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FINAL PERFORMANCE EVALUATION

CASH TRANSFER ASSISTANCE AGREEMENT FOR CIVIL SERVICE REFORM

JUNE 2014

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ACRONYMS

ACSI	Afghanistan Civil Service Institute
ACSS	Afghan Civil Service Support
ACSTI	Afghan Civil Service Training Institute
ANDS	Afghanistan National Development Strategy
BRS	Bank Reconciliation Statement
CBR	Capacity Building for Results
DFID	Department for International Development
GIRoA	Government of Islamic Republic of Afghanistan
GIZ	German International Cooperation
HRMIS	Human Resource Management Information System
HRMIS3	Commission's current HRMIS – version 3.0
IARCSC	Independent Administrative Reform and Civil Service Commission
IDLG	Independent Directorate for Local Government
LAN	Local Area Network
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoE	Ministry of Education
MRRD	Ministry of Rural Rehabilitation and Development
MoF	Ministry of Finance
PA	Performance Appraisal
PCDGs	Provincial Capacity Development Working Groups
PGOs	Provincial Governor Offices
MAIL	Ministry of Agriculture Irrigation and Livestock
MoLSAMD	Ministry of Labor, Social Affairs, Martyrs and Disabled
MoEW	Ministry of Energy and Water
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MPAD	Monitoring Performance Appraisal Department
MoEc	Ministry of Economics
ODG	Office of Democracy and Governance
PAD	Provincial Affairs Department
PMP	Performance Management Plan
PMU	Project Management Unit
SOW	Statement of Work
TOT	Training of Trainers
USAID	United States Agency for International Development
PARMIS	Public Administrative Reform Management Information System

I. EXECUTIVE SUMMARY

1. PROJECT BACKGROUND

The Cash Transfer Assistance Project for Civil Service Reform is the Office of Democracy and Governance's (ODG) first on-budget project with the Government of the Islamic Republic of Afghanistan (GIRoA). This on-budget project followed significant USAID off-budget support through the Afghanistan Civil Service Support Project (ACSS), which built the capacity of the Independent Administrative Reform and Civil Service Commission (IARCSC, the Commission) to implement public administration reforms. Funding is provided directly to IARCSC upon successful completion of agreed upon performance benchmarks. In the spirit of promoting Afghan ownership, the on-budget project had two main objectives:

1. To continue building the internal capacity of the IARCSC, and
2. To support the institutionalization of key civil service reforms.

The development hypothesis of this project was that by strengthening the internal capacity of the IARCSC through on-budget support, the IARCSC would be able to lead and implement civil service reform effectively nationwide. As a result of these reforms, management and performance of civil servants would improve, leading to more efficient and effective service delivery.

In keeping with USAID's evaluation policy, this final performance evaluation examines the performance of the USAID-funded Cash Transfer Assistance Project for Civil Service Reform, an on-budget project with IARCSC, with a total budget of $15,000,000. The evaluation focused on the project's performance from the start of the project in October 2011 to January 2014, when the project was initially scheduled to close (an extension has been granted until July 2014).

The specific objectives of the evaluation were to:

- Evaluate the effectiveness of this phase of support including results, outcomes, and impact within the IARCSC operations and internal capacity;
- Identify lessons learned and recommend options for future USAID support for civil service reforms;
- Identify lessons learned and recommend options for future USAID and on-budget support; and
- Evaluate the performance benchmarks that have been achieved during the course of the project, identify shortcomings, and recommend future areas for support to build capacity.

2. Evaluation Questions and Methods

The Evaluation Team's methodology included qualitative and quantitative data collection and analysis approaches. The methods used included:

1. Key informant interviews with USAID/Afghanistan's ODG Staff;
2. Interviews with key staff of IARCSC seven relevant ministries;
3. Interviews with provincial and district level entities who were the direct beneficiaries of the activities under this project;
4. Interviews, surveys and focus groups with selected civil servants;
5. Consultations with other donors;
6. Reviews of benchmark reports;
7. Reviews of manuals, assessments, systems produced;
8. Reviews of software and databases produced; and
9. Reviews of internal processes and procedures reformed.

All tools, including checklists, questionnaires and focus group discussion guides, are included in Annex IV.

In one of the initial meetings of the evaluation team and USAID, it was decided to focus the evaluation on selected project benchmarks related to the HRMIS, performance evaluation and women's advancement. Individual benchmarks often only applied to selected ministries and provinces. Provinces and ministries were selected to cover as wide a number of benchmarks as possible, while also providing geographic coverage and recognizing the realities of security limitations and time. Seven ministries were covered by this evaluation:

- Ministry of Agriculture, Irrigation and Livestock,
- Ministry of Rural Rehabilitation and Development,
- Ministry of Public Works,
- Ministry of Economy,
- Ministry of Labor,
- Ministry of Urban Development, and
- Independent Directorate for Local Governance.

The Evaluation Team was asked to conduct field work in all regions of Afghanistan. In agreement with USAID, the team physically visited four provinces (Balkh, Kandahar, Nangarhar and Herat) and used a telephone survey to evaluate implementation of the Human Resource Management Information System (HRMIS) in Farah, Paktiya, Daikundi and Logar provinces.

3. FINDINGS AND CONCLUSIONS

The findings and conclusions provided below are based on data collected and documents reviewed by the evaluation team, as described above.

HRMIS

The team found some confusion around the term "HRMIS" as used by IARCSC, with the result that reports of the accomplishments of the project have been overstated in some cases. When the Commission reports that they have fulfilled the benchmark of implementing an HRMIS system, they are referring to either what they call HRMIS3, a collection of personnel databases which are inadequate in function and vulnerable to breakdown, or OrangeHRM, a system which has been not yet been installed. Neither fulfills the benchmark requirements of a functioning HRMIS. In fact, a number of ministries and provinces are using standalone Access or Excel databases for their reporting to the Commission. Many of the current databases in use across ministries and provinces are artifacts of previous donor-led HRMIS assistance projects which were introduced but never sufficiently institutionalized.

Performance Evaluation

The Commission's performance appraisal work has been substantial and impressive, although there is much more that should be done. The team concluded that all eight performance appraisal benchmarks related to Reform Objective 2 'To develop a more effective Human Resource System within IARCSC' have been achieved.

As required, the Commission conducted performance appraisal in 12 Ministries and the IARCSC. It was also conducted in an additional four ministries, over and above the benchmark requirements. The IARCSC pioneered training in performance appraisal, and made efficient use of the Training of Trainers (ToT) program to help ministries implement performance appraisal for thousands of employees all over Afghanistan.

Financial assistance to the IARCSC provided under the 'On-budget Cash Transfer Project' was instrumental in facilitating the technical training needed to roll out performance appraisal. However, the international donor community provides extensive support to the IARCSC, and donor support for performance appraisal has spanned many years, thereby making it impossible to draw a direct link between the Cash Transfer Project and the achievement of the specific performance appraisal benchmarks.

Women's Advancement

The Evaluation Team concluded that although the relevant benchmarks were technically achieved they represent little substantial or lasting improvement. While work on the benchmarks has been done according to plan, the leadership has failed to continue the programs and support them. Specifically:

- The Women's Advancement Plan has expired.
- The Network of Women Civil Servants is leaderless and inactive.
- The University Recruitment Campaign was a one-off effort in 2013.
- The IARCSC database is deemed "confidential" and fails to track key information.
- The Women's Career Development Center appears to be a non-operating effort.

Overall Conclusions

The IARCSC is governed in a fragmented manner as each directorate is more or less autonomous. There is some logic in this approach as it provides the leadership of the directorate with the authority and budget to manage its core functions and donor funded projects in a responsible and accountable manner. Less positive is the tendency for each directorate to operate in isolation from its peer directorates and the uncoordinated contractor-led assistance makes the situation worse. This has led to fragmentation and internal divisions within the Commission while the opposite is required: strong and sustained direction, coordination and oversight at the most senior levels.

Somewhat inevitably there is a pervasive divide between the "national technical program experts (NTAs) and those staff members listed on the *tashkeel*. This has its origin in the distinctly different levels of remuneration between the two groups and leads to problems in performance, attendance and training amongst *tashkeel* staff. The MoF and the IARCSC are working together with a phased approach to transition donor funded project based NTAs onto the *tashkeel* through the Capacity Building for Results project.

A substantial resource of professional experienced talent exists within the Commission; the challenge is to preserve the top performers while weeding out the non-performers. This will require determined, focused leadership in the immediate years ahead and the culture of merit-based hiring and performance evaluation must be rigorously and constantly reinforced.

Although the IARCSC was a pioneer of USAID/Afghanistan on-budget financing and the project technically met the project benchmarks, the results were not commensurate with the spirit and intent of the overall objectives. It is also questionable if the results provided value for money given the substantial budget.

4. RECOMMENDATIONS

HRMIS

A comprehensive Human Resources Management Information System (HRMIS) system should be provided for the full range of HR functions; and the system itself should include processes that are integrated and embody progressive HR principles. Utilization of the HRMIS throughout the government would reform and reinforce sound HR practices, including merit-based hiring. It would also be an aid in tracking women's advancement in the government.

