print Media

- **Newspaper:**
 - **Afghanistan Times:** Thirty vacancies were announced through Afghanistan Times English language daily paper with broad circulation within Kabul province with infrequent distribution to Balkh and Nangarhar Provinces.
 - **Anis:** Fifteen vacancies were announced through Anis national daily paper with broad circulation to various provinces
- GDPDM Folder, the MCP Brochure and 1390 Planner were designed and printed in alignment with GDPDM branding guidelines.

III. Video Images

- **MCP Documentary Movie:** Completion of the MCP Documentary Movie that aims to reflect main objectives of the MCP project through the cycle and MCP appointees' great achievements that have paved the path for reform and new initiatives to improve service delivery. The movie has highlighted three MCP's Appointees' major achievements in the ministries of Communications and Information Technology, Energy and Water and Civil Service Management Department of Independent Administrative Reform and Civil Service Commission.
- **MCP TV Spot:** A sixty-seconds TV spot was completed and aired through national TV channels in order to grab the attention of individuals and public to the MCP project and enhance the MCP profile among the ministries and other institutions.

IV. **Quarterly Report:** Submission of GDPDM's activities reports on quarterly basis to General Directorate of Administrative Reform Secretariat of Independent Administrative Reform and Civil Service Commission.

V. Donor Relations

- **7th Feb 2011 Donor Meeting:** The meeting was organized by the General Directorate of Program Design and Management to describe activities carried out by Independent Administrative Reform and Civil Service Commission to 35 representatives of donor community. This meeting aimed to review the IARCSC's considerable progress made in Afghanistan's governance reforms and capacity development. It was also intended to be an impetus for defining a shared vision for sustainable development in Afghanistan, furthering mutual agreement on working together towards this goal.



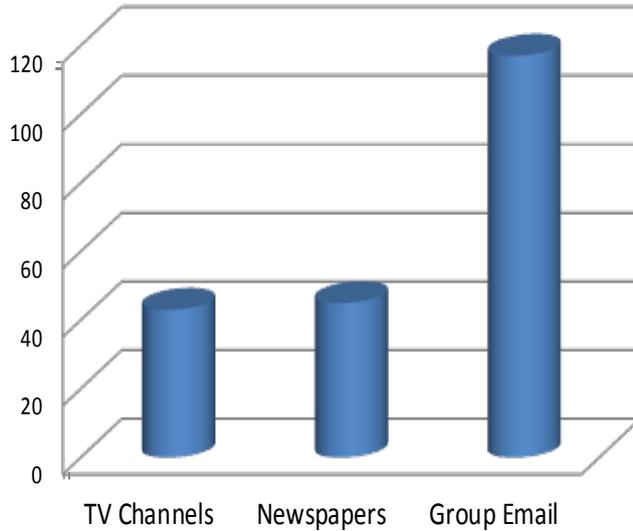
- **14th June 2010 Donor Meeting:** The General Directorate of Program Design and Management (GDPDM) of Independent Administrative Reform and Civil Service Commission (IARCSC) conducted the first donor coordination meeting towards establishment of a mechanism for coordination and relations with donors across all general



directorates of AIRCSC and to acknowledge donors for their long-lasting support to different program components of AIRCSC.

VI. **Resource Centre/Library:** An electronic library system was established to easily find intended books from the resource center, In addition, for enrichment of GDPDM's library, several books were donated by Asia Foundation.

Vacancies Announced



Number of Announcements via:

Figure (6)

Thursday September 04, 2008

AFGHANISTAN T

3. Chief Public Officer
4. Chancellor II University of Ghazni
5. Chancellor IV University of Kabul
6. Chancellor V University of Takhar
7. Chancellor VI University of Paktia

4. Presidential IT Officer
5. Capacity IT Director

1. Procurement Manager
2. Director of Konkori

1. Ministry of Labor, Social Affairs, Martyrs Disabled
2. Director General Planning and Policy
3. Ministry of Higher Education
4. Procurement Manager
5. Ministry of Communication and Information Technology
6. Director General Finance and Administration
7. Director General Planning and Policy
8. Director General, Skills Development
9. Ministry of Higher Education
10. Procurement Manager
11. Ministry of Communication and Information Technology

Islamic Republic of Afghanistan
Independent Administrative Reform and Civil Service Commission
Management Capacity Program (MCP)
Vacancy Announcement

become available at senior and upper-middle levels; specific openings have already been advertised and others will follow as the organs of government lodge requests for assistance. Priority will be given to needs at sub-national level and in key service delivery ministries where performance has been lagging. It is worth mentioning, the recruitment and contracting of candidates for the following positions available:

