



Capacity Building and Change Management  
Program for the Ministry of Agriculture,  
Irrigation and Livestock (CBCMP)



# NEWSLETTER

Issue No.3

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*CBCMP congratulates all our female colleagues, as well as all Ministry female employees on March 8th - International Women's Day.*

*Nawrooz Mubarak! Congratulations for the New Year 1392 and the Successful Farmers National Festival and Kabul Spring AgFair 2013.*



Working together for the Ministry of Agriculture, Irrigation and Livestock to provide better services to Afghan farmers and herders





Dear Colleagues,

The CBCMP Deputy Chief of Party (DCOP) for Component 2, Mark Glover, resigned last month to return to be with his family. Mark will be missed and we deeply appreciate all that he has done to advance change management in MAIL and at the DAILs. Mark loved Afghanistan and its people and he took away many good memories of working with you Change Management Specialists.

Mark was fond of saying that “every improvement is change BUT every change is not improvement” - we hope to prove Mark wrong in this regard!! Anant Singh has been appointed as the Acting DCOP for Component 2 and sometimes change brings new energy and perspectives that result in improvement. Mark is a tough act to follow but he left a strong CMS team in place with approved action plans being implemented in 11 Directorates and 7 DAILs. Anant has jumped into his new job with a high degree of enthusiasm taking advantage of the Component 2 foundation inherited from Mark. I'm sure that all Component 2 CMSs will enjoy working closely with Anant.

Since I've been here MAIL has organized 3 consecutive Kabul AgFairs. Each one seems to get better but the Nawroz and Farmers Day celebrations are particularly special. Badam Bagh is such an excellent venue and the happiness and normalcy displayed by Afghan participants was noteworthy. Any negativity was left outside the gate and the Fair was all about opportunities, the future, and a celebration of something that Afghans are particularly good at – producing some of the highest quality fruits and vegetables in the World! I particularly enjoyed the chicken coop woven in natural materials in the shape of an airplane that was displayed at the Kabul DAIL booth. What a demonstration of the ingenuity and creativity of Afghan farmers!

Brian Rudert, Chief of Party



*Handmade chicken coop airplane exhibited at the AgFair*



### TWO DAIL CBCMP CHANGE MANAGEMENT TEAMS AWARDED APPRECIATION LETTERS BY PROVINCIAL GOVERNORS

As the USDA funded Capacity Building and Change Management Program (CBCMP) gained its full momentum in the third year of implementation, its results and impact are getting public recognition - not only by MAIL management, but also by Provincial leaders. Apart from the assistance provided to the MAIL headquarters in Kabul, CBCMP is working to develop the capacity of civil servants in seven key DAILs: Kunduz, Jalalabad, Balkh, Kabul, Paktya, Herat, and Kandahar.

DAILs deliver multiple services to farmers and herders - including distribution of certified seeds and tree-nursery products, various extension trainings and educational campaigns for the farmers. They also have a coordination and communication role between different projects and provincial authorities such as the Governor offices and Provincial Development Councils.



**Kabul DAIL team with their Certificates of Appreciation**



**Nangarhar DAIL Team Leader Maliz Khan Abbasi receiving Certificate of Appreciation at Governor's Office**

The CBCMP teams of seven Change Management Specialists (CMSs) are embedded in each of the seven DAILs, working closely with civil servants providing on-the-job coaching and mentoring, as well as tailored needs based trainings for different DAIL departments. CBCMP CMSs teams assisted the DAILs in preparing their Annual work plans; writing of project proposals and concept notes; coordination and communication amongst different developmental projects and DAIL stakeholders. Simultaneously, CMSs have been conducting an intense series of trainings for DAIL civil servants to instill the four CBCMP's Change Management pillars in their daily work, such as: annual work planning, performance scorecards, organizational assessment and realignment, and improvement of MAIL service delivery.

At the ceremony held on January 5th, 2013, Abdul Jabar Taqwa, Governor of Kabul Province awarded appreciation letters to the Kabul DAIL Director Hashmatullah Enayat and the entire team of the CBCMP CMSs led by Salih Baktash, Kabul DAIL Team Leader. *"The fact that Kabul DAIL prepared a 14.2 million US dollars budget in 2012, in different sectors of agriculture, and managed to spent 80% of the budget is the best proof of how successfully we worked together with CBCMP CMSs and how important their contribution was.*

## CBCMP Success Story

*For 2013 we have budgeted, again with the assistance of our CMSs, 15.4 million US dollars and we are expecting at least the same if not even a better execution rate",* said Mr. Enayat, Kabul DAIL Director. MAIL Minister Rahimi also attended this ceremony.

