



# CBCMP - Capacity Building and Change Management Program 2010 - 2012

November 2012

This publication was produced for review by the United States Department of Agriculture. It was prepared by the International Executive Service Corps under the Cooperative Agreement 58-3148-1-042.

The views expressed in this publication do not necessarily reflect the views of the Department of Agriculture of the United States Government.





## **CBCMP'S ASSISTANCE - OVERALL CONTEXT**

### **A sustainable, thriving agricultural economy through improved delivery of agricultural related public services**

CBCMP's assistance objective is firmly planted in the 2009 USG Agriculture Assistance Strategy for Afghanistan, whose primary goal is to increase confidence of Afghans in their government. The explicit means identified is to increase the capacity of CBCMP's principal partner, Ministry of Agriculture, Irrigation and Livestock (MAIL), to deliver services to rural farmers and herders and promote the private sector and farmer associations. This is to be done through a US Government "Unity of Effort through a Whole-of-Government" provision of technical assistance and direct ministerial budget assistance through USDA and USAID.

CBCMP is the linchpin in this effort with MAIL to increase and improve its delivery of agricultural-related public services. The USG agriculture assistance strategy calls for CBCMP to implement Change Management and improve capability of the DAILs (MAIL subunits at the provincial level) to plan budgets and implement projects or programs. In addition to that, the USDA AAEP and USAID AGRED projects are tasked with properly training, equipping, and deploying extension workers.

### **How CBCMP complements other important donors' approaches?**

As part of the post 2014 transition strategy for Afghanistan, the World Bank has called for donors to help the GIROA finance the development budget, including public investment and operations and maintenance (O&M). The GIROA needs to continue to strengthen public financial management systems and the budget process and increase their capacity to deliver services and implement programs.

The World Bank's new Capacity Building for Results (CBR) Facility Project for Afghanistan has fast-tracked MAIL's application for assistance ahead of other GIROA ministries because of the Human Resource management innovations and other system modernizations implemented by MAIL with CBCMP support.

Recognizing MAIL's improved capacities to manage donor's and GIROA funds, the World Bank has even stated to donors that direct implementation through MAIL is more cost effective than going through contractors and that \$100,000 in funding invested in MAIL will result in irrigation infrastructure for 26 hectares which is much more cost effective than delivering through aid contractors.

## WHO WE ARE?

In November 2010, USDA awarded the 3 year, \$36 million Capacity Building & Change Management (CBCMP) Program to the Volunteers for Economic Growth Alliance (VEGA), a consortium of 19 non-profit economic growth organizations.

The International Executive Services Corps (IESC) is the lead implementing organization under VEGA, heading a team of five sub partners embedded in Afghanistan's Ministry of Agriculture, Irrigation, and Livestock (MAIL), including International City Managers Association (ICMA), Land O'Lakes, International Institute for Education (IIE), International Senior Lawyers Project (ISLP), and the Financial Services Volunteer Corps (FSVC).

## CBCMP - AFGHAN SOLUTIONS TO AFGHAN PROBLEMS

CBCMP is able to provide: 1) technical experts from VEGA partner organizations, 2) investments in improved automated systems and technology enhancements, and 3) close coordination with USDA Partner efforts (Embeds, PRT advisors, AAEP, SPS/Statistics).

However, CBCMP's signature and strongest tool is the employment of 202 highly skilled Afghan Change Management Specialists (CMSs) embedded within the MAIL/DAILs who are key to transferring knowledge to civil servants. These CMSs are paired with civil servants to provide on-the-job training, mentoring, and added value to the Ministry.



*A group of Change Management Specialists together with Minister Rahimi*

## KEY OUTCOMES

To increase and improve its service delivery, MAIL first has to be able to plan, budget, procure and pay, and monitor/evaluate. CBCMP support in these areas during the first two years of the program transformed MAIL's institutional standing with donors and was verified by two separate audits of MAIL's internal control systems.

CBCMP was also able to begin implementation of strategic planning, annual work planning, performance monitoring (control), organizational alignment, and continuous process improvement within 11 MAIL technical directorates and 7 DAIL's. During its second year of operation, CBCMP has begun rolling out these strategic change management interventions to the DAILs, where the improved delivery of services to Afghan farmers has to take place.

Over the last year over 17 different organizational development outputs have been produced with the cooperation of CMS and civil servants across the MAIL technical directorates and DAILs. These outputs signify an improvement in the way MAIL organizes itself and its work. Outputs like process mapping, work planning, strategic planning, organizational alignment and development of a results framework are helping MAIL Directorates function more effectively.

### **Focus on Agriculture Extension Services (AES)**

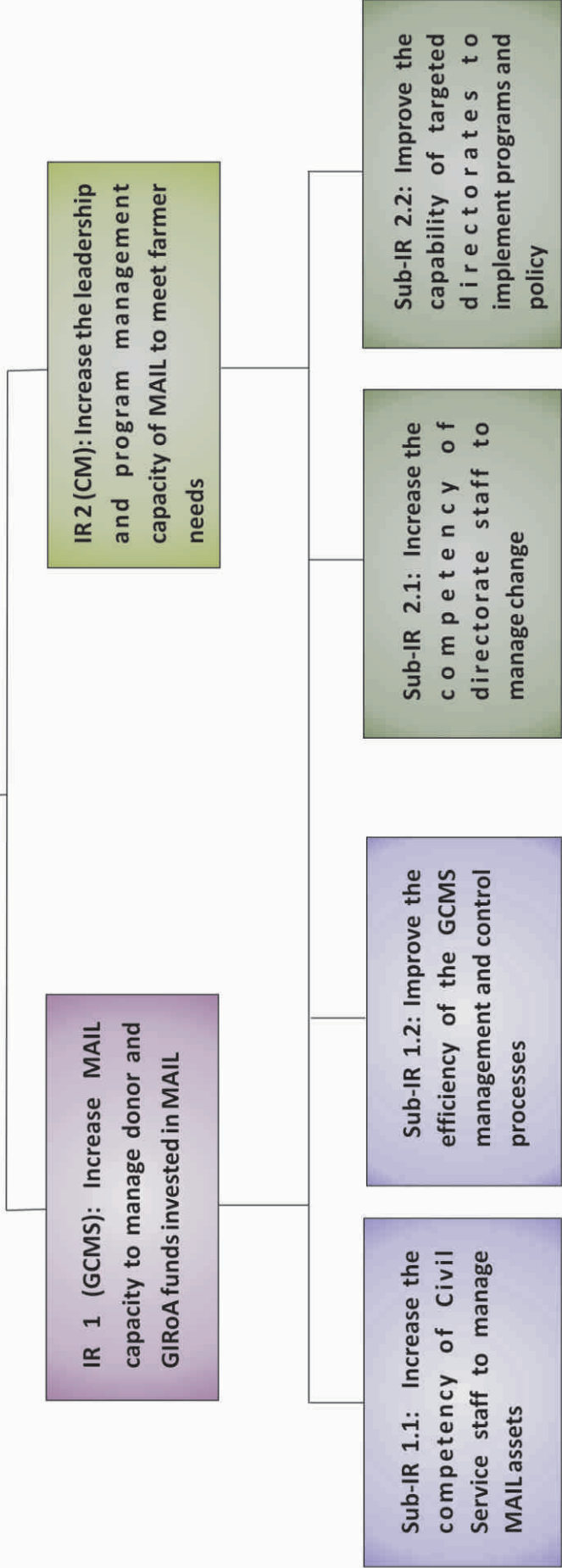
MAIL provides a diverse set of public services in support of agriculture. However, getting the level and quality of services raised at the district level is the real challenge. A key pre-1979 MAIL service that strongly contributed to keeping Afghanistan together as a nation was an effective and competent AES system that allowed farmers to take maximum advantage of the Green Revolution. The MAIL that emerged post-2001 was considerably weaker with district delivery of services almost nonexistent. The challenges in reestablishing the AES system are not just institutional. Markets linkages have been disrupted and transaction costs are high. Agricultural supply chains have been disrupted. Afghanistan's diverse and widely disbursed ethnic groups impose a rural conflict dimension that complicates AES delivery.