1. Ministry of Communication and Information Technology
2. Director General Finance and Administration
3. Director General Planning and Policy
4. Director General, Skills Development
5. Ministry of Higher Education
6. Procurement Manager
7. Director General of Human Resources and Labor Management Relationship
8. Director General, Skills Development
9. Ministry of Higher Education
10. Procurement Manager
11. Ministry of Communication and Information Technology

Women

0 women receive vocational training in Sadaqat Factory

By Farhad Nakhli
Similarly, more than 600 women attended the literacy and Holy Quran training courses that had been organized in the factory.

Unemployment deterring women activities in Ghazni

Harev Ahmad Kakar
Times that insecure, terror, restrictive business, women work in different organizations, on the one hand, and the lack of...

جمهورية اسلامی افغانستان
کمیسیون مستقل اصلاحات داری و خدمات ملکی

د افغانستان اسلامي جمهوري دولت
د داری و خدماتو او ملکی خدمتو خپرونه کمیسیون

Islamic Republic of Afghanistan
Independent Administrative Reform and Civil Service Commission
Management Capacity Program (MCP)
Vacancy Announcement

The establishment of strong state institutions at central and sub-national levels capable of achieving measurable improvements in the delivery of services of all Afghans is at the core of the Afghan National Development Strategy (ANDS). The Government's Public Administration Reform (PAR) strategy encompasses a range of reforms needed to achieve this objective, including financial and economic management and civil service reform. A core element of this strategy is to continue with capacity building within the civil service so as to create a modern, well functioning and affordable administration. Reforms underway include the restructuring of ministries and other government bodies and introducing changes in the way human resources are mobilized and managed.

The Independent Administrative Reform and Civil Service Commission (AIRCSC-CSS) has been leading several programs supported by Afghanistan Expatiate Program (AEP) Afghan Public Service (CAP) as well as Placement of Afghan Professionals from European Union countries (PAPEU) supported by UNDP. The purpose of all of which is to build up capacity gap in order to have informed ministries and other government bodies. In addition, our new Management Capacity Program (MCP) aims to pave the ground for Afghan experts living either at home or abroad in order to practice their experience within government structures in line managerial positions in its process of recruitment and selection of candidates for the following positions available:

1. Chief of Staff
2. Director General, Finance and Administration
3. Director General, Policy and Coordination
4. Human Resources Director
5. Provincial Office Director (Badakhshan)
6. Provincial Office Director (Balkh)
7. Provincial Office Director (Herat)
8. Provincial Relations Director
9. Strategic Communication and Relations Director

For better administrative are encouraged to apply for the following positions available:

1. Ministry of Narcotics: Currently available vacancies for the ministry of Narcotics are:
1. Chief of Staff
2. Director General, Finance and Administration
3. Director General, Policy and Coordination
4. Human Resources Director
5. Provincial Office Director (Badakhshan)
6. Provincial Office Director (Balkh)
7. Provincial Office Director (Herat)
8. Provincial Relations Director
9. Strategic Communication and Relations Director

For hard copy, you can reach us at Capacity Development Directorate, Haji Yaqoob Square, Shansab Services Street, opposite from ICRC Organization, from Saturday through Wednesday

2.2 Monitoring and Evaluation Section:

Overview:

The Monitoring and Evaluation section is mandated to support the management of GDPDM in substantive accountability functions and to measure and demonstrate outcomes and impacts of the MCP program.

The M&E section conducts programmatic monitoring and evaluation work, such as department performance assessment (baseline assessment, 6 months assessment, 1-2 years assessment), and reporting to stakeholders on achievements, challenges and problems encountered.

The Departmental Monitoring Tool mainly answers the indicator defined in the results framework, which captures the performances of key departments/units in the core functional areas supported by MCP appointee. The M&E tool benchmarks each department against international best practice in five key criteria areas such as i. Leadership ii. Human Resources iii. Knowledge Management iv. Processes v. Outcomes.

After each departmental monitoring visit in the respective ministries (after 0, 6, 12 and 24 months) a summary scoring sheet is elaborated and attached with a set of key observation per performance criterion. The summary sheet also includes conclusions per performance criterion as well as a set of overall recommendations, which are shared with the Performance Appraisal team of GDPDM, the MCP appointee and his/her supervisor. The feedback mechanism is foreseen to share the lessons learnt and to motivate the key departments to continuously improve performance.