During the Farmers' Day celebration, on March 23, 2013, the Governor of Nangarhar Province, Gul Agha Sherzai awarded a letter of appreciation to the Nangarhar DAIL Director Mohammad Hussain Safi and CBCMP Regional Team Leader Maliz Khan Abbasi who received the letter on behalf of the entire CBCMP Nangarhar team. Governor Sherzai worded the letter as following: *"In recognition of his outstanding work, commitment and exceptional dedication to strengthening the capacity of DAIL's employees. Mr. Abassi played a significant and constructive role in developing the capacity of civil servants and brought positive changes in Nangarhar DAIL. Mr. Abassi enabled DAIL employees to provide improved services to farmers and herders. The Nangarhar Governor's office and Agriculture Directorate appreciate your hard work and wish you success in your all future endeavors"*.

Achievements of the CBCMP CMSs and the improvements in DAIL service delivery have been recognized by the local authorities of Kabul and Nangarhar provinces. These certificates are recognition that CBCMP succeeded not only in building the capacities of MAIL civil servants, but also in its overall objective to improve legitimacy of the central governmental institutions at the local level.

### AWARDED TEAMS

#### **Kabul DAIL Team:**

**Baktash Salih**, Regional Change Management Team Leader; **Serajuddin Mehraban**, Senior Provincial Management Specialist; **Sharifullah Akrami**, Regional Extension Advisor; **Abdul Latif Sayar**, ICT Help Desk Support; **Fida Mohammad Iqbal**, Regional Change Management Advisor; **Khalil Rahman Fazli**, Regional Extension Advisor; **Zabiullah Falah**, Finance Officer.

#### **Nangarhar DAIL Team:**

**Maliz Khan Abbasi**, CBCMP Regional Team Leader; **Gran Agha Hiaderzia**, Regional Extension Adviser; **Sayed Fayab Fayaz**, Regional Extension Adviser; **Abdul Malik Malikyar**, ICT Help Desk officer; **Salih Mohammad**, Admin officer; **Muqem Shah Kundozi**, Change Management Adviser; **Rafiullah Rahimzia**, Senior Provincial Management Specialist; **Abdul Qoudus Basirat**, Accounting and Finance officer.



**Trainings for Internal Audit Directorate**

Characteristics of a good control; Auditor responsibilities in relation to internal control systems; Management responsibilities in relation to internal control systems; Audit Evidence; Essential components of audit report; and Data Communication Systems.

For the past two months, every Sunday and Tuesday, CBCMP CMSs embedded in the Internal Audit Directorate, Mohammad Mansoor Zamani and Mohammad Nasir Raziqi, have been conducting a series of trainings for their civil servants counterparts.

Trainings are structured to provide a comprehensive overview of the Internal Audit theoretical and practical knowledge. Among the topics covered by the training we are emphasizing the following: What is Risk Base Audit; The main difference between audit and risk based audit; Risk Base Audit Procedure/steps; Risk Identification, Analysis and Profiles; Internal Control Systems;

### POLICY AND PLANNING DIRECTORATE - ECONOMIC REGENERATION UNIT

**Muzghan Sadat, CBCMP Change Management Specialist (CMS) introducing her civil servant counterpart Mr. Barakzai Durani, Manager for the Economic Regeneration Unit**



**Muzghan Sadat, CMS (on the left) and Barakzai Durani (on the right)**

Speaking about his work with CMS Muzghan Sadat and the assistance he has been receiving for almost two years, Barakzai said: *"Working with my colleague Muzghan helped me better understand the mandate of the Economic Regeneration Unit (ER) and to see how agriculture and economic regeneration are connected. Now I am skilled in writing project proposals and in developing log-frames for the ER. I know how to develop an organizational chart and how to evaluate it.*

*I have been working for the Ministry for nine years, but thanks to the coaching I have received from Muzghan I only now have been able to participate in the MAIL management meetings and to effectively present my work and the work of the ER unit. The trainings I participated were very useful for me, particularly the training in India where I went together with 20 lead farmers from 20 different provinces. We saw how the Indian government supports its farmers and which interaction and infrastructure they developed. It was the first time that MAIL sent farmers for a training abroad, and those farmers are now the lead farmers in their area and they can share the knowledge with their local community. With the skills I have gained working with Muzghan, now I feel capable to perform my job, not only in this environment, but anywhere where I would be placed".*

Muzghan said that Barakzai came a long way to reach the point where he is now. *"When we started working together, my counterparts lacked self-confidence, they didn't talk directly to directors or higher MAIL management and they were not involved enough in administrative activities. By working with them, transferring technical knowledge, and developing their communication skills we managed to break a big psychological barrier.*