Performance Evaluation

Performance appraisal extends beyond the performance of the individual and should be inextricably tied in with merit-based selection, recruitment, training, disciplinary and severance processes. There needs to be a clear correlation between improved employee performance and improved organizational results. To achieve this, future support to performance appraisal at the employee level should focus on aligning the individual and the departmental objectives to improve overall organizational performance. For this to happen, it requires that the driver for performance appraisal in the future shift from a centralized generic agency, such as the IARCSC, to the line ministry itself. Employee engagement may also improve when staff understand how they are directly contributing to their department's and organization's higher-level goals.

The scope of future training should further align the individual to the organizational goals within each ministry. Three training tiers are needed to achieve this:

- The individual employee level of performance management utilizing the individual's job description, annual work plan and training needs assessment.
- The departmental level wherein the training needs are assessed in terms of the directorate's work plan and the associated skills and expertise needed for its effective functioning.
- Strategic workshops for the top level managers in a ministry to ensure that the value and importance of performance evaluation at the strategic, directorate and individual levels is understood, accepted and linked into the overall ministries strategic objectives.

Women's Advancement

The Evaluation Team believes that the effort to advance women must be re-thought and re-cast. Women leaders must have a voice at higher levels of authority and provide proactive leadership in order to be taken seriously. Campaigns should be more Islamic in content, calling on men in their roles as Muslim fathers, husbands and brothers to support women's advancement. Specifically:

- The leadership must recruit high caliber women to serve as proactive role models that are able to drive forward the management, operations, and outreach of women's units and networks. Without this leadership in place, it is questionable whether future investment in the advancement of women will lead to the results expected.
- The leadership of the IARCSC and Ministries need a progressive and proactive champion to push for the advancement of women within the organization, similar to the good example set by the Governor in Herat.

Overall Recommendations

- USAID should continue to provide future assistance on the three core areas examined in this report: development of a viable HRMIS, reinforcement and advancement (improvement) of performance appraisal, and refocused and revitalized work in women's advancement – as long as the leadership of IARCSC demonstrates its full commitment to achievement in each of the three areas.
- USAID should consider directing its assistance to the IARCSC through the World Bank's Capacity Building for Results (CBR) Program. The CBR Program rewards ministries that achieve its objectives and supports strong ministries which are committed to and achieve their reform objectives. Although the core areas recommended above are not currently included in CBR, USAID should support their inclusion, which will benefit all participating ministries. As an alternative, USAID could develop a contract for off-budget capacity development to run in parallel and to complement the World Bank's CBR Program. It would be necessary to establish close coordination and cooperation with the CBR Program in order to achieve what should be complementary objectives for the two programs and to ensure that USAID's key objectives (HRMIS, performance evaluation and women's advancement) enhance the Bank's objectives with its target ministries.
- USAID should target assistance to CBR Tier 1 Ministries which have proven commitment to achieving their objectives and invite other ministries, as they qualify, for higher levels of CBR assistance.
- Any assistance should come with strict verifiable monitoring requirements, implemented through a Project Management Unit (PMU) of the Ministry of Finance or another third party. Care should be taken to ensure that performance monitoring of the Commission itself is done on a regular, periodic basis.
- Similarly, USAID should require rigorous financial audits of any funding to the Commission.
- As past donor efforts may have contributed to some of the current disconnects within the Commission, the Evaluation Team recommends that in the future USAID should carefully consider not only the technical design of assistance, but also the political implications. Coordinating with other donors may assist in achieving this objective.
- IARCSC, and its donors, should support the possibility that ministries pay the Afghan Civil Service Training Institute (ACSTI) on the basis of individual student enrollment for core area training and training for provincial interns. This will encourage the ACSTI to provide quality training courses that conform to the needs of their client ministries, rather than to operate on the basis of their independently-based budgets of the past.

II. INTRODUCTION

1. PROJECT BACKGROUND

Recognizing that an effective civil service is essential for building a sustainable Afghanistan, capable of delivering basic services, the 2001 Bonn Agreement called for establishing an independent Civil Service Commission. IARCSC, established in 2003, is responsible for leading civil service reforms and managing the human resources functions of GIRoA. IARCSC's mandate includes establishment of a modern, responsive democratic, gender sensitive, transparent, and accountable public administration (for all the ministries and government agencies) enabled to manage public resources efficiently and effectively for improved service delivery in a fair and equitable manner.

Reforming the civil service presents particular challenges, requiring the IARCSC to develop policies and processes that must be complied with across all government offices and agencies at the central and sub-national levels. From 2007-2012, USAID provided support to civil service reform processes through three successive capacity building projects:

- Afghans Building Capacity, February - June 2007;
- Capacity Development Program, July 2007 - January 2009; and
- Afghan Civil Service Support Project, March 2010 - March 2012.

These projects provided significant support to the reform of GIRoA ministries. In its final year, the Afghan Civil Service Support Project focused on transitioning the IARCSC from a beneficiary to an on-budget partner with USAID. Through its achievements in completing performance benchmarks, the IARCSC has demonstrated strengthened management and governance, such as developing human resources manuals, financial policies and procedures, and a property inventory and management system. The IARCSC has also shown its progress in planning and implementing civil service reforms, such as successfully establishing and training staff to use the Human Resources Management Information System in 25 ministries and recruiting over 1,000 new civil servants in seven insecure provinces.

The agreement between USAID and GIRoA includes 37 benchmarks, most of which have been achieved by IARCSC. This evaluation examined the activities conducted under select benchmarks and considered whether the means of verification corresponded to the agreement.

2. EVALUATION PURPOSE

The purpose of this evaluation was to study and document the successes and weaknesses of the Cash Transfer Project Assistance for Civil Service Reform and to develop recommendations for strengthening the capacity of the IARCSC and the effective implementation of service reforms.

The evaluation covers the project from the beginning in October 2011 to January 2014 – which was to be near the end of the project, until it was extended to July 2014. This project included 37 benchmarks in the four main objective areas (34 benchmarks have been recognized by USAID as completed, and three benchmarks that are yet to be completed will be the primary focus of the Evaluation Team).

USAID/Afghanistan's Office of Democracy and Governance plans to use the evaluation findings to inform any future on-budget projects, including possible support to IARCSC. Shared lessons are meant to also benefit the larger USAID/Afghanistan Mission's management of other on-budget assistance. USAID/Afghanistan will share the final report with the IARCSC and other relevant GIRoA entities, and relevant donors.

This evaluation seeks to:

1. Evaluate the design, approach, implementation, and effectiveness of USAID's support for civil service and public administration reform, specifically:
    a. The evaluation of progress toward attainment of the objectives of this Cash Transfer Agreement;
    b. The identification and evaluation of problem areas or constraints which may have inhibited such attainment; and
    c. The assessment of how such information may be used to help overcome such problems.

2. Identify key lessons learned on project design, implementation, and monitoring to guide the design of future capacity building programming within IARCSC and GIRoA at large.

3. Specifically examine each intervention, such as the scope, level, and effectiveness of activities in the following areas:
    a. Improved organizational capacity within the IARCSC;
    b. Reform efforts within the ministries as a result of IARCSC work (for example the HRMIS, job fairs, implementing civil servants appraisals and other activities)

3. EVALUATION QUESTIONS

Overall, the Evaluation Team was charged with answering the following fundamental evaluation questions:

1. Did the achievement of the benchmarks outlined in this project result in an improvement of internal systems of the IARCSC? (Reform Objective 3 and 4) If not, what constraints or problems inhibited such achievement?
2. Did the achievement of the benchmarks outlined in this project result in improvements within the relevant ministries? (Reform Objective 2; HRMIS and

performance appraisal reforms) If not, what constraints or problems inhibited such achievement?

3. Did the achievement of the benchmarks outlined in this project result in improvements in the management and governance of the IARCSC to include strategy design, implementation, advancement of women, and recruitment/hiring/ training practices? (Reform Objective 1) If not, what constraints or problems inhibited such achievement?
4. Based on the successes and challenges of reform efforts, what areas would benefit from additional donor support to the IARCSC?
5. What lessons from this project can be applied to other on-budget projects?
6. What lessons from this project can be applied to future capacity programming for IARCSC and GIRoA at large, particularly in terms of project design, implementation, and monitoring?

4. METHODS AND LIMITATIONS

The Evaluation Team's methodology included qualitative and quantitative data collection and analysis approaches.

The methods used included, but were not limited to:

1. Key informant interviews with USAID/Afghanistan's ODG Staff, and field-based USG staff at Regional Platforms;
2. Interviews with key staff of IARCSC and relevant ministries;
3. Interviews with provincial and district level entities who were the direct beneficiaries of the activities under this Project;
4. Interviews, surveys and focus groups with selected civil servants;
5. Consultations with other donors;
6. Reviews of benchmark reports;
7. Reviews of manuals, assessments, systems produced;
8. Reviews of software and databases produced;
9. Reviews of internal processes and procedures reformed; and
10. Other methodologies as appropriate.

In one of the initial meetings of the evaluation team and USAID, it was decided to focus the evaluation on selected project benchmarks related to the HRMIS, performance evaluation and women's advancement. Individual benchmarks often only applied to a select number of ministries and provinces. The list of provinces and ministries, below, was selected to cover as wide a number of benchmarks as possible, while also providing geographic coverage and recognizing the realities of security limitations and time. The Evaluation Team traveled to ministries and provinces to evaluate performance towards selected benchmarks.