The ultimate purpose of AES systems are to get knowledge to farmers to produce positive changes in their agriculture production and livelihoods. USDA's CBCMP and AAEP projects and the USAID AGRED project are all part of the Whole-of-Government effort where each USG agency identifies how its respective assets complements or augments those of other agencies in order to ensure an effective and unified effort.

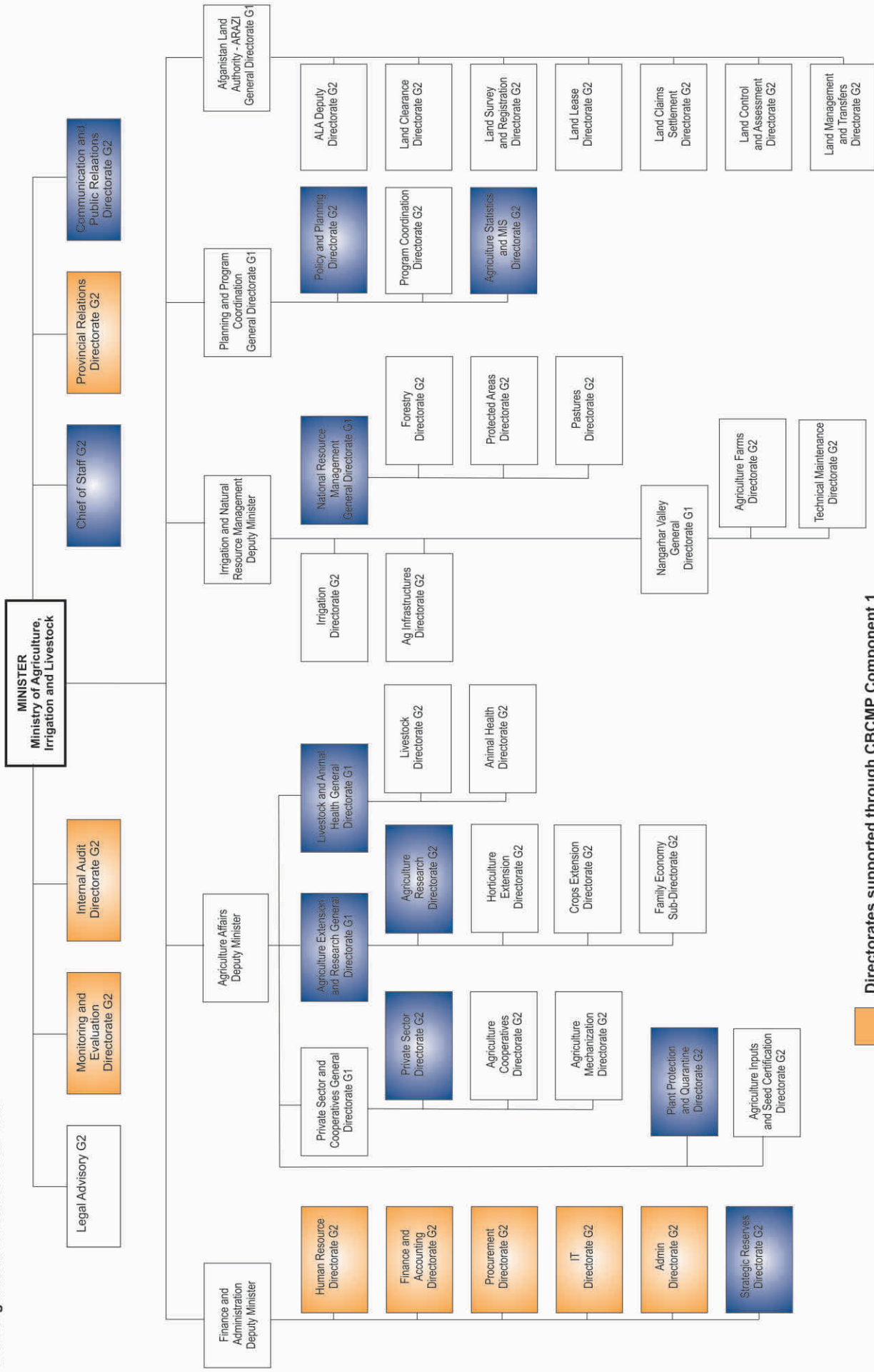
CBCMP focuses on extension systems and AAEP and AGRED focus on extension technical content. The 3 projects are highly complementary. MAIL extension workers must have operational systems, tools and resources developed by CBCMP. Without these, no amount of training or infrastructure provided by AAEP or AGRED is going to produce the desired impact.

# CBCMP RESULTS FRAMEWORK

**CBCMP Assistance Objective:**  
Contribute to a sustainable, thriving agricultural economy through improved delivery of agricultural related public services



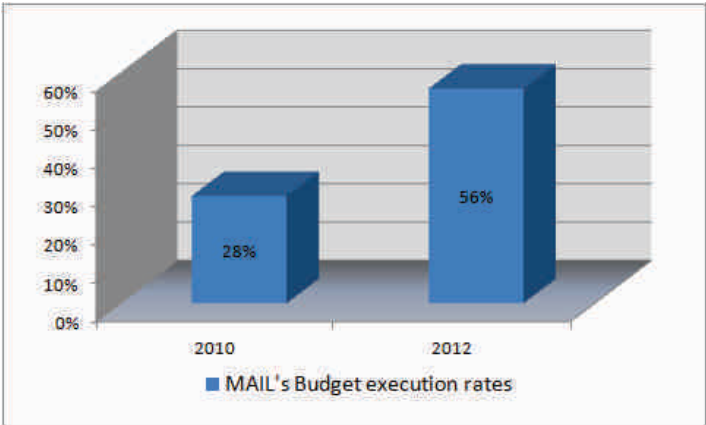
**Ministry of Agriculture, Irrigation and Livestock  
Draft Organizational Structure for 1392**



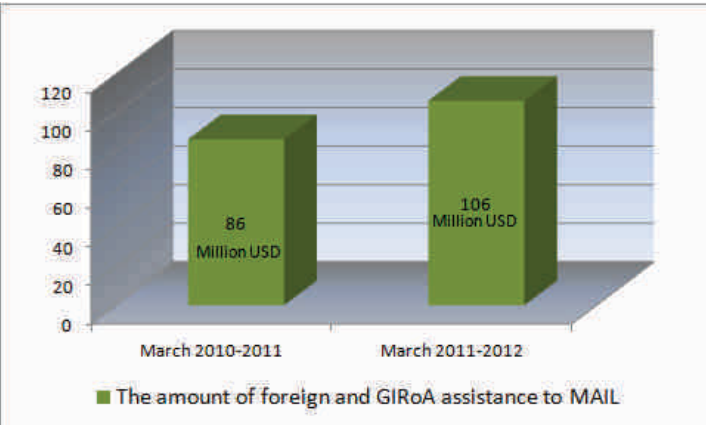
Directorates supported through CBCMP Component 1  
 Directorates supported through CBCMP Component 2

**INTERMEDIATE RESULT 1  
INCREASE MAIL CAPACITY TO MANAGE DONOR AND GIROA FUNDS  
INVESTED IN MAIL**

- CBCMP works with the Accounting and Finance, Procurement and Contracts, Human Resources, Administration, Provincial Affairs, Information and Communication Technology (ICT), Monitoring and Evaluation and Internal Audit Directorates.
- MAIL can now effectively plan, budget, procure, and manage its payroll as a result of CBCMP assistance. CBCMP has helped improve MAIL's internal systems, their ability to manage on-budget donor funding and increase its development budget expenditure rate.
- Consequently, the development budget execution rate has increased dramatically over the last 2 years from about 28% in 2010 (by March 2011) to over 56% at the end of Afghan fiscal year 2011 (in March 2012). This was followed by increased donor's confidence and higher allocation of donor's money to MAIL from \$86 million in 2011 to over \$106 million in the current year.



Progress in the development budget execution rate is a direct consequence of MAIL's increased ability to effectively plan, budget, procure, manage its payroll; and to manage on-budget donor funding.



The amount of foreign and GIROA development assistance allotted to MAIL has increased significantly from about \$86 million in Afghan fiscal year 1390 (March 2010-March 2011) to over \$106 million in Afghan fiscal year 1391 (March 2011-March 2012).