*I see my work with Barakzai as a good example of involvement and inclusion. Once we bring our counterparts to a certain stage of knowledge then they want to learn more and more. At the beginning he went with me to different meetings just to listen and learn, now he participates actively and he is able to respond to the requests of his supervisors.*

*Learning is not easy, it is like a baby learning to walk, sometimes you can walk easily and sometimes you face barriers and you fall down, but I always tell them: DON'T GIVE UP, KEEP WALKING!"*



### COMING TOGETHER – CBCMP AND THE AAEP, AGRED, & CBR PROGRAMS

2013 marks the official final year for CBCMP (a no-cost extension request into 2014 is under review by USDA). The list of CBCMP accomplishments to date were presented to Suzanne Heinen, the Administrator and General Sales Manager for the United States Department of Agriculture, Foreign Agricultural Service during her February 2013 visit to MAIL – they are impressive!! Every CMS should be proud of their contributions to this long list of achievements.

These accomplishments are even more significant when viewed within the context of other selected projects that MAIL is working with: AAEP, AGRED, and CBR.

The Afghanistan Agricultural Extension Program (AAEP) held their 1st Annual Extension Conference in February. The DAIL Director for Herat, Mr. Bayangar, described the support his DAIL received for the diffusion of a grain and seed storage technology known as PICS (Purdue Improved Crop Storage), development of a Provincial Model Teaching Farm (PMTF) and Farmer Field Schools (FFS), and establishment of Working Groups. These efforts are being replicated at the Balkh, Nangarhar, and Kabul DAILs. Our CMS DAIL teams work closely with the AAEP teams to ensure that DAIL systems are in place to enhance the dissemination of these technologies and activities.

A natural partnership is emerging between CBCMP and the USAID Agriculture Research and Extension Development (AGRED) program. More than a research and extension project - AGRED seeks to support administrative reforms in MAIL as well. They are in the process of developing an innovative benchmark framework that will “reward” MAIL with on-budget resources in return for implementation of agreed upon verifiable reforms that make the DAILs more responsive to farmer needs.

#### CBCMP ACCOMPLISHMENTS TO DATE

- Budget execution rate has improved.
- MAIL's development budget increased by 68% over the past 2 years reflecting increased donor and MoF confidence.
- Twenty two Organizational alignment reports and 41 key processes mapped for 8 MAIL Directorates and 7 DAILs.
- 33 of the 37 recommendations made by the Ernst and Young MAIL Risk Assessment have been implemented.
- Established an automated Financial Management Information System to reduce transaction time and errors for accounting procedures.
- Contracts Management System for Procurement Directorate established.
- Audit procedures implemented, improving MAIL transparency and accountability.
- Internet connectivity improved significantly through fiber optic connection increasing data transmission speed and decreasing costs.
- Time Keeping and Attendance System established.
- 303 MAIL Civil Servants received mentoring from CMSs. CMSs select at least 2 civil servants to coach and mentor and conduct a baseline performance evaluation.
- Over 402 MAIL/PRT/Donor coordination events were facilitated the last quarter of 2012 by CMS at the DAILs.
- Inventory Management System newly installed with over 4500 assets entered into the system to date.
- Implementation of the Work Force Management software is in progress. As of the reporting quarter 39 Directorates at MAIL are fully entered into the system and the software is working well.

## Achieving synergy with the other MAIL projects

Because of the quality of the proposal that MAIL submitted and the degree of reforms that MAIL has already undertaken and committed to, MAIL qualified for the highest possible status (tertiary) under the new World Bank supported Capacity Building for Results (CBR) program. CBR is important to CMSs because starting as early as April, it will provide salary support for as many as 300 Tashkeel positions in MAIL that CMSs can and should apply for.

However, CBR also supports MAIL administrative reforms with a high degree of complementarity with what CBCMP has started and what AGRED would like to support as well.

The CBCMP legacy will be carried forward by our “sister” AAEP, AGRED, and CBR programs. This is a reflection of the importance of the work carried out by each and everyone of the CBCMP CMSs!!

Brian Rudert, CBCMP Chief of Party



*CMS Fariba Afsari lecturing civil servants colleagues*

All essential topics relevant for effective communication within one organization were covered during the training: Definition of communication; History and nature of communication in an organization; Communication processes/Communication Cycle; Role of comprehension in communication; Nonverbal communication; Seven Cs of effective communication for Planning, Implementation and Reporting; Five planning steps to make an effective message; For types of media communication for managers; and Communication Skills for Managers. This was the first phase of the training and the second phase will be conducted soon.

