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CAPACITY BUILDING AND CHANGE MANAGEMENT PROGRAM (CBMCP II)

JULY 2014 – JULY 2017

\$19 MILLION OFF-BUDGET

OVERVIEW

The Capacity Building and Change Management Program-II (CBCMP-II) strengthens the human and institutional capacity of Afghanistan's Ministry of Agriculture, Irrigation and Livestock (MAIL). It also works to strengthen the linkages between MAIL and its Provincial Directorates (PAILs), and support the PAILs to effectively deliver agricultural public services to farmers and herders. CBCMP-II directly addresses President Ghani's vision for achieving self-reliance through the use of a change management model that embeds Afghan change management specialists (CMS) in key functions to provide coaching, mentoring, and on-the-job training to civil service counterparts. The project works in key administrative and technical offices to modernize their systems and enhance the overall service delivery capability of the institution.

CURRENT ACTIVITIES

- Automate the procurement, human resources, inventory, and financial management systems and ensure that civil servants have computer skills and internet access to manage these systems sustainably
- Prioritize and deepen capacity building of Provincial Directorates essential to MAIL's capacity to carry out extension, research and irrigation services
- Assist MAIL to transition its long-term capacity-building program to the World Bank-funded Capacity Building for Results (CBR) Program.
- Strengthen the capacity to prioritize, plan, budget, and secure approval and resources to support extension services rendered by provincial PAILs and district agriculture offices and to comply with program and financial reporting requirements of MAIL
- Prioritize and strengthen support functions in MAIL's directorates of Finance and Accounting, Monitoring and Evaluation (M&E), Procurement and Contracts, and Administration and Human Resources, and develop and execute a plan for sustaining these capacity building gains

ACCOMPLISHMENTS

- MAIL employees were trained to better manage, control, and oversee MAIL's financial and human resources activities and institutional assets.
- Supported Government of Afghanistan's reform agenda to decentralize public finance system, including an automated finance and accounting system
- Automated internal audit software was installed to support MAIL's internal auditors with standardized check-lists and automatically generated reports
- Introduced M-Pulse Asset Management, enabling MAIL to more accurately and efficiently monitor assets at headquarters and in 20 provinces
- Improved MAIL's staff recruitment system, tripling the number of new hires in 2016 compared to the last three years combined
- Supported MAIL to establish an automated payroll system providing for electronically-secured records of salary payments and an automated system for logging of work hours using fingerprint scans
- MAIL adoption of GPS tracking technology on its official fleet, resulting in a 50% reduction in fuel costs alone as well as reducing other maintenance costs
- Improved MAIL/PAILs staff capacity to develop and receive approval for 45 project proposals totaling \$26.9 million

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