Seven ministries were selected for the evaluation, based on their relevance for the selected benchmarks and, in one case, importance to USAID for future work. The ministries covered were:

- Ministry of Agriculture, Irrigation and Livestock,
- Ministry of Rural Rehabilitation and Development,
- Ministry of Public Works,
- Ministry of Economy,
- Ministry of Labor,
- Ministry of Urban Development, and
- Independent Directorate for Local Governance.

USAID requested that the team visit provinces that represented all regions of Afghanistan. The team endeavored to travel to the provinces, but elected to conduct phone interviews where accessibility was limited due to weather or security. The originally suggested list of locations included:

- Balkh,
- Farah,
- Logar
- Kandahar (including Spinboldak and Dand districts)
- Paktiya (including Saidkaram and Ahmadabad districts)
- Sar-e-Pul (including Saiyad and Sozmaqala districts)
- Daikundi (including Sang-e-takhst and Ushtorlee districts)

The evaluation methods chosen, although typical for evaluations, can be limited in effectiveness by factors including: security, willingness of respondents to answer questions candidly, and the need to sample provinces and ministries rather than cover them all. Although security did require adjustments to methods, the data was collected from a large sample of ministries and a fairly representative sample of provinces. The Evaluation Team found that respondents appeared willing to answer questions openly; the collection of both negative and positive comments serves as confirm that willingness to respond candidly wasn't a significant limitation to the evaluation. Thus, the Evaluation Team believes that the findings are broadly generalizable.

The provinces of Paktiya, Farah and Logar could not be visited in person due to security and Daikundi province could not be visited due to winter weather. Kandahar and Sar-e-Pul provincial capitals were visited but, owing to security concerns, the districts of Spinboldak and Dand districts of Kandahar and Saiyad and Sozmaqala of Sar-e-Pul were excluded. The Evaluation Team, in agreement with USAID, visited five provinces in person (Balkh, Sar-e-pol, Kandahar, Nangarhar and Herat), and used telephone interviews to evaluate implementation of the HRMIS systems in Farah, Paktiya, Daikundi and Logar provinces.

III. FINDINGS

This section of the report will examine each of the evaluation's three focus areas (HRMIS, performance appraisal and women's advancement), which were selected because they were not complete at the time of evaluation.

1. HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

A viable Human Resources Management Information System (HRMIS) system should facilitate the full range of HR functions: recruitment, performance appraisal, training, promotion and disciplinary actions, salary, and retirement. Most importantly, it serves as a records management system. Utilization of the HRMIS throughout the government would introduce and reinforce sound HR practices. It would also be an aid in tracking women's advancement in the government. The following benchmarks are associated with HRMIS in the original project design:

2.2b Grantee ensures that current HRMIS is operational and maintained in 25 ministries, by orienting and training staff, and checking that infrastructural requirements are met in accordance with GIRoA regulations.
2.2c HRMIS is operational in five additional ministries.
2.2d HRMIS is operational in five provinces.
2.3a IARCSC staff given orientation to approved Human Resource manual.

In order to evaluate the achievement of these benchmarks, the Evaluation Team conducted interviews and completed a checklist with staff in the Commission in Kabul, in 7 ministries, and in 7 provinces. The tools used can be found in Annex VI.

The Evaluation Team noted that the Commission's use of the term "HRMIS" is inexact and confusing. As a result, reports of progress have been misleading and have hidden the factual shortcomings of the Commission's work in HRMIS. There are multiple systems currently at play and most are inherited from past donor systems which were never brought to fruition. The company Adam Smith International first introduced an MS Access-based human resource database to the Ministry of Education, but it was never completed. BearingPoint's Capacity Development Project (CDP) attempted to build a web-based HRMIS for the IARCSC, but never completed it. Finally, Deloitte's ACSS Project again failed and finally recommended an off-the-shelf solution, OrangeHRM, which now constitutes the Commission's unimplemented "dream system."

In the absence of a functional HRMIS, the Commission and ministries are now using various freestanding databases, based on either MS Access or MS Excel, and identifying them collectively as "HRMIS3." Unfortunately, none meets the criteria of an HRMIS; instead, they are personnel databases, which are incompletely implemented. The sum adds up to a thoroughly deficient system.

A true HRMIS would cover not only personnel data, but would have integrated modules for recruitment, including time, attendance and leave management, performance evaluation, tracking benefits and training, and automated reporting—in essence a comprehensive, web-based system covering employee records from hiring to retirement. The OrangeHRM system is an open source human resource management software, which is customizable and can be contracted to provide customization, training and technical support. Its most current version is OrangeHRM 3.0.1. The Commission has issued an RFP for customization of language and Islamic calendar labels and currently has an RFP out for customization of multiple desired functions (the due date is unknown). OrangeHRM is the Commission's desired system, although beyond the RFPs and a two-day orientation training, it has not been implemented.

Meanwhile, some, but not all, ministries and provinces are using standalone Access or Excel databases for their reporting to the Commission (which subsequently provides paper information to the Ministry of Finance for payment of the personnel). This is a highly deficient system, which the Commission terms HRMIS3 and which they are referring to when they report that they have fulfilled the benchmark of completed implementation of an HRMIS system. It is in fact, not an HRMIS, but merely a personnel database, which is not system-wide in implementation, and which is grossly inadequate in function, as demonstrated in the findings below.

Table 1: HRMIS Status in the Ministries

No.	HRMIS Status	MAIL	IDLG	MOEC	MOLSA	MRRD	MPW	MOUD
1	Agreement on usefulness of an HRMIS	X	X	X	X	X	X	X
2	Installation	X	X	X	X	X	X	X
3	Training		X	X	X		X	X
4	Training usefulness		X	X	X		X	X
5	Handbook/Manual	X	X	X	X		X	X
6	Login Security	X	X	X	X	X	X	X
7	Data backup facility	X	X		X			
8	Network Infrastructure	X			X			
9	Local connectivity	X			X			
10	Internet connectivity							
11	Data populated	X	X	X			X	
12	HRMIS3 meets the Ministries' needs							
13	Technical problems		X	X	X	X	X	X
14	Orange HRM orientation	X	X	X	X		X	X
15	Web enabled Orange HRM							

"X" indicates completion
Items 1 to 13 indicate standalone HRMIS3

Table 1 summarizes the current situation of the HRMIS at the ministries in Kabul. It can be seen that all ministries agree on the usefulness of having a functional HRMIS and they have installed the latest version (3.0) produced by the Commission. Except for MAIL and MRRD, all have been provided training for the system and believe that the training was beneficial. All ministries except MRRD report having received a manual.

The current system has login security, which is of utmost importance for a database holding such sensitive information, though only three out of the seven ministries have data backup facilities, which mean that the data is not secure and an accident could seriously disrupt the usefulness of any entered data. MAIL and MOLSA have Local Area Network (LAN) and the HRMIS provides some level of local connectivity and can be accessed from multiple nodes within the ministry. The remaining five ministries don't have functional LANs and therefore the HRMIS is installed and available on single machines.

Internet connectivity, or functionalities that would enable the ministries to share relevant data with the Commission or other concerned government agencies, is not available for HRMIS3. Updated data is shared with the Commission via copying to a memory stick which is physically transferred.

Four out of seven ministries (MAIL, IDLG, MOEC and MPW) have fully populated the system or entered the required data. The ministries surveyed believe the current HRMIS3 does not meet their needs and all except MAIL are experiencing technical problems with the daily operation of the system. The ministries have been oriented to the more recent web-enabled Orange HRM but it has not been installed yet.

HRMIS at Provincial Level

The HRMIS picture at provincial level is quite simple as depicted in Table 2. The current system has been installed only in three out of seven planned provinces. All three provinces agree on the usefulness of an HRMIS in general, have received training, have a handbook for the system and have login security. Balkh Provincial Office is ahead of all surveyed offices, as it has a LAN, local connectivity and data backup. The Balkh Provincial Office believes the current system does not meet their needs. They report technical problems with the software and have not populated the system.

Neither Kandahar nor Nangarhar Provincial Offices have LAN/connectivity or data backup, though Nangarhar Provincial Office has populated the HRMIS and believe it meets their needs, which makes them unique among the fourteen ministries and provincial offices surveyed. Kandahar Provincial Office has not populated the system and doesn't believe it meets their needs. All three offices have been orientated on Orange HRM software, but it has not been installed yet.

Internet connectivity, or functionalities that would enable the provincial offices to share relevant data with the Commission or other concerned government agencies, is not available for HRMIS3. Updated data is shared with the Commission via copying to a memory stick which is physically transferred.

Table 2: HRMIS Status in the Provinces

No.	HRMIS Status	Balkh	Daikundi	Herat	Kandahar	Logar	Paktiya	Nangarhar
1	Agreement on usefulness of an HRMIS	X			X			X
2	Installation	X			X			X
3	Training	X			X			X
4	Training usefulness	X			X			X
5	Handbook/Manual	X			X			X
6	Login Security	X			X			X
7	Data backup facility	X			X			
8	Network Infrastructure	X			X			
9	Local connectivity	X						
10	Internet connectivity							
11	Data populated							X
12	HRMIS3 meets needs							X
13	Technical problems	X						X
14	Orange HRM orientation	X			X			X
15	Web enabled Orange HRM							

"X" indicates completion
Items 1 to 13 indicate standalone HRMIS3

2. Performance Appraisal

Performance appraisal is a systematic process of assessing individual staff's job performance in relation to pre-established organizational objectives. In this sense, it is a main pillar of a successful HR system that fosters performance and achievement of organizational objectives at personal levels.