- CBCMP has established:
  - a grants and contracts management system in the Procurement directorate;
  - automated and improved systems to enable MAIL to **design, procure, account for, and report on** how financial, capital and human resources, provided through both donor and government funding, perform and are utilized;
  - key internal controls necessary for MAIL to process and manage donor funding for key agricultural service and development projects.

■ CBCMP is advising MAIL and the USAID AGRED contractor on process mapping for the use of the \$40 million of USAID on-budget funding, including a possible grants facility.

■ MAIL is now a more solid partner with donor programs resulting in no need for the Program Implementation Coordination Unit (PICU) which was originally created because Technical Directors didn't have the capacity to provide the counterpart support that donors required. The Minister directly attributes the presence of CMS staff to this enhanced MAIL capacity and the lack of need for the PICU.

■ PICU still exists, however, its scope has changed so that implementation of projects has been transitioned to technical directorates. PICU will become a part of the policy and planning directorate and retain responsibility for coordinating and reporting on off-budget projects. The addition of CMS in technical directorates has enabled the Directorates to take on project implementation. In most cases, the CMS are doing the work, as the civil servants need time to develop the capacity to assume this role themselves.



Minister Rahimi best expressed the ultimate test of the success of CBCMP. He said that MAIL needs to be able to let all the farmers know that MAIL is there and “open for business” in each of the country's 418 districts. The other 3 essential GIROA services at the district level are easier to recognize – people can see schools, health clinics, and police stations but it is harder to see extension services.



**Sub-Intermediate Result 1.1.**  
**Increase the competency of Civil Service staff to manage MAIL assets**

Indicator 1.1.a - # of target civil servants showing annual improvement on performance evaluation.

Indicator 1.1.b - # of GCMS civil servants successfully completing GCMS training.

■ Performance evaluation of civil servants being mentored by CMSs has been conducted. This performance evaluation identified a baseline for 141 civil servants being coached and mentored by C1 CMSs. CMSs are now working with civil servants to improve their work performance. Another assessment will be conducted in the beginning of 2013 to see the change in work performance of civil servants.

■ A slew of trainings have been conducted for MAIL civil servants under Component 1. These include English language and computer skills training, M&E training, Public Financial Management Training and Leadership training among others. Over 5000 person days of formal classroom based training has already been imparted to MAIL civil servants. All trainings are evaluated and civil servants tested on knowledge gained.

■ Coaching and mentoring is ongoing through 78 CMS coaching over 141 civil servants under Component 1. These CMS are coaching the civil servants on technical aspects of day to day work, office management, English and computer skills. One STTA has provided training of trainers to CMSs on coaching and mentoring of civil servants. The project continues to make headway in coaching and mentoring, which enhances effectiveness of civil servants, helping them become more capable.



*English class in MAIL's HR building*



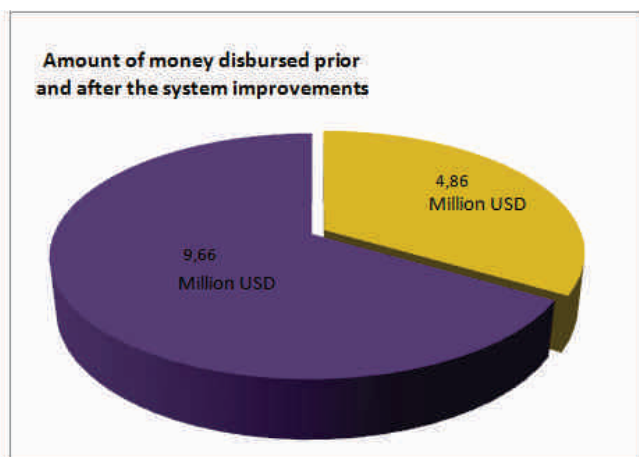
*Coaching and mentoring - a continuous process*

**Sub-Intermediate Result 1.2.**  
**Improve the efficiency of the GCMS management and control process**

Indicator 1.2.a - % improvement in processes due to automation of systems.  
 Indicator 1.2.b - % of Ernst and Young recommendations implemented for approval of MAIL to receive on budget funding from USG.

**Technology for Systems Improvement**

■ Established an automated Financial Management Information System, to reduce transaction time for accounting procedures. Over 4100 financial transactions were done through this system up to September 2012 this year.



As a result of very successful implementation of AFMIS, the Finance and Administration Directorate disbursed over \$9.66 million in the first quarter of the system's operation, compared to \$4.86 million in the corresponding prior fiscal year quarter.

■ E-Attendance: Automation of the time keeping system which has led to improvement in attendance as well as Electronic Time Keeping and Attendance System and Integration with Payroll leading to faster payment of salaries at MAIL. 1120 MAIL civil servants are now using this system. In 2013 this system will be implemented at the DAILs.

■ Workforce Management Software Implementation in HR Directorate which is ongoing.

■ Assets and Facilities Management and Inventory Control Software for Admin Directorate which will allow for better inventory control at MAIL. Over 3000 assets have already been logged into this system.

■ Ernst and Young (E&Y) Recommendations: An audit conducted by E&Y listed 37 recommendations across the Finance, Administration, Internal Audit, Procurement, Information Communication and Technology (ICT) and Human Resource Directorates. These recommendations covered essential policy, control, process and capacity gaps that needed to be

bridged. CMSs working with civil servants have been able to implement over 90% of these recommendations thus helping MAIL prepare to receive on-budget funding directly from international donors. The international community have expressed higher faith in MAIL to receive on-budget funding. This is evidenced by the increase in the development budget by 30% over last year.



*Attendance registration desks*



*MAIL's employees queuing to get registered*



*Attendance records before and after the introduction of e-attendance system*



*Heela registering at the end of working hours*

E-attendance contributes to more efficient time management of MAIL employees, improved attendance and faster and more transparent payment of salaries.

MAIL's employee Heela Fakher says: "We don't queue for half an hour anymore, what was particularly difficult during freezingly cold winters. It positively influences our motivation and effectiveness".

- The overall capacity of MAIL has been built through:
  - systems and process improvement;
  - management training and leadership development;
  - automated and improved systems to enable MAIL to design, procure, account for, and report on how financial, capital and human resources provided through both donor and government funding perform and are utilized;
  - key internal controls necessary for MAIL to process and manage donor funding for key agricultural service and development projects;
  - roll out automated systems to improve processes through shorter processing times, more control and better management information systems across the Finance, Human Resources and Administration Directorates at MAIL; and
  - Continued coaching and mentoring for civil servants on these automated systems at MAIL.
  
- Enhanced M&E capacity: CBCMP has worked with MAIL civil servants to build the capacity of the M&E Directorate. Trainings have been held for M&E civil servants through an expat M&E Specialist. This training was followed up by local training as well as field visits. In addition to this CMSs worked with civil servants on creating M&E field visit checklists as well as clarifying the indicators for MAIL performance. CBCMP also provided equipment to MAIL civil servants including computers and cameras to help improve monitoring and evaluation.
  
- Increased budget execution rates: C2 has contributed through the Policy and Planning Directorate. PPD assists MAIL in budget management and have completed a process map for this exercise. To boost MAIL's absorptive capacity to manage on-budget funding, CBCMP is building its capacity to increase budget execution and deliver services by addressing capacity constraints and unrealistic budget formulation. With its DAIL focus taking on more emphasis in 2012, CBCMP will address problems with efficiently allocating funds from the center to provinces/districts and considerable weaknesses in GIRoA capacity and presence at sub-national levels.



*Sixty civil servants attended the training in monitoring and evaluation*

## CASE STUDY: INTERNAL AUDIT DIRECTORATE

### STRENGTHENING THE INTERNAL AUDIT DIRECTORATE

**“In the past we didn't have a proper plan, strategy, database, checklists...we didn't have any tools to perform our job successfully. In the past we had computers on our desks but we didn't know how to use them, now, my civil servants providing computerized reports”, said Akrami.**

Accountability of Government's institutions in Afghanistan has always been recognized as a key factor in increasing its legitimacy. As soon as CBCMP started work at MAIL it commissioned an assessment by Ernst and Young (E&Y) to investigate and report on capacity, policy and systemic gaps. One of E&Y's primary recommendations was strengthening the Internal Audit Directorate. This is why CBCMP focused on establishing an effective Internal Audit System within the MAIL.