Section's activities:

- On mobilizing the M&E, consultant an M&E manual has been developed jointly with the M&E team, which included a framework of indicators, roles and responsibilities to assess progress of MCP implementation.
- The MCP results framework preparation and use was addressed during a results framework workshop held in April 2009. The purpose of this workshop was to review the results framework for MCP and the output was a revised results framework.
- An M&E tool (questionnaire) was later developed with five areas of assessment as stated above. The designed M&E tool is based on the new results framework.
- The M&E activities included not only conducting the interviews with the MCP appointees' two subordinates but also with his/her supervisor; nonetheless, the length of the questions and the in-depth nature of the questionnaire, caused the M&E team to exclude the MCP appointees' supervisors from the interview process and instead include the MCP appointees. This fine-tuning in the procedure resulted in regular implementation of the assessment schedule. It is worth mentioning that the M&E team has been working on alteration of the system in order to fulfill the changing demands.

Graphical portray of Departmental Assessments up to date:

2009 Departmental Assessment Ratio

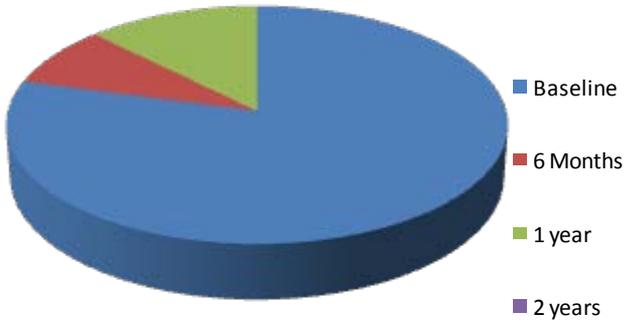


Figure (7)

2010 Departmental Assessment Ratio

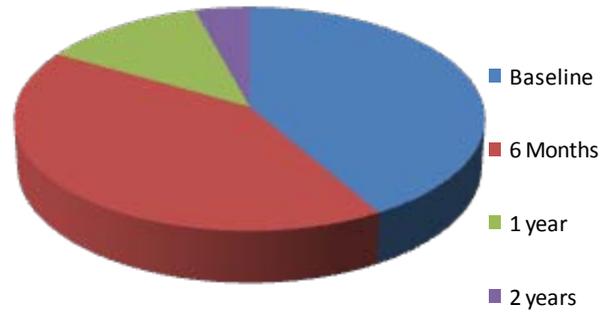


Figure (8)

2011 Departmental Assessment Ratio

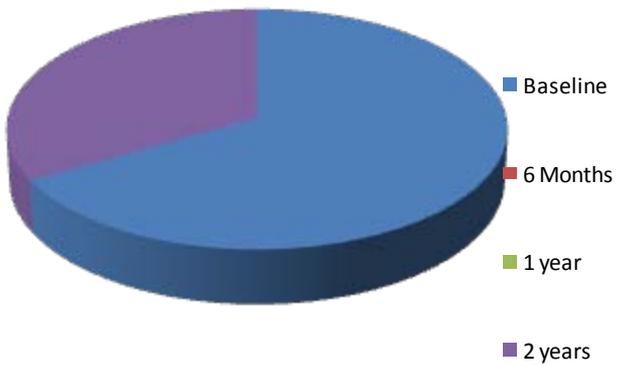


Figure (9)