This section examines the results of the performance benchmarks in relation to the implementation of the performance appraisal system. The team used interviews, focus group discussions, written questionnaires, and a review of progress reports and statistics on performance appraisal to collect reliable primary data in order to better understand IARCSC's performance in this area. In Kabul, the Evaluation Team examined the Ministry of Urban Development Affairs (MoUDA); the Ministry of Public Works (MoPW) and the Ministry of Labor (MoL). In the provinces, the team examined the Governor's office in Sar-e-Pul, Kandahar, Nangarhar, Herat and Balkh as well as the subnational line ministry

administrations, including the justice, public health, and urban development directorates. The examination also extended to the IARCSC North Regional office in Mazar and the IARCSC Southwest Regional office in Kandahar.

The following eight benchmarks are related to performance appraisal:

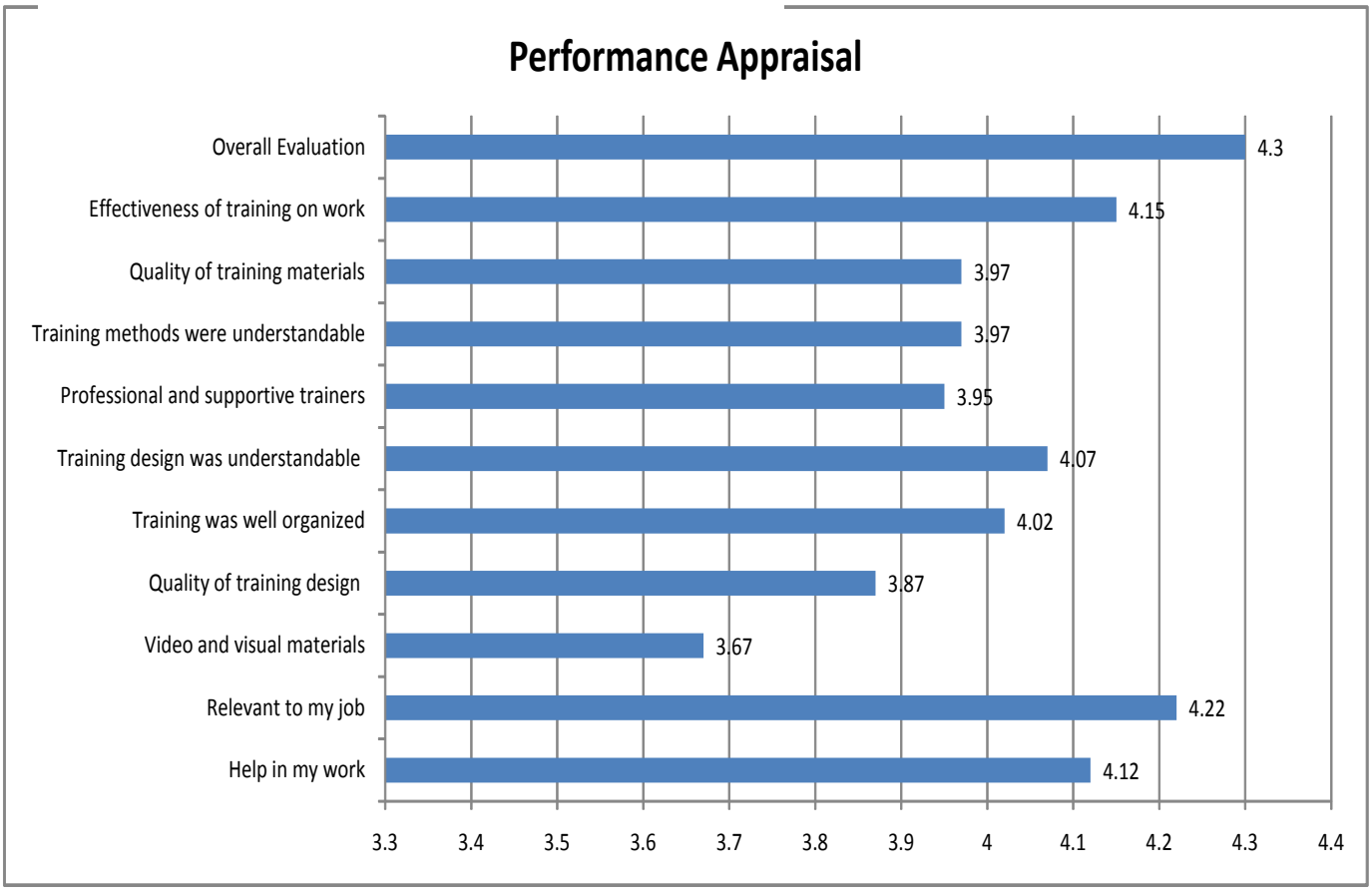
2.4a Grantee performance appraisal system instituted in two ministries.
2.5a Grantee performance appraisal system instituted in two additional ministries.
2.6a Grantee performance appraisal system instituted in two additional ministries.
2.7a Performance appraisal system instituted in one additional ministry.
2.7b Revised performance appraisal system instituted in two additional ministries.
2.7c Revised performance appraisal system instituted in two additional ministries.
2.7d Revised performance appraisal system instituted in two additional ministries.
2.7e Final assessment report on all ministries (12) where performance appraisals have been instituted.

These benchmarks have been effectively implemented by IARCSC as planned in a number of ministries and in the Governor's office in some provinces. This comprised implementation in 12 ministries and in the IARCSC. In addition, IARCSC used funds designated for development to finance implementation of performance appraisal in four additional ministries.

The implementation strategy was to build up a cadre of trained staff to become 'trainers of trainers' in performance appraisal in each ministry. In the first stage, the IARCSC conducted a three-day performance appraisal training workshop for key employees of each ministry, approximately 50 employees in each ministry. In the second stage, and as a result of the three-day training, the IARCSC selected the top five performing trainees from each ministry. These high performers were then given an intense two-day training program as 'training of trainers' (TOT). This small cadre of ministry-based performance appraisal trainers was then tasked to conduct regular first-stage of three-day training workshops for the rest of employees of the relevant ministry. The training materials provided by IARCSC to the TOT trainees in each ministry included: a civil servants performance evaluation guide book; visual aids and video clips; performance evaluation forms; reporting forms and an information package of performance evaluation.

The evaluation team interviewed 40 trained performance appraisal trainers, who had been trained in Stage 1 training workshops and the Stage 2 training of trainers, asked them to fill out questionnaires. The objective was to ascertain and measure the quality and usefulness of the performance appraisal training they had received and the value it added to their work as trainers in performance appraisal. As Figure 1 displays, satisfaction with the performance appraisal training was quite high, with average scores indicating a rating of good or excellent for almost all aspects studied. The poorest ratings were giving to video and visual materials and quality of training design (both rated between satisfactory and good), but overall satisfaction was rated 4.3 out of a total score of 5.0.

Figure 1: Perceptions of Performance Appraisal Training



Forty respondentswere surveyed. The scale was from 1 to 5 for each question (Bad 1, Poor 2, Satisfactory 3, Good 4 and Excellent 5).

Overall, the process by which the formal two-stage training in performance appraisal was implemented was impressive. It had a cascade effect by which the trained staff returned to their ministries and agencies and developed the phased plans to: train managers, on the job, in the performance appraisal methodology, materials and processes in such a manner that they were then able to conduct performance appraisal for subordinate staff. For example, in 2013 a workshop was conducted for 43 employees of the Ministry of Public Works, from which the five top scoring participants were trained as trainers. These trained staff then went on to conduct five workshops on performance appraisal in five provinces.[1]

The performance appraisal training program conducted in the Ministry of Labor for 80 employees culminated in the top five highest performers also being trained as trainers and subsequently going on to train 153 more employees of the ministry. The Head of the

[1]Nangarhar, Laghman, Kapisa, Parwan, and Panjshir

performance appraisal unit stated that the result of the training and the performance management system significantly increased efficiency in their practical work.

A similar result was recorded for the 50 employees of Ministry of Urban Development Affairs. The five staff, trained as trainers replicated the training courses in 14 provinces;[2] as a result, 474 additional employees of the ministry were trained by their own ministry's trainers.

At the subnational level, five performance appraisal training workshops were conducted in the north region for five provinces for 4,500 staff. The Director for Justice in Balkh province said that as a result of the training program, 99% of his directorate's staff now have a work plan, job descriptions and a clear reporting system. The Director of the IARCSC north regional office stated that 97% of employees in the region are now in the Pay and Grading system.

In the southwest region, 60 performance appraisal training programs were conducted across four provinces[3] as a result of which 2,210 employees of this region have been trained in performance evaluation. The database of the IARCSC regional office now holds the on-the-job performance evaluation records of 18,000 employees across the southwest region.

3. WOMEN'S ADVANCEMENT

Women's advancement is a national priority of GIRoA and a cross cutting issue included here because the Civil Service Commission – by its nature – provides a unique and almost ideal platform for working towards its achievement.