Mohammad Alam Akrami, Internal Audit Director, praised the CBCMP's assistance summarizing the most important aspects. “In the past we didn't have a proper plan, strategy, database, checklists...we didn't have any tools to perform our job successfully. In the past we had computers on our desks but we didn't know how to use them, now, my civil servants providing computerized reports”, said Akrami. “This Directorate exists since 1984, but the biggest change in our work happened during the last year. CBCMP provided us huge support.



*Mohammad Alam Akrami, Internal Audit Director*

We don't have civil servants educated to be auditors, we hire economists, lawyers, journalists and other professions. Without the trainings, mentoring and coaching they got through the CBCMP assistance, they would not be able to perform their job. CBCMP provided the entire package to us, starting from English and IT classes, through filing of the documents to introduction of process based audit.

Before the CBCMP trainings we had access to 30% of MAIL's directorates, now we have access to almost 70%. Before, we were searching for hours to find some document, now we can get it in a minute. To continue, we still need to learn a lot, and we are willing to learn. We hope that CBCMP will increase the number of Change Management Specialists so that we can have better access to the provinces.

Bringing change is very difficult, especially in our environment, but I will use this opportunity to emphasize that Internal Audit was the first Directorate which agreed with the changes you suggested”, emphasized Akrami.

Mirwais Yar Tanai who works as Change Management Specialist (CMS) in Internal Audit listed the achievements and talked about the plans for the upcoming period. He said that: "CMSs developed proper and standardized checklists for the Directorate; additionally, a database for reports and recommendations was developed and filing system standardized. We worked closely with the civil servants to develop annual work plan, operation plan and action plan.

CMSs prepared a detailed training plan and training materials. Three months basic training for civil servants is already done, intermediate training will be delivered from December 2012 to February 2013.

For the first time, Information Technology Directorate and Human Resource Directorate audits were conducted. Our next step is to do the process based audit for civil servants in Balkh Province. Also, we are preparing a check list for cash management audit and inventory audit is going to be done for the first time".



*Director Akrami, accompanied with two CMS and three civil servants*

## INTRODUCING THE CONCEPT OF PERFORMANCE MEASUREMENT THROUGH DEVELOPMENT OF THE SCORECARDS



*Wazhma Ahmadi giving the presentation on the scorecards for the Minister*

„The score card is a strategic business planning and tracking tool designed to help directorates align their corporate mission and visions with day-to-day activities“.

Civil servant Wazhma Ahmadi giving the presentation on the scorecards at the meeting with Minister Rahimi which is held on April 14, 2012. Wazhma is an employee of Plant Protection and Quarantine Directorate and she was a member of the team who developed the scorecard for their Directorate.

Performance Scorecards are one of the four Change Management Pillars implemented within MAIL. Employees of 12 MAIL's directorates and 7 regional DAILS were provided with the training on scorecards development as a tool for monitoring and reporting of progress against the annual work plan.

## CASE STUDY: FINANCE AND ACCOUNTS DIRECTORATE

### CBCMP CHANGE MANAGEMENT SPECIALISTS IMPROVING FINANCIAL MANAGEMENT SYSTEM OF MAIL

**Improvements in MAIL's financial management and policy and planning directorates facilitate significantly Program Budgeting process within the Ministry of Finance which heavily depends on accurate and timely inputs received from the line ministries**

A strong, reliable and timely financial reporting system had always been a crucial demand of the Ministry of Agriculture, Irrigation and Livestock. Until CBCMP stepped in, reporting capacity of the Ministry was very low, affecting its obligations not only internally, such as reporting to the Ministry of Finance, but also externally to the World Bank, USAID, Asian Development Bank and other donors.

Previous attempts to establish stable reporting system had failed. Once projects ended and contracted staff left the Ministry, the reporting system would go back to manual reporting; and accuracy and timeliness of reports would become an issue again.

CBCMP took a comprehensive approach consisting of intense trainings, coaching and mentoring of civil servants, combined with introduction of the Automated Financial Management System (AFMIS) software established by the Ministry of Finance. Sixty highly educated and skilled Change Management Specialists (CMS) were hired and embedded to all relevant MAIL Directorates to bring change in financial management of the Ministry, making it stable, reliable and sustainable. All necessary equipment was also bought and installed.

Introducing the AFMIS, a complete package of education was provided to civil servants including computer literacy, financial management, planning, networking, human resources and business management. CBCMP CMSs had to overcome a huge mental barrier and resistance of civil servants who were used to manual bookkeeping system and were afraid of losing their jobs.



*Change Management Specialist Saleem Khan working with his civil servant counterpart*

A Change Management Specialist who has been working with civil servants on financial management says: "The best way to depict the long way we have come and the big gap we have covered is the fact that, when we started with the implementation of AFMIS - Automated financial management information system, some civil servants called PC monitors "television" and keyboards "harmonium". Today, for the first time, Ministry sends timely and accurate reports to the Ministry of Finance. MAIL is not considered anymore being a weak point in Government's reporting system".

After one year of efforts, results are now visible through timely and accurate reports to the Ministry of Finance, Parliament, Government, and to the external donors as well. MAIL's management is now able to track its spending and to better plan its financial requests. Consequently, utilization of the funds increased significantly from 28% in 2011 to over 56% in 2012. Also donors have more confidence in MAIL. This is evidenced by the increase in on budget support to MAIL from about \$89 million 2 years ago to over \$106 million in the current year.



*Mohammad Waheed Etabar, Director of Finance and Accounts*

“Change Management and Capacity Building Project (CBCMP) hired 12 Change Management Specialists (CMS) who have been building capacities of our civil servants for the past 18 months. They particularly focused on financial disbursement and budget preparation. The CMSs support and leadership was very important for the implementation of the AFMIS (Automated Financial Management System) and our system is now compatible to that of the Ministry of Finance (MoF).

Now, we are connected through intranet with the MoF. This has resulted in much faster processing of payments by the MoF. CBCMP provided all necessary trainings to our staff and the fact that CMSs worked hand in hand with the civil servants, coaching and mentoring them continuously, resulted with their capability to run their units and the AFMIS” said Mohammad Waheed Etabar, Director of Finance and Accounts at MAIL.

Etabar also emphasized that: “...apart from the support in implementation of AFMIS, CBCMP purchased for us one more program called PBETDB - Program Budgeting and Expenditure Tracking Data Base. This program will enable us to record all our transactions making our work even more transparent. CMSs are now training civil servants and we are all working together with the software company to further develop database and to adjust it to the needs of our Ministry.

A real change is visible in our Directorate thanks to the CBCMP support. When I evaluate the performance of a Change Management Specialist I allocate 50% of points to the transfer of knowledge to the civil servants. When evaluating a CMS I talk to his civil servant counterpart to see whether they are satisfied with the mentoring and coaching received from a CMS. I have to say that I am very satisfied with the support we received from CBCMP and the amount of knowledge transferred to our civil servants”.



## CASE STUDY: ICT DIRECTORATE

### SECURING AND IMPROVING MAIL'S ICT SYSTEM

CBCMP assistance has been focusing on those directorates which are the most important for efficient functioning of the Ministry. Following an Ernst and Young (E&Y) assessment that recommended strengthening the Information, Communications and Technology (ICT) Directorate, CBCMP started work there. Talking about the effectiveness of CBCMP assistance, IT Director Mohammad Rahim Stanikzai said: "CBCMP enabled us to function and to provide good services to the MAIL employees. They helped in three ways: securing our system to be operational for 24 hours, increasing the amount of data we can transfer and training our staff to be able to run the system successfully.

CBCMP resolved the problem of unstable electricity supply by providing an automatic generator which provides power for the entire system so that we are able to serve MAIL 24 hours a day. The fuel and maintenance for this generator is provided by MAIL. Additionally, they recruited good technical staff, without whom we would not be able to run our system. What is particularly important, CBCMP recruited local staff to transfer the knowledge to the civil servants. Those employees will stay in the Ministry even when project ends.