Departmental Assessments 09-011

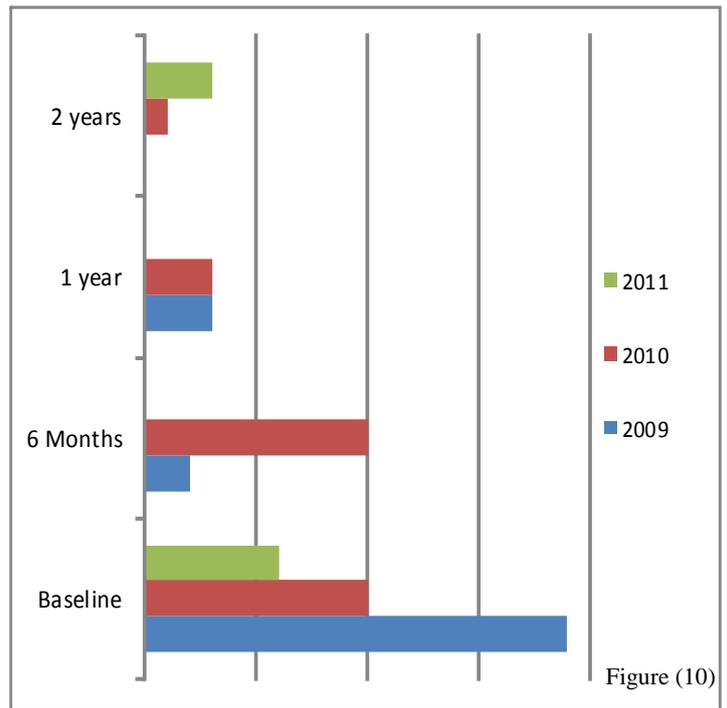


Figure (10)

Program Impact:

Achievements:

- **Establishment of HR Departments:** The new MCP HR Director at the MOF has successfully filled vacant positions through the appointment to 6,500 positions in one year. In comparison, his non MCP predecessor managed appointments to 5,000 positions over five years.
- At the MoE, the MCP HR Director is coordinating appointments to 7,000 vacant positions. The MCPs are evidently addressing the back log of appointments including at sub-national level.
- **Increased donor funding to departments headed by MCPs:** For example, the MCP head of the PICU in MAIL coordinated the design of 8 new donor funded programs. Similarly, the Director of the Afghan Civil Service Institute (ACSI) has raised US\$ 84 million of donor funds to support capacity development in Afghanistan.
- **Improved procurement of equipment and facilities:** The MCPs heading procurement departments have developed procurement guidelines for their respective ministries. The Director General Procurement interviewed at MAIL has been recruited from the private sector and has brought his private sector knowledge to MAIL, making procurement procedures within the ministry more competitive and efficient. The MCPs involved in procurement are also implementing procurement legislation within their ministries/agencies.
- **Capacity development of departments:** The Civil Service Institute has developed a comprehensive curriculum to train staff in ministries. The number of trainers has increased from 60 to 450 at both central and sub-national levels. The Directors of HR at the MoF, MAIL and MoE have been instrumental in organizing training courses to ensure that the staff is better able to perform their duties. At MAIL, a number of interns have been hired from the Kabul University to support the ministry.
- **Improved communication of key government policy and outcomes.** At the IARCSC, public and government awareness of IARCSC's activities has improved through increased communication of IARCSC's policy and outcomes through radio, TV, ministry billboards in ministries, websites, brochures and factsheets, quarterly magazines and annual reports.
- **Developing guidelines on aid management and coordination.** At the MoF, the MCPs have been instrumental in developing dialogue with donors on alignment of aid, negotiations on grants, arranging documentation on donor compliance to aid effectiveness (these have been crucial for the Paris and Kabul conferences), operational guidelines for budget financing and improving the utilization of off-budget financing. The MCPs at the MoF have compiled a Development Assistance Database and use this to conduct regular financial reviews with donors.
- **Improved management of the Civil Service.** MCPs at the IARCSC have been instrumental in the development of a Civil Servants Laws and regulations which are progressively being applied across the civil service, the establishment of a Gender Directorate and the establishment of an HRMIS which contains basic data on civil servants in 17 key ministries in Kabul and coordination of the establishment of HR departments in ministries.
- In Ministry of Agriculture, the MCP appointees started shortly after the arrival of the new minister. The improvements to the agricultural programs mentioned above were made as a direct result of the confidence and authority that the minister gave to PICU Director General

(an MCP appointee), to reorganize the management and work plans of each of the programs. What has not been included in the table above is the increase in the number of programs that PICU has been able to bring to the Ministry of Agriculture. In early 2009 when MCP placed its appointee in PICU, the Ministry had 3 programs. Now, after 18 months of support from MCP's appointee, the Ministry has 14 programs and many more donors. Here, the MCP is working closely with CTAP advisers to start building capacity across program staff at the national and sub-national levels.