In terms of women's advancement, the evaluation covered the following benchmarks:

- 1.2a Official plan for advancement of women in the civil service signed by Chairman of IARCSC.
- 1.2b Network of women civil servants established and functional.
- 1.2c Recruitment campaign to increase women applicants to the civil service conducted in three universities nationwide.
- 2.9a Career development center for women in the civil service established within IARCSC

In order to understand the performance related to each benchmark, the team conducted focus groups with women, completed checklists on women's advancement, and administered a questionnaire on the Career Development Center. Data was collected in person through visits in Kabul and Balkh provinces. All tools can be found in Annex VI.

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[2]Badakhshan, Balkh, Kunduz, Nangarhar, Baghlan, Parwan, Takhar, Jawzjan, Faryab, Kapisa, Panjshir, Samangan, Laghman and Kunar

[3] Kandahar, Zabul, Helmand and Urozgan

Performance Benchmark: 1.2a Official plan for advancement of women in the civil service signed by Chairman of IARCSC.

Two hundred ninety participants attended a national conference for women civil servants from across Afghanistan to promote women's roles and to mainstream gender into government functions. The result was a final official plan for the advancement of women in the civil service signed by the Chairman of IARCSC. This plan and the Official Report on the conference have been verified by the Evaluation Team.

The national conference had participants from the provinces whose contribution to the decision making process was invaluable. The conference was covered by mass media which had a good impact on the national level. The Evaluation Team visited the Herat Department of Women's Affairs, who sent a representative to the conference and who considered the conference to be a significant achievement of the IARCSC.

A gender representative from the Herat Department of Women's Affairs is part of the recruitment and selection process for vacant positions to ensure that qualified women are fairly recruited under merit based competition. This level of gender support at the subnational level does not yet extend to the recruitment process at the district level for recruitment of women civil servants.

Performance Benchmark: 1.2b Network of women civil servants established and functional.

The Network of Women Civil Servants has been established very recently in Kabul and in Balkh province. Women representatives are supposed to come from the gender units inside the various ministries, but the majority of members are from the Ministry of Education.

Since the Network was newly established, it proved difficult to obtain the hard data from the representatives of the participating ministries. These line ministries expect that Network of Women in Kabul will have meetings in the near future, establish the appropriate committees and prepare a final work plan for the Network in Kabul.

In Balkh, the Network committees have been already established, but members of the committees are not aware of the Network's further meetings and plans. In some cases, Network members question the chairmanship of the Network when members from more remote location such as Khulm district in Balkh are told that there is no budget available to fund their transportation costs. Expectations were high with the formation of the Network, and there remains hope that the Network will be a useful source to discuss and address the issues facing of women civil servants in the workplace.

Extensive meetings have been held with members, and membership is open only to women of grade three and above. To some extent this has created complications, since relatively few women occupy positions at grade three or above. Some members believe that a case should

be made for extending the entry requirement to include grades four and possibly five, provided the women have a good level of knowledge and long term experience in their field of work.

Concerns were also expressed regarding the perceived ineffectual leadership of the Network in Balkh, and the failure of the project coordinating unit in Kabul to monitor the performance of the Network and verify that the progress they reported reflects the reality on the ground.

Performance Benchmark: 1.2c Recruitment campaign to increase women applicants to the civil service conducted in three universities nationwide.

IARCSC keeps a database that contains the total number of women who are currently working as civil servants in governmental organizations, and their grade level. It was difficult to obtain detailed information from the IARCSC, since they regarded it as confidential; however, summary information was made available. Excluding information from the Ministry of Education, which IARCSC has yet to gather, there are 12,767 female civil servants are working within governmental organizations. While somewhat helpful, the database does not track the number of women who applied for jobs, who were selected, and who rejected or accepted offered positions. No information about the province of each woman was provided in the database.

A report on the recruitment and information campaign, including the number of information sessions held each year in each university, is available in the relevant departments of IARCSC. Additionally, a report on the training provided to women students, including copies of the training plan, manuals, presentations and a monitoring plan and evaluation plan are available. A further spreadsheet has been developed that clearly indicates the dates and locations of the training and list of participants along with their contact information.

Four hundred eighty one female university students were included in the recruitment campaign to increase women applicants to the civil service' in three universities located in Kabul and Balkh province (see Figure 2, a photo of a recruitment meeting in Mazar, Balkh province). The recruitment campaign was designed to help students learn the application process for civil service positions and build their confidence on basic office management issues, however, since the campaign was a one-off event, it was difficult to measure its effectiveness. The Commission decided that the student's internship scheme in Kabul was not successful enough to continue. Training was also conducted by IARCSC staff for one day on the Civil Service Law, as well as the recruitment process, management and employee behavior. The staff believes that a longer duration would have provided more depth and been more effective.

Figure 2: Women's recruitment meeting in Mazar, Balkh Province

The recruitment of women in Herat appears to be more successful, despite facing some of the same challenges as in Balkh and Kabul. The Gender Specialist in the Governor's Office in Herat is very proactive in advancement and promotion of women. She participates in the recruitment process for all positions and other meetings conducted by the IARCSC and serves as the women's advocate with the IDLG, the Governor's office and the IARCSC. As a result, she makes sure qualified female candidates are covered under the positive discrimination policy and are allocated an additional 10 point score in the recruitment evaluation process. She pointed out the inclusion of women in the interns program represents one of the most significant and ground breaking developments for women in the province. Significantly, she credited the Governor and Deputy Governor as having provided leadership and set the standards to assure a sustainable commitment to advance the role of women in Herat.

Performance Benchmark: 2.9a Career Development Center for women in the civil service established within IARCSC.

A physical inspection of the Career Development Center (CDC) was completed during two Evaluation Team meetings. The U-shaped center is located on 5th floor of IARCSC and has 15 personal computers and library cabinets along one side. The contract for its development is almost complete. The CDC started functioning after its inauguration in March 2012 with the objective to provide capacity building programs for female civil servants. In essence, it functions as a training center for female civil servants of IARCSC, ministries and other governmental agencies in general. To date, 1,200 female civil servants have been trained on

different topics.[4] The trainings are conducted on the basis of a needs assessment from the ministries. There is a plan to train 850 women in 2014.

Ministries consider that it is helpful for women to receive short-term training, but longer term approaches, such as increased and easier access to the existing free higher education or semi-higher education may have a larger impact on advancement of women in general. Higher level education for women will lead to lead to better work efficiency and promotion in the work place. Women trainees face problems with transportation and training materials, since these costs are not covered by either the IARCSC or the ministry. Translated material, manuals and PowerPoint presentations are of variable quality, and the lessons are not tailored to the knowledge of the participants.

Some gender units within ministries have very little influence in dealing with the women's issues and are largely ignored in decisions related to training and management meetings. This may be because the gender unit is in an office under Finance and Administration, rather than under Strategy and Policy where it may have a higher profile in promoting women's affairs inside ministries. Gender Units are usually headed by a person at the level of grade 3 or lower, since most are staffed by women who have not completed high school and have only limited English and computer skills. This limits the ability of the women's unit to take a proactive role in resolving issues during meetings.

IV. CONCLUSION

This section of the report offers conclusions regarding each of the three core areas (HRMIS, performance appraisal and women's advancement) and for the project overall.

1. HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

The data summarized above allowed the team to conclude that, while ministries and provinces appreciated the training that they received, several did not receive the right documentation that accompanied the training. Nearly all face technical problems in using the system and report that it does not meet their organizations' needs. The most basic problem is that most of the organizations have no back-up server and inadequate electrical power. Furthermore, most of the backup and information transfer to the Commission is done via memory sticks that are physically carried to the Commission in Kabul. Not only is the current HRMIS3 system inadequate, but it is subject to breakdown and loss of data anytime. It cannot be reasonably judged to represent a fully and comprehensively implemented HRMIS system.

[4] Interview skills, basics of management and leadership, Internet, presentation skills, emailing, basic gender concepts, computer skills, confidence building, management of meetings, time management, the Civil Service Law, communications and human resources management.

In summary, based on a twenty question survey:

- 70% of the ministries and provinces interviewed said the current HRMIS3 does meet their needs.
- 80% of the ministries and provinces that have been interviewed said that they often face technical problems with the current HRMIS.
- 90% of the HRMIS offices had manual on HRMIS.
- 95% of the ministries and provinces do not have a server for data back up and protection.
- 95% of the HRMIS offices in ministries and the provinces don't have proper electricity.
- 95% of the ministries and provinces were trained in HRMIS and the users were quite satisfied with training.

OrangeHRM has been introduced to all the ministries and key provinces, and a two-day orientation workshop has been given to all the ministries, yet it has not been installed and is not functional.

2. Performance Appraisal

The findings are substantial and impressive. It can be concluded that all eight performance appraisal benchmarks (2.4a to 2.7e) which related to the specific Reform Objective 2 'To develop a more effective Human Resource System within IARCSC' have been achieved.

The IARCSC pioneered the training in performance appraisal, and the ToT program was efficient for this process, since the ministries were then able to roll out performance appraisal across thousands of employees all over Afghanistan.

Financial assistance to the IARCSC provided under the on-budget Cash Transfer Project was instrumental in facilitating the technical training needed to roll out performance appraisal. However, the international donor community provides extensive support to the IARCSC, and donor support for performance appraisal has spanned many years, thereby making it impossible to claim that the achievement of the specific performance appraisal benchmarks can be entirely attributed to the Cash Transfer Project.