*Mohammad Rahim Stanikzai, ICT Director*

When it comes to human resources, we are happy that CBCMP is extending its help to the provinces. They hired IT experts for each province; parallelly, civil servants are recruited to work as counterparts to CBCMP Change Management Specialists so they can continue to maintain the system once the project ends. This project gives good results because it has that strong sustainability component. We hope the project will continue until we stabilize operations in our provincial offices".



*Stanikzai with his team in server room*

Before CBCMP we were paying \$14,000 dollars per month for 2 MB internet connectivity. After CBCMP provided us with the fiber optics cable the cost of BANDWIDTH has reduced significantly. Since the cost decreased so significantly we can now afford to have 10 MB for \$6,000 dollars and still we are saving \$6,660 dollars per month.

Apart from that, internet speed is much better and it positively affects work effectiveness.

Concluding his observations Stanikzai said: "CBCMP is a sustainable project inside the Ministry which brought a lot of positive managerial and technical changes. Now it is our (Ministry) job to keep these changes and take it forward to institutionalizing it completely".

**INTERMEDIATE RESULT 2  
INCREASE THE LEADERSHIP AND PROGRAM MANAGEMENT  
CAPACITY OF MAIL TO MEET FARMERS NEEDS**

■ CBCMP works with the Extension, Research, Plant Protection and Quarantine, Forestry and Rangeland Development, Strategic Planning, Private Sector Development, Ag. Statistics and Knowledge Management, Communications and Public Relations, Change Management Office, Policy and Legal Analysis (PALAD), Strategic Grain Reserve, and Livestock & Animal Health Directorates.

■ Helping MAIL/DAIL focus on district-based service delivery and in particular, helping to organizationally align MAIL/DAIL to foster district-based service delivery while integrating the concept of district-based service delivery into their annual work planning and service delivery processes and in so doing, forming a transparent “golden thread” of service originating at MAIL, threading down to the DAILs, threading down into the Districts and ultimately threading down to the herders-farmers in the villages.

■ Change Management is about managing the transition from current state to desired state and specifically what has to change and how that is best managed, in order to effectuate a smooth transition to the desired state.

■ All of the four C2 pillars are focussed on increasing the skills for better management. Specifically, C2 activities provide needed focus on improving MAIL's organization planning system, monitoring and control system, MAIL's organizational structure and bringing it in alignment with customer requirements, and finally, C2 provides focus and attention on process mapping and fixing structural alignment with mission/vision and key service delivery process essential to the provision of quality series and products to herders and farmers.

■ Leadership training has taken place under CBCMP for MAIL senior leadership in Malaysia.



*Leadership Training in Malaysia*

**Sub-Intermediate Result 2.1.**  
**Increase the competency of directorate staff to manage change**

Indicator 2.1.a - % of target directorates staff successfully attaining knowledge goals through CM skill development.

Indicator 2.1.b - # of target civil servants showing annual improvement on performance evaluation

- Instill a deep sense of commitment to and competence in strategic planning, annual work planning, performance monitoring (control), organizational alignment, and continuous process improvement within the MAIL management ranks.
- Performance evaluation of civil servants being mentored by CMSs has been conducted. There are now over 145 civil servants being mentored by C2 CMSs. This performance evaluation identified a baseline for the civil servants. CMSs are now working with civil servants to improve their work performance. Another assessment will be conducted in the beginning of 2013 to see the change in work performance of civil servants.
- Becoming better managers via use of the four pillar management tools. Almost all directorates under C2 have actions plans for the 4 pillars. The CMS are trained in the four pillars and push this knowledge out to civil servants to improve their management capacity. The action plans are aligned with the PMP, but CMS are still struggling with collecting data. The majority of C2 directorates have completed at least one process map, more than one in some cases.
- CBCMP's added attention and resources added to the General Directorate of Planning and Policy(GDPP) with the intent being to “grow” GDPP into a serious organizational arm of MAIL, providing needed OMB-type services and thereby modernizing MAILs planning, budgeting and control capability.



*CBCMP managers coaching CMS and civil servants*

**Sub-Intermediate Result 2.2.**  
**Improve the capability of targeted directorates to implement programs and**

Indicator 2.2.a - % of targets achieved on CM scorecards, capacity building and organizational development section, across directorates

Indicator 2.2.b - Numbers of processes improved (less time taken, fewer steps, etc.)

- Over 25% of the targets have been achieved on the CM scorecards across MAIL Directorates. Directorate where CBCMP engagement started early and which are fully staffed by CMSs have seen much more progress on the scorecards. The Extension and Policy and Planning Directorates are the furthest in terms of target achievement on the capacity building and organizational development section of the scorecards.

- Implementation of the 4 pillars of CBCMP has started at the DAIL level. The 4 pillars of CBCMP are a critical aspect of ensuring MAIL is open for business. The 4 pillars are basic organizational development activities involving annual work planning, process mapping and improvement, results framework and organizational alignment. CBCMP CMSs working with civil servants have developed 17 outputs among the various technical directorates in the areas mentioned above.

- CBCMP CMSs working with MAIL civil servants have improved 15 MAIL processes across Directorates. The important processes improved include National seed distribution process, Provincial budgeting process, Pest Management Information System process and the Ag Fair organization process.

- CBCMP has invested heavily in the policy and planning directorate, which oversees program implementation and policies for MAIL. We have assigned 15 CMS to the General Directorate of Planning and Policy.

- CBCMP works with the 11 Directorates as well as 7 regional DAILs to build and implement an annual “logframe” plan that serves as their annual work plan. A monitoring and reporting “scorecard” has been built and under implementation for each of the MAIL directorate and 7 DAIL “logframe” work plans.

- Organizational re-alignment of 11 Directorates within MAIL and 7 regional DAIL offices.

- Improved coordination and service delivery between 11 Directorates at MAIL and their DAIL counterparts.

- Process re-engineering in the primary service delivery processes within all departments located within 11 MAIL Directorates and seven regional DAILs.

■ Increase MAIL's ability to effectively provide services and operate in key technical areas that will have the most immediate impact at the provincial and district level. In the Minister's own words: "...how do we show that MAIL is present and open for business at the district level"?

■ Helped MAIL develop and execute a strategy for appropriate engagement with the private sector with an emphasis on increasing its relevancy as an advocate of private sector agriculture and agribusiness in the following 5 areas:

- A role as ombudsman linking the public and private sectors;
- Facilitating the use of business plans as an agribusiness tool;
- Improving cooperative agribusiness participation;
- Maximizing the utility of agricultural fairs for promoting private agriculture; and
- Institutionalizing Public Private Partnerships.



## CASE STUDY: POLICY AND PLANNING DIRECTORATE

### PROVINCIAL BUDGETING AND PROJECT PLANNING WORKSHOPS

The “MAIL Capacity Assessment” in 2010 identified lack of skills in planning, budgeting and reporting as a big challenge for MAIL and its Provincial Directorates. Managers of relevant technical directorates in DAIL offices didn’t have necessary knowledge on planning, nor were the planning coordination mechanisms and reporting procedures established. Consequently, preparation of MAIL’s budget was delayed, influencing negatively the entire Program Budgeting process in the Ministry of Finance.

To address this issue, the Change Management Unit of the Policy and Planning Directorate conducted the Provincial Planning, Budgeting and Reporting workshops in four regional DAILs during June and July 2012, covering the key staff in all 34 provincial offices.



*Provincial planning workshop in Jalalabad*



*“Problem tree” session in Herat*

More than 200 key civil servants were trained in planning, budgeting and reporting (MIS) and these were also practiced. The impact assessment of the workshops, conducted recently in September 2012, confirmed that workshops have helped a lot, not only in developing of planning, budgeting and reporting skills, but also in establishing better coordination between directorates in MAIL and DAIL offices and further between DAIL offices themselves.



*Abdul Munir, Head of MIS Department talking to the participants*

General Manager of Planning from Herat DAIL office states, “Before the conduct of this workshop, the planning process was unclear, but now, all technical departments in our office bring their proposals to planning department, where we then screen, identify priorities and deliver the confirmed project proposals to MAIL using online MIS.”