- In Ministry of Information and Communications Technology, the introduction of qualified individuals into the roles of DG ICT and DG Planning and International Relations have allowed MoICT to change a gear in its creation of national regulatory and infrastructure regimes. The outputs of both director generals are helping to drive a dual strategy of steady institutional development and ambitious policy setting for ICT at the national level. They and their colleagues in the National Data Centre are supported by two dynamic and committed Deputy Ministers.
- The Ministry of Finance has been a considerable beneficiary of MCP. The Director Generals of its highest performing departments, Budget, Treasury and Revenue have all been supported through the MCP. In all three considerable improvements have been made to processes and performance. The Budget Department has also been supported by a cluster of ANDS officers who have helped to create a results framework system for mapping out the intended impact of ANDS for each ministry and sector. These are critical for underpinning the budget process by informing government priorities and resource decisions. Such an enterprise would not have been possible had skilled staff not been available to them through the MCP.

The table below provides three clusters of MCP appointees that have had a tremendous impact on their institutions. This framework is designed to capture three categories of data:

Capacity Building Products: these include any manuals, guidelines, training materials or policies that can aid capacity development and work towards establishing better management practices

Department Level Outputs: these include the outputs of the Ministry department that demonstrate improved service delivery (e.g. 50% more schools built)

Systemic Capacity Built: this includes data that shows that systems and best practice have been established and embedded within an institution.

Ministry	Position	Capacity Building Products	Department Level Outputs	Systemic Capacity Built
Ministry of Agriculture, Irrigation, Livestock	Director General, Program Implementation and Coordination	Introduced coordination mechanisms so the programmes are talking to each other, avoiding duplication and learning from each other. PICU is also producing a map of activities that are going on outside the Ministry of Agriculture so that the Ministry can engage more effectively with extra-budgetary projects.	Improved management of the Horticulture and Livestock Programme and Rural Business Support Programme so that they both went from unsatisfactory to satisfactory performance levels in the eyes of their donors (WB and ADB respectively)	Established PICU as a general directorate accepted by the Tashkil department in the OAA and included in the budget. Hired and trained subnational coordination officers who are training MAIL officers at province level
	Director, Procurement	Updated and simplified procedures for Procurement and trained up staff on procurement planning; training has also spread to finance department which will use the procurement plan to produce an annual financial plan	MAIL is now ready to start managing procurement of large programmes itself. This will help to increase budget execution rates; indeed it has already had an impact with expenditure rates of projects like the Rural Business Support Programme going from 1% to 89%	Established contract management unit to manage procurement across programmes and departments. Established an annual procurement planning process
	Regional Program Coordinator (Balkh)	Coordinated and finalised annual project plans for DAIL suboffices and partner organisations plan;	Plantation of 100,000 fruit and non-fruit saplings; coordinated distribution of 1,200 tonnage of improved wheatseed to 24,000 farmers; protected 20,800 hectares of land against pests; distributed 42 tractors to farming co-operatives and established 710 new orchards	Monthly meetings now held for sectoral groups (e.g. Potato group)
Ministry of Communication and Information Technology	Director General, Information Communication Technology	ICT policy and strategies for fiber security, national security card, fiber security and regulations for the private IT sector	ICT Law drafted, finalised and submitted to Ministry of Justice; Government Public Key Infrastructure Plan Implemented; Fiber Optics for 11 provinces laid	National Data Centre installed and inaugurated; Targets for 2011 established, including 13 service areas (e.g. electronic driving licence applications)
	Head, National Data Centre	Security procedures for NDC produced; Service pricing for clients established	Supervised connection and connectivity testing for 42 government agencies	Implemented National Data Centre organisational structure
	Director General, Planning and International Relations	5 year development plan for MoCIT produced and submitted to the Office of the President; 5 year provincial plan for all provincial directorates	Organised and facilitated the inauguration of 15,000 lines of copper cable network in Mazar and 10,000 in Jalalabad	Instituted a quarterly statistics bulletin on the Afghan telecoms sector; Established a rolling programme of international training for Ministry staff