3. Women's Advancement

1.2a Official plan for advancement of women in the civil service signed by the Chairman of IARCSC.

This benchmark was achieved when the Chairman of the IARCSC endorsed and signed the official plan on 30 June 2012. The inclusive process for creating the plan and the event that led to its endorsement appears to represent a worthy achievement in itself, although the plan has expired and has not been renewed.

1.2b Network of women civil servants established and functional

The Network of Women Civil Servants has been only recently established and all committees are still being formed in Kabul. There is not yet an agreed-upon final work plan; it is expected that all gender focal points within ministries will be involved.

1.2c Recruitment campaign to increase women applicants to the civil service conducted in three universities nationwide.

The recruitment campaign which was implemented in association with this benchmark was attended by 481 female university students. However, there is no data to enable analysis of the effectiveness of recruitment efforts; the Commission does not record the number of women applicants, the results of their application, or even the provinces they came from. Thus, it is difficult to assess whether achieving this benchmark resulted in any substantial progress toward women's advancement, although it is unlikely that a one-off event in 2013 could have achieved substantial effects. It is difficult to develop a strategy for improvement without data to guide decisions.

The evaluation did highlight the more comprehensive, proactive approach to women's recruitment adopted in Herat province which appears to be fairly effective; its success, however, is probably attributable to strong leadership as opposed to the recruitment events alone.

2.9a. Career Development Center for women in the civil service established within IARCSC.

A center has been established with computers and a few library cabinets that serve the women trainers. The center functions more as a rarely used Women's Training Center than as a Career Development Center as such.

In summary, the Evaluation Team concluded that:

- The Women's Advancement Plan has expired.
- The Network of Women Civil Servants is leaderless and inactive.
- The University Recruitment Campaign was a one-off effort in 2013 and achieved very little.
- The IARCSC database is deemed "confidential" and fails to track key information.
- In spite of its initial achievements, the Women's Career Development Center currently appears to be a non-operating, token effort.

4. IARCSC OVERALL

The IARCSC is governed in a fragmented manner as each directorate is more or less autonomous. There is some logic in this approach as it provides the leadership of the directorate with the authority and budget to manage its core functions and donor funded projects in a responsible and accountable manner. Less positive is the tendency for each directorate to operate in isolation from its peer directorates and the uncoordinated contractor led assistance makes the situation worse. This has led to fragmentation and internal divisions within the Commission while the opposite is required: strong and sustained direction, coordination and oversight at the most senior levels.

Somewhat inevitably there is a pervasive divide between the "national technical program experts (NTAs) and those staff members listed on the *tashkeel*. This has its origin in the distinctly different levels of remuneration between the two groups and leads to problems in performance, attendance and training amongst *tashkeel* staff. The MoF and the IARCSC are working together with a phased approach to transition donor funded project based NTAs onto the *tashkeel* through the Capacity Building for Results project.

A substantial resource of professional experienced talent exists within the Commission; the challenge is to preserve the top performers while weeding out the non-performers. This will require determined, focused leadership in the immediate years ahead and the culture of merit-based hiring and performance evaluation must be rigorously and constantly reinforced.

The Commission is not the example of institution building and capacity development that it should be after years of well-financed USAID and other donor assistance through multiple projects. Like some other institutions of the Afghan government, the Commission is an example of incomplete capacity development. The very organization that is supposed to lead capacity development and reform garners limited respect from the ministries and the provinces.

Although the IARCSC was a pioneer of USAID/Afghanistan on-budget financing and the project technically met the project benchmarks, the results were not commensurate with the spirit and intent of the overall objectives. It is also questionable if the results provided value for money given the substantial budget.

Nonetheless, on-budget financing is likely to be the only way forward if the recipients of aid are to ever become sustainable, professional institutions. This is doubly true in the current era of severely downsized donor assistance in which security considerations and cutbacks might compromise the ability of donor organizations to implement off-budget capacity development contracts. The program that is emerging as the central donor, the Capacity Building for Results (CBR) of the World Bank, consists of on-budget support that is "earned" by the recipients.

5. Summary of Response to Evaluation Questions

Did the achievement of the benchmarks outlined in this project result in an improvement of internal systems of the IARCSC? (Reform Objective 3 and 4) If not, what constraints or problems inhibited such achievement?

In spite of some achievements of the Cash Transfer Project, there are no observable improvements in the overall internal operating systems of the Commission. It is the opinion of the Evaluation Team that a lack of political will – rather than lack of a technical solution – is limiting success in this area. The will of senior Afghan leadership will ultimately determine the success or failure of efforts to strengthen the Commission's internal systems.

Did the achievement of the benchmarks outlined in this project result in improvements within the relevant ministries? (Reform Objective 2; HRMIS and performance appraisal reforms) If not, what constraints or problems inhibited such achievement?

Although USAID approved the Commission's achievement of the HRMIS benchmark, the Evaluation Team found that this benchmark achievement did not actually coincide with the installation of a truly functional HRMIS system, and thus did not result in the large-scale improvement envisioned. It is possible that the Commission believed that its system qualified as an HRMIS; nevertheless, the Evaluation Team's review clearly showed that the currently used system is inadequate and does not meet the definition of an HRMIS. Discrepancies between reporting and achievement of these benchmarks might have been difficult to detect for senior officials – not only at the Commission, but at USAID itself – since HRMIS is quite technical in nature. The Commission seems to have acknowledged this need with its recent steps to adopt the OrangeHRM system. However, during the Evaluation Team's visit, OrangeHRM was still not installed or operational.

There is no doubt that the Commission has done a substantial amount of work to reach the benchmarks for performance appraisals, though the personal agendas of individual staff—including leaders—may sometimes counter the effectiveness of the project objectives of promoting merit-based hiring and appraisal. The Commission was successful in achieving several aspects of the performance appraisal benchmark, specifically in introducing training in performance appraisal for staff (although not an enhanced, full cycle program). The Commission has subsequently successfully recruited some talented individuals who demonstrate commitment to the ideals of civil service. Such progress is an achievement, particularly in that it helps provide momentum for attaining this important element of civil service reform. As mentioned above, the Evaluation Team cannot definitively attribute all the performance appraisal achievements to the USAID-funded Cash Transfer Project, but there is no doubt that the achievement of the benchmarks with USAID support was a critical factor.

Did the achievement of the benchmarks outlined in this project result in improvements in the management and governance of the IARCSC to include strategy design, implementation,

advancement of women, and recruitment/hiring/ training practices? (Reform Objective 1) If not, what constraints or problems inhibited such achievement?

With respect to the women's advancement objectives, the Cash Transfer Project was not successful in ushering in substantial and lasting improvement. The Commission's commitment appears focused on a pro forma meeting of benchmarks, rather than real organizational commitment. The benchmarks for women's advancement could have been more useful had they called for a more sustained effort, rather than one-off events.

What lessons from this project can be applied to other on-budget projects? What lessons from this project can be applied to future capacity programming for IARCSC and GIRoA at large, particularly in terms of project design, implementation, and monitoring?

Monitoring and verifying progress is a challenge for all projects, especially as USAID's movement is severely limited. This evaluation highlights the fact that GIRoA institutions may have considerably less capacity for monitoring than USAID's off-budget partners. USAID should assess a GIRoA partner's capacity to conduct reliable monitoring and reporting on benchmarks before awards are made. Based on such assessment, funding might need to be allocated to improve monitoring capacity. In the case of the Cash Transfer Project, the Evaluation Team found that achievements reported from the province level to Kabul were not systematically verified by Commission staff in Kabul. According to the Commission, they did not have enough staff to travel outside Kabul. USAID must explicitly require – and fund, if necessary - a verification process for data coming from all levels.

Even if a ministry has the technical capacity to monitor its activities, best practice dictates that independent verification be conducted as well. Strategies such as funding monitors within the Ministry of Finance or engaging a third party to conduct verification are worth considering. In addition, this evaluation highlights the particular challenges in verifying technical benchmarks (such as the implementation of an HRMIS). When benchmarks require special skills to verify, USAID and the GIRoA partner should make a plan to ensure that the task of verification is assigned to qualified individuals.

For on-budget projects in the future, USAID should consider a mechanism which allows for greater scrutiny of budgets and expenditures. Requirements might be relaxed once partners demonstrate that they have adequate systems and plans in place.

Finally, drawing on the leadership challenges within the Civil Service Commission as an example, USAID should be careful to assess other potential on-budget recipients in terms of the political leadership's commitment to project objectives and other unique factors that might affect the selection of objectives. In the case of the Cash Transfer Project, such an assessment might have foreshadowed the difficulty of trying to strengthen internal systems using simple activities tracked by benchmarks. Of course, factors such as these are not static and must be considered through the life of a project.