## CASE STUDY: AGRICULTURE EXTENSION AND RESEARCH GENERAL DIRECTORATE

### IMPROVING THE MAIL'S EXTENSION SERVICES

Director General of Agriculture Extension and Research General Directorate, Hukum Khan Habibi, talked about the assistance provided through the CBCMP emphasizing multiple aspects of the support received during the two years of the project.



*Hukum Khan Habibi, DG of Extension and Research*

old model we had even from the Soviet Union era. CMSs transferred their skills to our civil servants in the areas of reporting, management, planning and writing of project proposals. The assistance we have got from CBCMP CMSs in needs assessment of key extension areas in Kabul DAIL is of crucial importance for us, as well as their help in implementation of KABUL DAIL extension capacity building project.

Coordination among different programs and stakeholders has been always a big challenge for us and the assistance we are receiving from CMS's is very much appreciated. Thanks to CBCMP's assistance our reporting system improved significantly and so did the general functionality of the Directorate", said Mr. Habibi. Director General Habibi also emphasized that CBCMP Change Management Specialists work with minimum supervision and in a manner which promotes team work.



*Change Management Specialists coaching civil servants in Mir Bacha Kot District*

"I found the assistance we have been receiving through CBCMP extremely useful for our Directorate. CBCMP Change Management Specialists (CMSs) supported my subordinates in many aspects of their daily work. The first thing which I would like to emphasize is their assistance in preparation of the new extension model which is one of the key strategic documents providing the base for new approaches and replacing the



*Paghman District - CMSs working together with civil servants on preparation of the soil on demo plot*



*Training for the extension workers in Kandahar*

## CASE STUDY: MAIL'S ARAZI DEPARTMENT IN BALKH PROVINCE

### ENABLING BALKH'S ARAZI DEPARTMENT TO BETTER SERVE FARMERS THROUGH IMPROVED ACCESS TO DATA ON THE LEASED LAND

USDA's Capacity Building and Change Management Program (CBCMP) is working to develop the capacity of civil servants in seven key provincial directorates to improve annual work planning, performance management, organizational structure, and service delivery processes, which ultimately will enable them to better serve Afghan farmers. A key element of CBCMP's approach is employing Senior Provincial Management Specialists (SPMSs), highly skilled Afghan contract staff embedded within the seven DAILs who are tasked with transferring knowledge to civil servants. These SPMSs are paired with civil servants to provide on the job training, mentoring and added value to the seven DAILs.

In the past the civil servants in Arazi Department were processing land lease records manually in books. Those records were out of date and considered to be not transparent. It was a time consuming challenge for Arazi officials to calculate and analyze data and revenues collected from land lease agreements. It was almost impossible for Arazi Department to get the exact statistics of lands arrogated illegally in Balkh Province and to report these statistics to the Afghanistan Land Authority in Kabul. The data was missing because of poor internal processes in this department. Another challenge in Arazi Department was a lack of capacity to use new technology in order to facilitate the new processes and computerize the lease agreements in a database or to simply record names of thousands of people who arrogated lands in Balkh Province.



*Arazi officer in Balkh province*

After several months of coaching and mentoring from CBCMP staff, civil servants have begun to demonstrate an understanding of process improvements. They have shortened the processes and developed two types of professional databases in Microsoft Excel for the Arazi Department in Balkh Province. One database for collecting and analyzing revenues generated from land leases and another for managing and registering the complete names and addresses for all people arrogating the lands. These improvements help ensure that the process is legal, complete and transparent. Prior to this, civil servants were able to manually enter 500 records per day. After the improvements on average over 1200 entries are made per day, which has greatly increased accuracy and efficiency.

Civil servants are now empowered to operate the database, update records, report more effectively, solve fairly routine customer problems, compile data, handle technical duties, train new civil servants and others in the group and deal with new functions that come about due to changes in the workplace.



## MINISTER RAHIMI EMPHASIZED THE ROLE OF CBCMP AND ITS CHANGE MANAGEMENT SPECIALISTS IN IMPROVING MAIL'S PERFORMANCE IN KEY AREAS

**“Thanks to CBCMP, MAIL's accounting system is now excellent, procurement department is far better than it was before CBCMP and MAILs financial system is now stable and reliable, enabling MAIL to produce timely and accurate reports to Ministry of Finance” said Minister Rahimi**

CBCMP invited 120 Change Management Specialists (CMS), including 14 CMSs from 7 regional DAIL's, to attend a meeting with Minister Rahimi which was held on November 3, 2012, at MAIL's headquarters in Kabul. Representatives of USAID and US Department of Agriculture also attended this event. The meeting, which was organized in a “Town Hall” format, was facilitated by CBCMP Change Management Coordinator Hasibullah Ahmadyar. The purpose of the meeting was to discuss how MAIL can improve its services to farmers and herders and how CBCMP can contribute to this goal through its future activities.



*Brian Rudert, CBCMP's Chief of Party giving introductory remarks*

In a very open discussion with the Minister, CMS's provided information about five crucial questions:

1. Is MAIL open for business at district level?
2. What can the implementing partners (MAIL, PRT, NGOs, CBCMP) do to ensure MAIL is open for business at district level?
3. What are the main challenges for farmers and herders?
4. What are the main challenges towards bringing the change in the regions?
5. What MAIL can do to strengthen coordination amongst stakeholders?



*Representatives of the US Embassy in Kabul and the US Department of Agriculture which is funding CBCMP attended the meeting with Minister Rahimi and CBCMP regional team leaders*



Change Management Specialists elaborated the issues which are crucial for MAIL delivery at district level such as: reorganization of taskheel (Government civil service); further empowerment of DAIL's in financial management and decision making; strong information system at provincial level; access to finance for farmers; access to irrigation; HR systems that reward high performing civil servants and punish non performing ones; decentralizing management of projects and improved coordination at the provincial level.



*Esmatullah Ghafari, Kandahar DAIL Team Leader answering questions from the audience*



*Minister Rahimi, Quintin W. Gray from USDA and Thomas Miller, President of IESC*

In his closing remarks, Minister Rahimi emphasized the results achieved by CBCMP and the success of the approach of embedding highly skilled professionals to work hand in hand with MAIL civil servants. Talking about CBCMP's contribution, Minister Rahimi emphasized that: "...thanks to CBCMP, MAIL's accounting system is now excellent, procurement department is far better than it was before CBCMP and MAIL's financial system is now stable and reliable, enabling MAIL to produce timely and accurate reports to Ministry of Finance.



*Minister Mohammad Asif Rahimi*

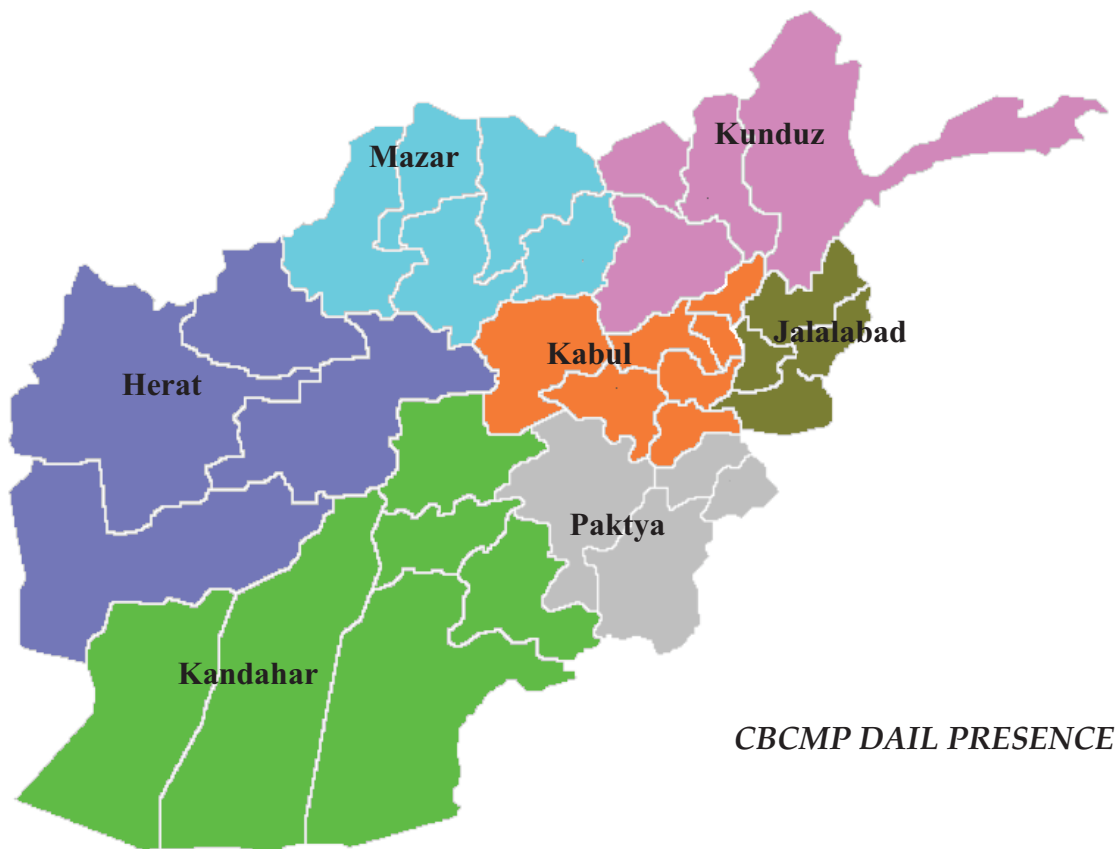
Additionally, this year AgFair, organization of which was led by CBCMP Change Management Specialists embedded in Ministry's directorates, will be the best AgFair we ever had".