### **TRAINING ON COMMUNICATIONS FOR M&E DIRECTORATE**

Based on the institutional development needs of the Monitoring and Evaluation Directorate, M&E Director requested Change Management Specialists to provide a communications training for his staff.

CMS Fariba Afsari organized a three day training for 16 civil servants, held on March 11-13, 2013. Participants were given a test before and after the training in order to measure the level of the adopted information. Active discussion and practical work confirmed the relevance and necessity of the training.



*16 civil servants participated three day training*

### INTERNATIONAL WOMEN'S DAY CELEBRATION



*CBCMP female team with the project Management*

IESC has for ethical conduct required at work as well as a zero tolerance practice and policy regarding sexual harassment. As the leading implementing organization for the CBCMP project, IESC is soliciting input from CBCMP female employees on how to implement several recommendations made by Ms. Nancy Metzger of the IESC home office to address concerns she heard during her recent visit to Kabul. The following are her recommendations under consideration:

- Introduce a Grace Period & Buddy System for Female Staff Early Arrival/Late Departures.
- Conduct Peer-to-Peer Education and Promote Female Staff Networking and Professional Development.
- Designate a Female Monitor and Support Contact Person(s).
- Upgrade/Clarify Policy and Procedures Applicable to CBCMP Staff to address more comprehensively and explicitly the topic of sexual harassment.



*CMSs accompanied by Ms. Robin Tilsworth and Ms. Dena Bunel from the USDA*

With the aim to stimulate discussion on gender related topics, CBCMP management celebrated March 8, the International Women's Day. During a short ceremony, CBCMP managers, led by the Chief of Party Mr. Brian Rudert, congratulated our female colleagues and shared a letter written by the IESC president Thomas J. Miller.

In its letter Mr. Miller expressed his gratitude to all female employees for their contribution to the success of CBCMP in transforming MAIL into a more professional organization that is better able to meet the needs of Afghan farmers and herders. Further, he emphasized the high standards that

#### IN MEMORIAM

##### *Hamasa Malikzhad*

On the occasion of the International Women's Day we would like to remember our exceptional colleague Hamasa Malikzhad. Our memories and our respect for her hard work are still vivid and appreciated.

IESC is open to any suggestions or concerns regarding the proposed recommendations. In order to initiate further discussion in a less formal environment, a lunch was organized at the Serena Hotel. We are thankful to Ms. Robin Tilsworth and Ms. Dena Bunel from the USDA for joining us in that discussion and a female team building event. IESC will introduce a practice of bimonthly meetings for its female employees, strengthening their communication, confidence and developing further the mechanisms of protection, and promoting at the same time mutual female solidarity and support.



### CONNECTING MAIL HEADQUARTERS AND PROVINCES - REVITALIZATION OF THE PROVINCIAL AFFAIRS DIRECTORATE

Effective coordination between MAIL's headquarters in Kabul and its provincial Directorates (DAILs) is essential for providing balanced and quality services in all regions of the country; ensuring appropriate visibility of the Government's activities in the agriculture sector; and increasing citizens' confidence that Government is able to provide necessary public services, particularly at the district level.



**PAD CMSs: Zaiwar Khan Niazi, Provincial Communication Officer, Ms. Muzhda Chaihby, Communication Officer, Saifu-Rahman Ahmadzai, Provincial Coordinator, Zia Ahmad Abdulrahimzai, Provincial Coordinator / Acting Director PAD, Abdul Wajid Sherzai, Communication Officer, Mohammad Anwar, Provincial Officer**

The USDA funded Capacity Building and Change Management Program (CBCMP) recognized the importance of revitalizing MAIL's Provincial Affairs Directorate (PAD). Before CBCMP assistance, PAD's level of activities was very low and almost insignificant. CBCMP supported Provincial Affairs Directorate through both of its components. Through Component 1, all necessary infrastructure was rehabilitated and preconditions for administrative work fulfilled, starting from refurbishing and equipping the offices to employing IT and administrative Change Management Specialists (CMSs) who provided necessary trainings to the civil servants. Technical support has been provided through Component 2, ensuring better management systems and processes.

A team of six CMSs was embedded to revitalize Provincial Affairs Directorate. Speaking about the changes made by CBCMP CMSs, Zia Ahmad Abdulrahimzai, Acting Director said: *"Daily, weekly, monthly and annual reporting mechanisms have been established- before CBCMP's assistance there was not any regular and practical mechanism in place. Now, the DAILs are reporting regularly, within an established time frame, and the civil servants are able to prepare and analyze the reports. All DAILs are connected through internet and a mechanism has been established for official correspondence (letters) between DAILs and MAIL headquarters. Before, the official letters were sent physically and it would take two weeks before a letter from the province would reach a relevant MAIL directorate, and vice versa. Now, within minutes we are receiving and sending the scanned letters via emails and all civil servants have official email ID and have the knowledge of using IT equipment. Electronic and hard copies filing system is now established, before there was not any proper mechanism for recording of official letters and, consequently, its follow up with concerned DAILs and Directorates at MAIL was not possible"*.