V. RECOMMENDATIONS

The Evaluation Team makes the following general recommendations:

- USAID should continue to provide future assistance on the three core areas examined in this report: development of a viable HRMIS, reinforcement and advancement (improvement) of performance appraisal, and refocused and revitalized work in women's advancement.
- USAID should consider directing its assistance to the IARCSC through the World Bank's Capacity Building for Results (CBR) Program. The CBR Program rewards ministries that achieve their objectives. Although the core area improvements recommended above (first bullet point) are not currently included in CBR, USAID should support their inclusion, which will benefit all participating ministries. As an alternative, USAID could develop a contract for off-budget capacity development to run in-parallel and to complement the World Bank's CBR Program. It would be necessary to establish close coordination and cooperation with the CBR Program in order to achieve what should be complementary objectives for the two programs and to ensure that USAID's key objectives (HRMIS, performance appraisal, and women's advancement) enhance the Bank's objectives with its target ministries.
- USAID should target assistance to CBR Tier 1 Ministries which have a proven commitment to achieving their objectives, and invite other ministries as they qualify for higher levels of CBR assistance.
- Any assistance should come with strict monitoring requirements, implemented through a Project Management Unit (PMU) of the Ministry of Finance or another third party. Care should be taken to ensure that performance monitoring of the Commission is done on a regular, periodic basis.
- As evidence suggests that past donor efforts may have contributed to current disconnects within the Commission, the Evaluation Team recommends that in the future USAID should carefully consider not only the technical design of assistance, but its political implications. Coordinating with other donors may assist in achieving this objective.
- IARCSC, and its donors, should support the proposed policy that ministries pay the Afghan Civil Service Training Institute (ACSTI) on the basis of individual student enrollment for core area training and training for provincial interns. This will encourage the ACSTI to provide quality training courses that conform to the needs of their client ministries, rather than to operate on the basis of their independently-based budgets of the past.

1. HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

- The comprehensive HRMIS system should provide for the full range of HR functions; in doing so, the system itself will encourage sound HR principles which can trigger HR reform throughout the government. It will also aid in tracking women's advancement in the government.

2. Performance Appraisal

- Performance appraisal should be inseparably incorporated into the selection, recruitment, training, disciplinary and severance processes. There needs to be a clear and immediate correlation between improved employee performance and improved organizational results.
- Future support to performance appraisal at the employee level should focus on aligning the individual and the departmental objectives to improve overall organizational performance.
- For the above to happen, the focus for performance appraisal should shift from an external agency like the Commission to the line ministry itself. Employee engagement may also improve when they understand how they are directly contributing to the organizations higher-level goals.
- Training should be aligned with organizational goals within each ministry. Three training tiers aligned to the overall organizations strategic goals are needed:
    - The current individual employee level of performance management, utilizing the individual's job description, annual work plan and individual training needs assessment to create a tailored training program;
    - The departmental level, wherein the training needs are assessed in terms of the directorate's work plan, as well as the related skills and expertise needed for the department's effective functioning; and,
    - The top management level, where there ought to be organized strategic workshops ministry to ensure that the value and importance of performance appraisal at the strategic, directorate and individual levels is understood, accepted, and linked into the overall strategic objectives of the relevant ministry.
- The five regional training centers should be fully operational and under the jurisdiction of the HR department of the Governor's office, ensuring that off-budget agreements are made directly between the donor and the implementing ministry. Direct association with the relevant Governor's office will allow closer supervision and coordination with local needs.

3. Women's Advancement

The Evaluation Team believes that the effort to advance women must be re-thought and recast. Women leaders must have a voice at higher levels of authority and provide proactive leadership in order to be taken seriously. Traditional village culture and conservative religious views have repressed women's development and participation in society and government. In an effort to counter this repression and achieve internationally recognized "best practices," it is possible that efforts to advance the fortunes of Afghan women have too often been imported from generic campaigns in the developed world, which have not respected current, enlightened Muslim practice elsewhere in the world.

In light of the limited progress made on women's advancement during this project, any further financial support should be conditional on verifiable achievements in meeting the following:

- The leadership must recruit high caliber women to serve as proactive role models that are able to drive forward the management, operations and outreach of women's units and networks in a business-like manner. Without this leadership in place, it is highly questionable if the investment of further support to the advancement of women will produce the results expected.
- The leadership of IARCSC and ministries appoint a progressive and proactive champion to push for the advancement of women within the organization, similar to the good example set by the Governor of Herat.
- Women's advancement efforts should be more Islamic in content and clothed in contemporary Afghan cultural values. In particular, men should be recruited into campaigns, by appealing to their roles as Muslim fathers, husbands and brothers. Within ministries, it is advised to place gender units at the highest possible vertical organization level, and also in a horizontally strategic level.
- Lobby support from a high level male champion to provide the political will for women's issues.
- Clarify and differentiate between the mandates of gender units and those of women's groups to avoid overlap and rivalry.
- Clarify and coordinate women's focal points across ministries and develop clear implementation strategies.
- Develop an inter-departmental women's working group within ministries directly accountable to a senior level official to promote women's advancement.
- The existing Network of Women Civil Servants should be broadened to include women working in jobs with a grade lower than three. The Commission should address concerns that the Network has no available meeting space either in the Kabul or the Mazar office of the IARCSC.

In summary, the Evaluation Team recommends that the areas of HRMIS development, performance appraisal and women's advancement are the critical areas that would benefit from additional donor support – as long as IARCSC leadership puts it full commitment behind shared goals. The major lessons from this project that can be applied to other on-budget projects are those that focus on a more rigorous system of monitoring activities, budgets, procurements and outcomes on a frequent basis by an independent body. Benchmarks are only an aid to monitoring; they are not its essence.

ANNEX I: STATEMENT OF WORK

OFFICE OF DEMOCRACY AND GOVERNANCE (ODG)
&
OFFICE OF PROGRAM AND PROJECT DEVELOPMENT (OPPD)

STATEMENT OF WORK:
FINAL PERFORMANCE EVALUATION OF THE CASH TRANSFER ASSISTANCE AGREEMENT FOR CIVIL SERVICE REFORM

I. PROGRAM INFORMATION

Program Name: Cash Transfer Assistance Agreement for Civil Service Reform
Contractor: Independent Administrative Reform and Civil Service Commission
Award #: 306-06-00-01 (Government-to-Government award)
Agreement Value: $15,000,000.00
Life of Program: 10/31/2011 – 2/28/2014
Program Sites: Nation-wide

II. INTRODUCTION

The Cash Transfer Program Assistance Project for Civil Service Reform is the Office of Democracy and Governance's (ODG) first on-budget project with the Government of the Islamic Republic of Afghanistan (GIRoA). This on-budget project followed significant USAID off-budget support through the Afghanistan Civil Service Support Program (ACSS) which built the capacity of the Independent Administrative Reform and Civil Service Commission (IARCSC) to implement public administration reforms. Funding is provided directly to IARCSC upon successful completion of agreed upon performance benchmarks (see Attachment 1 for a complete list of these benchmarks). In the spirit of promoting Afghan ownership, the on-budget agreement has two main objectives:

3. To continue building the internal capacity of the IARCSC, and
4. To support the institutionalization of key civil service reforms.

The development hypothesis of this project is that by strengthening the internal capacity of the IARCSC through on-budget support, the IARCSC will be able to lead and implement civil service reforms effectively nationwide. As a result of these reforms, management and performance of civil servants will improve, leading to more efficient and effective service delivery.

USAID's evaluation policy encourages independent external evaluation to increase accountability to inform those who develop programs and strategies, and to refine designs and introduce improvements into future efforts. In keeping with that aim, this final performance evaluation will be conducted to review and evaluate the performance of the

USAID-funded Cash Transfer Program Assistance for Civil Service Reform program activities, an on-budget project with IARCSC, with a total budget of $15,000,000 to make design adjustments to the planned follow on award to IARCSC. The evaluation will focus on assessing the program's performance from the start of the project in October 2011 to the end of the project in January 2014 in achieving its program goal, objectives, and results.
Specific objectives of the evaluation are to:

- Evaluate the effectiveness of this phase of support including results, outcomes, and impact within the IARCSC operations and internal capacity;
- Identify lessons learned and recommend options for future USAID support for civil service reforms;
- Identify lessons learned and recommend options for future USAID and on-budget support; and
- Evaluate the performance benchmarks that have been achieved during the course of the program, identify shortcomings, and recommend future areas for support to build capacity.

III. BACKGROUND

Decades of conflict from the Soviet occupation of the 1980s to the mujahedeen wars in the 1990s have had serious consequences for Afghanistan's public sector. While many of the formal structures of public administration remained under the Taliban, they had become largely dysfunctional; ministries in Kabul lacked experienced senior officials and even basic resources and materials. Recognizing that an effective civil service is essential for building a sustainable Afghanistan, capable of delivering basic services, the 2001 Bonn Agreement called for establishing an independent Civil Service Commission. IARCSC, established in 2003, is responsible for leading civil service reforms and managing the human resources functions of GIRoA. Included within the IARCSC's mandate is to establish a modern, responsive democratic, gender sensitive, transparent, and accountable public administration (for all the ministries and government agencies) enabled to manage public resources efficiently and effectively for improved service delivery in a fair and equitable manner.

Reforming the civil service presents particular challenges, requiring the IARCSC to develop policies and processes that must be complied with across all government offices and agencies at the central and sub-national levels. From 2007-2012, USAID provided support to civil service reform processes through three successive capacity building projects:

- Afghans Building Capacity, February - June 2007;
- Capacity Development Program, July 2007 - January 2009; and
- Afghan Civil Service Support Program, March 2010 - March 2012.