Closing the event, Minister Rahimi underlined that "only those capacity building projects can succeed which are owned by a beneficiary institution".

## OUR SPECIAL FOCUS IS ON THE MINISTRY'S PROVINCIAL DIRECTORATES - DAILs

- Build and sustain an effective DAIL hub office in seven key DAILs that serve as key management, knowledge and communications centers for the surrounding DAIL offices. In the DAILs we have embedded a team of eight including a change management CMS, two extension CMS, one finance, one admin, one IT, a Regional Change Management Team Leader, and an SPMS. These eight are implementing the C2 CBCMP workplans, and have action plans to measure progress. For C2 they are implementing the four pillars and providing some professional assistance to the DAIL directors, while also training civil servants and have action plans to measure progress.

- CBCMP did the needs assessment for the Kabul DAIL Extension Service and is now teaching other DAILs how to run similar assessments. The assessment collected a great deal of useful information for the DAIL and extension, but also demonstrated that a full use of the extension model would cost an estimated \$2.3 million that the DAIL and CBCMP does not have. At this time they are doing some small projects piece by piece. One of the challenges is the lack of travel budgets for extension agents, which greatly curtails their ability to meet one-on-one with herders and farmers.



■ Another need of the DAILs is capacity building in finance and administrative staff. Work plans, payroll, and asset management have all been neglected. Access to MAIL Financial Management & Information System (FMIS) provided there is improved connectivity, and an Asset Management Software to be installed shortly, will enhance capacity building efforts of finance and administration staff.



*CBCMP management meeting Kuchi herders*



*New office building for Kandahar DAIL*

DAIL offices have limited internet accessibility. The few available lines were shared by many employees. A lack of appropriate equipment, basic infrastructure and trained ICT staff further impedes effective communications. These barriers greatly limited access to email. The MAIL Extension Directorate has about 772 staff nationwide with limited technical skills and support for communication and transport. To place six MAIL extension agents in each of the most productive 300 districts would require hiring double the present number of agents. MAIL has made great efforts recently with limited success to ensure that donor projects align with MAIL priorities and are building MAIL capacity. Currently donors run a myriad of uncoordinated expensive extension-like programs that are in total much larger than the MAIL efforts.



*CMS lecturing farmers in a field school in Balkh*



*Extension CMSs in Kandahar*

## OVER-ARCHING AND CROSS-CUTTING ISSUES

### Coordination

- Build and sustain effective coordination and a higher state of collaboration between USG agriculture programs and NGO agriculture programs that leverage their collective strengths and enhance the opportunities for improving agriculture within Afghanistan.

In all C2 action plans responsibility for coordinating is a work item. SPMS are primarily responsible for this at the DAIL level. We have supporting documentation for this coordination in the form of coordination meeting agendas, minutes, and attendance sheets.

### Sustainability

- Sustainability is a high priority for Minister Rahimi and USG. He asks that all CBCMP interventions take sustainability into account and that each intervention include a maintenance contract and plans for replacing equipment. Additionally CBCMP needs to strive to achieve at MAIL a level of service effectiveness that has been established by CBCMP's capacity building efforts (on all fronts) so that the remaining cadre of civil servants with their enhanced skill levels and access to higher-performing work-related tools, can sustain service effectiveness in their respective workplaces. Ultimately sustainability will depend upon MAIL's ability to continue allocating its own resources to sustain and replace equipment, and maintain new systems that have been put in place. A primary challenge is MAIL's lack of operational funds. Their entire operating budget for MAIL Goods and Services is a little over \$2 million for more than 9,000 employees. Scarce resources for purchase of Goods and Services don't get out of Kabul so the situation is more drastic at the DAIL level.

- MAIL's ability to incorporate CMSs into its Tashkeel as well as retaining qualified and trained civil servants will be a particular test of sustainability. MAIL civil servants will have been taught English, computer skills, and other improved labor skills and MAIL must be competitive to retain them. The MAIL civil servants would have been coached and mentored by CMS for three years.

- CBCMP options to ensure sustainability are limited beyond ensuring upfront that MAIL has fully bought into CBCMP new interventions. An example is IT connectivity at the DAILS. Before investing in IT hardware at the DAIL level, CBCMP got MAIL agreement to include an IT position at every DAIL in their 1391 (2012) Tashkeel.

- The MAIL Tashkeel has grown the number of civil servants that C2 mentor. A portion of the tashkeel growth has been focused on the addition of skilled CMS so that the project had adequate counterpart coaching and mentoring. In the end sustainability will be measured by how well CBCMP has been able to transfer the skills of CMS to the tashkeel. The acid test for sustainability will be whether more skilled civil servants can maintain the level of effectiveness achieved while CBCMP was in effect.

## Increased connectivity/improved communication

- Increased connectivity as a communications backbone using internet and other cost-effective technologies among MAIL headquarters, district levels, and farmers and herders. Strengthen and tighten communications and knowledge transfer among MAIL headquarters, district levels, and farmers and herders.

- C2 has contributed to better MAIL's communications, both internally and externally. MAIL now has a webmaster who has improved the website so that it can now post job announcements, RFPs, and MAIL information.

- At the DAIL level there has been training for extension agents on how to talk with herders and farmers. The Extension Directorate has created a weekly report template that is sent to all districts. At the 7 zonal DAILS, CMS work with the civil servants to complete the weekly reports. Communications use is an item in all of the DAIL actions plans to prepare for when IT has been fully installed.

- The goal is to enhance customer service, so when the communication lines are fully open, requests and knowledge from herders and farmers can be transferred to MAIL quickly. However, with additional requests and knowledge coming from the field, MAIL will need to have systems to handle this information. Developing the systems and structure of knowledge transfer from farmers and herders to MAIL will be a focus of year three. At this point in time those systems do not exist, but the foundation for mapping processes to handle this influx is there.

“Every Improvement is Change BUT every change is not improvement” – Minister Rahimi is fond of saying that because of their ancient Tabakhan heating systems, rural mosques used to be the favorite of wayward travelers looking for a warm place to spend the night during the winter. Today they are less visited because they were modernized to electricity which is either unreliable or too expensive to pay. He doesn't want CBCMP interventions such as the electronic attendance system to have a similar fate.