Ministry of Finance	Director, General Budget	Conducted a training needs assessment across Budget Department; developing training materials for all staff and an induction training programme for new staff members; introduced a handbook for all budget department staff.	Budget circular no. 1 was released 2 months earlier in 1388 than it was in 1387. Budget circular no.2 was released more than six weeks earlier than in 1387. This and other reforms have helped to increase Afghanistan's PFM performance across 17 internationally recognised indicators	Established a reformed budget calendar formalising the time expectations for the inputs of all units, reorganised department to increase accountability of units for specific parts of the budget process
	Director General, Treasury	Run a number of workshops over the past year that are aimed at training up staff and increasing ownership; regular visits to provinces to keep staff up to date of developments on AFMIS and VPP	AFMIS has been rolled out to every agency and every province; the Verified Payroll Programme now covers half of government agencies (and employees)	DG 's leadership and commitment to capacity development has helped to increase the percentage of civil servants working in Treasury from 60% to 95%
	Head, Fiscal Policy Unit	Set standards for reporting on fiscal trends and data; introduced new schedule for inputs to the budget process and established an on-the-job training process for FPU officers on the MTBF	Improved the MTBF so that Budget Circular no. 2 reflects government priorities and creates firm budget ceilings for ministries. Increased transparency by posting fiscal bulletins on website and disseminating them widely across PFM networks	Established monthly and quarterly fiscal bulletins; improved the quality of the macro-fiscal framework so that the Medium Term Budget Framework reflects economic trends more effectively
	Director, Human Resources	Produced a full set of HR Policies, an induction manual and formulation of HR shared services model	Pay & Grading Implementation for 2,759 positions (93% of target)	Revised HR policies have been implemented, which includes an HR Development Program with Generic and Specialised HR training for staff across ministry
	Director, General Revenue Director, Large Taxpayers Office Director, Kabul Revenue Head Office	Created compliance, audit and enforcement manuals for all ARD staff. Championed new HR policies to stop employment of relatives across ARD and commenced a performance management monitoring system to help improve performance throughout ARD	Exceed IMF targets for revenue collection (e.g. Afs8.2bn in 1388; Afs2.4bn in Q1 1389); significant progress has been made on taxpayer awareness (commercial broadcasts for large taxpayer community) on expanding the taxpayer base (LTO now has 400 cases) and creating strategic partnerships with industry controlling bodies such as with the Builders Association, DAB, MISFA	Reporting from LTO departments to management and weekly meetings has improved the flow of information; established a streamlined audit process which is reducing the opportunity for corruption.

C. Challenges:

General:

- Salary top ups by donors for ministries/agencies staff which undermines the capacity development and reform processes
- Limited capacity of ministries/agencies to identify their needs as well as utilize the MCPs
- Lack of a unified salary structure/scale for national consultants paid by international agencies/donors
- Security to attract Afghan diasporas
- Lack of a proper legal and political backing for civil servants to keep them unchanged with political changes in the Ministries/agencies
- Lack of coordination and collaborations among donors/international partners which cause overlaps and duplications
- Limited pool of well-qualified applicants for senior policy and strategic positions
- Limited communication and outreach facilities to target interested candidates in the provinces as well as limited no of candidates to go for sub-national positions with high security risk
- Lack of confidence in linkages between the implementation of sector strategies between center and provinces
- Political backing for MCPs at sub-national

Specific:

- Unavailability of MCP appointees' supervisors on the scheduled dates of interview and therefore the M&E and performance appraisal plans has been drastically affected by this problem.
- Attraction of qualified applicants in general, particularly females.
- Market Competition
- Less support of some MCPs regarding providing their reports and time sheets in timely basis.
- Challenge in making appointments with direct supervisors of MCP appointees'
- Inadequate human resources which bring about delays in recruitment process

D. Recommendations:

General:

Specific:

- Advertisement strategy to be reviewed to make sure our vacancy announcements reach to all interested applicants, particularly to female candidates.
- Pay review to be conducted to make sure that our salaries are competitive
- GDPDM senior management team should talk in Deputy Minister's meetings with IARCSC to further extend their support and convince our MCPs to respect their contractual obligation and support while Performance Review is due.

- Human Resources Section structure to be reviewed and the vacant positions must be filled as soon as possible.
- Coordinated efforts by IARCSC's Monitoring and Evaluation Directorate to align all efforts feeding into PAR strategy.
- Strengthening Communication Bridge between WB and GDPDM in order to better communicate the activities of Monitoring and Evaluation section. Introducing a focal point from the WB will assist the M&E team in establishing proper interactive approach and frequently exchange ideas.
- Further alignment of monitoring and evaluation and performance appraisal mechanisms in order to collaboratively fulfill the project's development objective.
- Fine-tuning of the monitoring and evaluation mechanism and tools to satisfy the requirements of all stakeholders.

E. Future Plans:

- Conducting departmental monitoring assessments at Baseline level, 6 months, 1 and 2 years period.
- Data analysis and preparation of different assessment reports on regular basis
- Fine tuning of the M&E tool considering the scope of MCP and other projects of GDPDM
- Recruitment of MCP appointees'
- Conducting Performance Appraisal of MCP Appointees'
- Preparation of reports on regular basis