A database for Disaster Management Unit was also developed, through this database MAIL is storing and retrieving data of items distributed throughout the country by the Ministry and the other donors.

For the first time, PAD requested all 34 DAILs to prepare a comprehensive presentation on their achievements in the past year in order to be able to report to the MPs, Senators and Provincial Councils what is particularly important given that PC oversight on provincial level and Ministry's incentive to strengthen provincial planning. Minister Rahimi recognized the capacity of the strengthened Provincial Affairs Directorate and its role was expanded to facilitate all communication between the Minister's office and the members of the Parliament. *"PAD is now successfully playing its role, strengthening the linkages between MAIL - DAIL - Districts - Extension workers - farmers, and vice versa"*, said Abdulrahimzai.

# National Nawrooz Festival, Farmers' Day and Kabul Spring AgFair

## THE TRIPLE CELEBRATION AT BADAM BAGH

National Nawrooz Festival - Nawrooz-e-Sabz, Farmers Day and Kabul Spring AgFair were celebrated at Badam Bagh fairgrounds on March 21-23, 2013. This was the first time that MAIL combined three events in one, resulting with more than 80.000 visitors and participation of numerous businesses. CBCMP supported the events financially and Change Management Specialists from the Private Sector Development Directorate, Kabul DAIL, Administration Directorate and Public Relations and Communications Directorate were involved in all stages of organization.

Our CMSs also assisted the organization of the Farmers' Day celebrations in Balkh and Parwan province on March 26, 2013. We are pleased to share the photos which reflects joint MAIL-CBCMP success. Now, we certainly can say that AgFairs are getting recognized by farmers and herders as MAIL's service aimed at improving their businesses.



*Minister Rahimi's opening remarks*



*All booths at Badam Bagh were occupied*



*Youth and families enjoyed entertaining program*



*MAIL's PPQD Directorate educating farmers*



## Balkh and Parwan DAIL's Celebrations



*Provincial officials attended the opening ceremony in Mazar*



*Balkh DAIL Director awarded an Appreciation Letter to CMSs for their support*



*Mazar Fairgrounds*



*Farmers' Day opening ceremony in Parwan DAIL*



*Parwan agricultural produce exhibits*



*Farmers' equipment exhibits*



## Flash News

### Plant Diagnostics and Pests Identification Training at Kandahar DAIL



Following the instructions of the MAIL Minister Rahimi, as well as the Plant protection and Quarantine (PPQD) action plan for the year 2013, an annual workshop for Government officials of southern zone was conducted in Kandahar on March 6-7, 2013. The 20 participants were gathered from Urzgan, Zabul, Helmand and Kandahar Province. The mission was led by Mr. Mir Amanuddin Haidari, PPQD Director and the two days workshop was facilitated/conducted by CMSs Mirwais Khogiani and Iqbal Karimi, and their colleagues M. Naser Ibraimkhil and Rahim Gul Stanakzi.

Incidence of plant pests and diseases in all districts of Kandahar is the most important problem which decreases annually more than 40 % of the quality and quantity of the major agriculture produce, i.e. pomegranates, melons and grapes. Lectures on plant pest management and instruction in diagnostic techniques are provided. A few diseases and insect specimens were shown on slides and discussed.

In addition to the training, a meeting with the representatives of fresh and dry fruit national traders from Kandahar region was held and problems identified.

### Development of the Kabul DAIL Annual Plan for 2013



CMSs worked closely with the Kabul DAIL to develop a comprehensive plan for 14 districts and urban farming of Kabul Province in 2013. Plan encompasses more than 280 agricultural projects, including seeds distribution, drip irrigation system, capacity building on agriculture cooperatives associations, training centers for farmers, slaughter houses, credit associations for family farms, artificial insemination units, fertilizers, food grains, food processing centers, construction of packaging houses, greenhouses and cold storages.

Furthermore, CBCMP sponsored the first meeting held at the Kabul DAIL on January 5, 2013. The meeting finalized the participatory plan in order to speed up the implementation of projects in the targeted areas, balance the allocation of budget among the 14 districts, and coordinate activities with national and international NGOs by communicating and sharing information about various projects to enhance efficiency and transparency and to avoid overlapping efforts and duplication of work.