## PROBLEMS/CHALLENGES

### **1. Change Management Specialist (CMS) Hiring and Management – Recruiting, managing, and retaining a local Afghan workforce as large as CBCMP's resulted in several never-ending challenges:**

- The hiring process is subjective and MAIL participants are a majority on the selection panel so the opportunity for political influence in hiring exists. However, the Minister has been our biggest supporter for full transparency and hiring the most qualified people.
- The low capability of the civil servant work has resulted in the commandeering of the CMSs by Director Generals to do their own technical work, preventing them from optimally performing project work. CBCMP met with each Director and, with the help of the relevant DM, reinforced the message that the primary job of the CMS is capacity building and change management. However, this challenge remains.
- CBCMP's goal of full employment for its 255 CMS positions has been hindered by new USAID projects hiring existing CMSs and the CMSs taking advantage of foreign study opportunities and scholarships. This has affected CBCMP's overall expenditure burn rate. The CBCMP response has been to strengthen its own Human Resource capacity and expedite hiring of qualified replacements.
- The Minister has mandated hiring CMSs locally and recruitment of SPMS and ICT officer positions in the outlying provinces is a challenge. There is insufficient internet in these provinces to reach potential candidates and therefore other means of outreach will have to be used such as physically posting position announcements in public places.
- CBCMP has been pressured by MAIL to hire CMSs to fill slots in Directorates with no civil servant counterparts. We have insisted in not recruiting CMSs until civil servants are available so that mentoring and capacity building can happen. However, this is a struggle and requires the continuous intervention of senior management at MAIL. Most CMS now have assigned civil servant counterparts.

### **2. Knowledge Transfer to Civil Servants – The desire and motivation on the part of civil servants to learn from CMSs is a challenge.**

The education level of MAIL civil servants is extremely low with 42% holding only primary education. This constitutes a heavy handicap on the ministry in adopting new technology and methodologies in its operations.

The low level civil service salary structure and lack of career path combine to engender disincentive, low morale and lack of motivation. A large number of civil servants see the CMSs with the skills and knowledge to do their job, so the civil servant elects to not do their job or learn from the CMS. CBCMP is appealing to the leadership of MAIL for help in addressing this issue. A senior retired HR executive IESC volunteer was brought in to develop coaching/mentoring training materials for CMSs. Final revisions were made to the training materials that will be used by CMSs as they are trained on how to be a better mentor and coach and how to strengthen the transfer of knowledge to civil servants. Increasing emphasis on knowledge transfer from CMS to civil servants will be required in the final year of the project.

### **3. MAIL Operating Budget - MAIL's Tashkeel of 9,281 makes it the 7th largest GIROA Ministry in terms of numbers of employees.**

The vast majority of its operating budget of \$18,136,000 is for wages and salaries (\$15,442,000 - 85%). Only \$2,580,000 is available for Goods and Services for the entire Ministry. The operating budget situation is much more critical at the DAIL level bringing into question the ability of the DAILs to absorb and maintain the critical new automated and improved systems introduced by CBCMP to enable MAIL to design, procure, account for, and report on how financial, capital and human resources are utilized. DAIL management including line managers, continue to raise the issue of why build new capacity in extension workers when these workers are unable to physically get to the herder/farmer to deliver the newly obtained capacity (knowledge, advice and consultation). It is only too clear to those in the DAIL offices and District offices that unless extension workers can travel and engage herders/farmers, all the newly acquired capacity will not get delivered and put to productive use. The "Whole of Government" agencies and projects involved with the MAIL extension effort need to discuss and coordinate on how to deal with this issue.

### **4. Senior MAIL Leadership Commitment to Change Management – Change management rests upon the assumption that change is constant, and therefore it is not a onetime event, but a process to be managed like any other.**

In practice, change management heavily focuses on moving managers beyond their traditional role and into new roles as leaders who can effectively guide their departments through uncertainties. CBCMP is generating productive and effective process maps in all of its supported directorates but their adoption and utilizations has been slow. Part of the problem is a lack of capacity. While a process map may make things more clear with fewer steps it may be necessary to also do a capacity assessment to find out if civil servants can implement the revised/new process. We have also found that when a process has been improved it has not always been widely shared, which also effects implementation of a new process. CBCMP has provided leadership training in Malaysia for senior MAIL/DAIL management but a greater understanding and commitment to change management objectives needs to be engendered.



## **5. DAIL Dynamics - MAIL is very centralized and funding, projects and activity assignments come directly from MAIL to the DAIL.**

There is very little autonomy given to DAIL to make their own decisions and choose the projects that they need. DAIL Directors are also split between reporting to MAIL and the Provincial Governor. CBCMP's efforts to build and sustain an effective DAIL hub office in the seven zonal DAILs to serve as key management, knowledge and communications centers for the surrounding DAIL District offices is hindered by the fact that MAIL doesn't have a regional DAIL structure. The Minister is concerned that benefits from CBCMP at the DAIL level will be concentrated at the 7 regional DAILs.

## **6. Coordination dynamics**

Improved coordination between PRTs/NGOs/GIRoA at the DAIL level have been promoted through the SPMS program. This has been possible through the holding of regular meetings that are "minuted" with follow up agenda points. Given the DAILs' severe funding constraints and the limitations of the CBCMP project in funding those needs, a key objective of the CBCMP should be to further strengthen both at the MAIL and DAIL level an understanding of the various donor programs active in the agricultural sector and how best to access them for funding to supplement their very limited operational budget. The US Embassy has an Agriculture Working Group (AWG) mechanism that is more information sharing in nature. A more effective coordination and a higher state of collaboration between USG agriculture programs could leverage their collective strengths and enhance the opportunities for improving agriculture within Afghanistan. There is a distinct need for substantial strengthening of intra-ministerial coordination and consultation on developing a more coordinated and cohesive strategy on the role of MAIL in the sector and more effective service delivery to farmers.

## CBCMP FINAL YEAR OBJECTIVES

### **1. Roll out the automated systems at the 7 DAILs**

It will take some time to institutionalize these processes and any extension into Year 4 will help strengthen these system improvements. The objective is to improve systems by at least 25%. Also to ensure the the E&Y recommendations are 100% implemented. The other aim is to further increase the disbursement rate to at least 65% through the continued strengthening of systems by end of year 3.

### **2. Start coaching and mentoring for civil servants on these automated systems at the DAIL level**

If continued into the 4th year we believe civil servants will be better equipped to continue the system improvement that have been put in place. The objective is to administer over 20000 person days of training and improve the performance of at least 80 civil servants by end of year 3.

### **3. Handover of coordination role to the DAIL**

In the 4th year this handover will be strengthened as some of the DAILs have very low capacity to continue this work and will need significant hand holding. While DAILs in Herat, Mazar and Jalalabad appear to have higher capacity other DAILs in Paktiya, Kabul, Kunduz, Kandahar do not. By end of year 3 we expect to have held at least 630 coordination events held country wide.

### **4. Implementing IT infrastructure and IT connectivity improvement at the DAIL level**

Traditionally, this work has taken significantly longer than 1 year. To ensure it is implemented properly and the training imparted to the DAIL IT civil servant this part of the program will also need to be continued into Year 4. By the end of year 3 we expect internet connectivity at MAIL and DAILs to be increased by over 200% in terms of bandwidth from the current levels.

### **5. Institutionalization of 4 pillars into DAILs**

The implementation of 4 pillars is on going at MAIL and the DAILs. By end of year 3 we expect the 4 pillars to be fully implemented at MAIL and the DAILs. However, institutionalization of the 4 pillars at the DAILs will take to the end of year 4 if we want the processes to be fully institutionalized. We are finding that the longer CBCMP stay and work with civil servants the better skills transfer is.

## 6. Improved trust in MAIL leadership

We expect that by end of year 3 civil servants trust in MAIL leadership in target CBCMP directorates and DAILs will have improved by at least 20%. This will be significant. Studies have shown that organizations where employees trust the leadership are much better at performing their core functions - at MAIL the core function is service delivery to farmers. If extended to year 4 we believe civil servants trust in MAIL leadership will increase by atleast 40%, assuming all else remains the same (security, senior MAIL leadership commitment to change etc).

## 7. DAIL civil servants also need IT and Computer training

This will also need to be started in Year 3 and continued in year 4 to make it truly effective. A few months of training would not achieve any results. We are seeing that after 1.5 years of English training now civil servants are showing significant improvements. As the DAIL level civil servants have an even lower capacity improvements will take longer.



*Drying grapes in Kishmish khana to make raisins, Badam Bagh, Kabul Province*

For all additional information please contact us at: [info@cbcmp.org](mailto:info@cbcmp.org)