These projects provided significant support to the reform of GIRoA ministries. In its final year, the Afghan Civil Service Support Project focused on transitioning the IARCSC from a beneficiary to an on-budget partner with USAID. Through its achievements in completing performance benchmarks, the IARCSC has demonstrated strengthened management and governance, such as developing human resources manuals, financial policies and procedures, and a property inventory and management system. The IARCSC has also shown its progress in planning and implementing civil service reforms, such as successfully establishing and training staff to use the Human Resources Management Information System in 25 ministries and recruiting over 1,000 new civil servants in seven insecure provinces.

The agreement between USAID and GIRoA includes 37 benchmarks, most of which have been achieved by IARCSC. This evaluation will look into the activities conducted under select benchmarks and ensure that the means of verification correspond to the agreement.

IV. PROGRAM GOALS AND OBJECTIVES

The Cash Transfer Program Assistance for Civil Service Reform has four main objectives:

- Reform Objective 1: Improve IARCSC management and governance;
- Reform Objective 2: Develop more effective human resources systems within IARCSC;
- Reform Objective 3: Improve IARCSC Financial Management Systems and Practices; and
- Reform Objective 4: Ensure accountability and transparency in the IARCSC's system for inventorying, controlling, and managing fixed assets.

Through improvements to the IARCSC's management and governance, including more effective human resource systems, financial management systems and practices, the project intended to strengthen the internal capacity of the IARCSC. The implementation of key civil service reforms, including the nationwide implementation of the Human Resources Management Information System; recruitment and capacity building at the sub-national level; increased number of women in the civil service; and institutionalization of the performance appraisal evaluation for promoting and building the capacity of civil servants were also supported to ensure more effective and efficient operations.

V. PURPOSE OF THE EVALUATION

The purpose of this evaluation is to study and document the successes and weaknesses of the Cash Transfer Program Assistance for Civil Service Reform program and to develop recommendations for strengthening the capacity of the IARCSC and the effective implementation of service reforms.

The evaluation will cover the full length of the project to date beginning in October 2011. This project included 37 benchmarks in the four main objective areas (note that 34 will be completed and 3 will be carried over); the Evaluation Team will determine an appropriate selection of benchmarks to review to provide a thorough discussion of achievements and gaps in each of these main areas.

USAID/Afghanistan's Office of Democracy and Governance will use the evaluation conclusions and recommendations to inform its future on-budget programs, including an extension of the Cash Transfer Program Assistance. Shared lessons will also benefit the larger USAID/Afghanistan Mission, particularly as a model for on-budget support. USAID/Afghanistan will share the final report with the IARCSC and other relevant GIRoA entities, and relevant donors.

This evaluation should:

4. Evaluate the design, approach, implementation, and effectiveness of USAID's support for civil service and public administration reform, specifically:
    a. The evaluation of progress toward attainment of the objectives of this Cash Transfer Agreement;
    b. The identification and evaluation of problem areas or constraints which may have inhibited such attainment; and
    c. The assessment of how such information may be used to help overcome such problems.

5. Identify key lessons learned on project design, implementation, and monitoring to guide the design of future capacity building programming within IARCSC and GIRoA at large.

6. Specifically examine each intervention, such as the scope, level, and effectiveness of activities in the following areas:
    a. Improved organizational capacity within the IARCSC;
    b. Reform efforts within the ministries as a result of IARCSC work (for example the Human Resource Management Information System-HRMIS, job fairs, , implementing civil servants appraisals and other activities)

VI. ILLUSTRATIVE EVALUATION QUESTIONS

1. Did the achievement of the benchmarks outlined in this project result in an improvement of internal systems and management of the IARCSC? If not, what constraints or problems inhibited such achievement?
2. Did the achievement of the benchmarks outlined in this project result in improvements within the relevant ministries? (Reform Objective 2; HRMIS and performance appraisal reforms) If not, what constraints or problems inhibited such achievement?
3. Did the achievement of the benchmarks outlined in this project result in improvements in the management and governance of the IARCSC to include strategy design, implementation, advancement of women, and recruitment/hiring/ training practices? (Reform Objective 1) If not, what constraints or problems inhibited such achievement?
4. Based on the successes and challenges of reform efforts, what areas would benefit from additional donor support to the IARCSC?
5. What lessons from this project can be applied to other on-budget projects?
6. What lessons from this project can be applied to future capacity programming for IARCSC and GIRoA at large, particularly in terms of project design, implementation, and monitoring?

VII. METHODOLOGY

The Evaluation Team will be responsible for developing an evaluation strategy and related methodologies that include a mix of qualitative and quantitative data collection and analysis approaches. The methodology, which includes the selection of benchmarks, ministries, and provinces to review, will be presented as part of the draft work plan as outlined in the deliverables below and included in the final report. The Evaluation Team will have available for their analysis a variety of project implementation documents and reports. Methodology limitations, strengths, and weaknesses should be identified as well as measures taken to address those weaknesses.

The suggested methodology should include, but is not limited to:

10. Key interviews with USAID/Afghanistan's ODG Staff, and field-based USG staff at Regional Platforms;
11. Interviews with key staff of IARCSC and relevant ministries;
12. Interviews with provincial and district level entities who were the direct beneficiaries of the activities under this program;
13. Interviews and focus groups with selected civil servants;
14. Consultations with other donors;
15. Reviews of benchmark reports;
16. Reviews of manuals, assessments, systems produced;
17. Reviews of software and databases produced;
18. Reviews of internal processes and procedures reformed; and
19. Other methodologies as appropriate.

The Evaluation Team will travel to ministries and provinces as appropriate to evaluate performance towards selected benchmarks. Individual benchmarks may only apply to a select number of ministries and provinces. Therefore, the list of provinces and ministries, below, was selected to cover as wide a number of benchmarks as possible, while also providing geographic coverage. The consultant team may suggest revisions, to be approved as part of the work plan.

A proposed list of ministries to meet with includes:

- Ministry of Agriculture, Irrigation and Livestock,
- Ministry of Rural Rehabilitation and Development,
- Ministry of Public Works,
- Ministry of Economy,
- Ministry of Urban Development, and
- Independent Directorate for Local Governance.

The Evaluation Team will cover a minimum of four provinces, with representation in all regions of Afghanistan. The team will endeavor to travel to the provinces, where possible; the team may elect to conduct phone interviews where accessibility is limited due to weather or security. A suggested list of locations is provided below:

- Balkh,
- Daikundi (including Sang-e-takht and Ushtorlee districts),
- Farah,
- Kandahar (including Spinboldak and Dand districts),
- Logar,
- Paktiya (including Saidkaram and Ahmadabad districts), and
- Sar-e-Pul (including Saiyad and Sozmaqala districts).

VIII. EXISTING PERFORMANCE INFORMATION SOURCES

The consultants will review the following documents:

1. Project agreements and benchmarks;

2. Work Plan;
3. Quarterly Reports;
4. Project performance data;
5. Benchmark achievement reports;
6. Verification of benchmarks; and
7. Any other documents as appropriate.

IX. TEAM COMPOSITION

The Evaluation Team shall include evaluation and technical specialists with relevant experience particularly in public management reform in a conflict/post-conflict country. The team shall include at least two independent international and two high level Afghan experts with strong interpersonal and writing skills, and cultural awareness. Final selection of the members of the Evaluation Team is subject to agreement by USAID and SUPPORT II management.

Evaluation Team Leader (Expat): The Team Leader (TL) shall possess strong leadership, and report writing skills and be an evaluation expert with seven years of program evaluation experience. Preferably the TL will have experience with USAID funded governance programs. The TL shall possess at least a Master's degree, PhD preferred, in public administration reform, government capacity building, international development, or a related discipline. The TL should be able to write a standard, accurate and concise report in English. Afghanistan or regional country experience is preferred.

Public Administration Specialist (Expat): The Public Administration Specialist shall possess at least a Master's degree in public administration, public sector reform, or a related field. The specialist shall have at least five years' experience in public sector human resources management, public sector legal and/or policy framework, public service delivery reform, or similar field. Afghanistan or regional country experience is preferred.

Public Administration Specialist (Afghan): The Public Administration Specialist shall possess at least a Master's degree in public administration, public sector reform, or a related field. The specialist shall have at least five years' experience in public sector human resources management, public sector legal and/or policy framework, public service delivery reform, or similar field. Afghanistan or regional country experience and proficiency in English and Dari/Pashto is required.

Evaluation Specialist (Afghan): The Evaluation Specialist shall possess at least a Bachelor's degree, and have applied evaluation experience including data collection and analysis. Experience in working with government officials, assessing government data, and knowledge of participatory appraisal (sampling and survey methods – e.g. interpersonal interviews and focus group discussions) is required. Afghanistan or regional country experience and proficiency in English and Dari/Pashto is required.

A statement of potential bias or conflict of interest (or lack thereof) is required of each team member.

X. EVALUATION SCHEDULE

The estimated time period for undertaking this Evaluation is 35 working days spent in Afghanistan. The ideal arrival time is early February 2014; however, the arrival date will be finalized between USAID and the organization conducting the evaluation.

The Evaluation Team is required to work six days a week. The team is required to arrange its travel to selected provinces in each region where program activities are implemented. At least 50% of the consultants' time will be spent outside Kabul to conduct interviews with IARCSC Staff and government officials. A presentation of the findings will be delivered to USAID staff before the consultant departs Afghanistan; and a draft report will be submitted to USAID for comments on the 24th day of the evaluation period. USAID comments will be incorporated before the submission of the final draft. It is expected that the evaluation report be completed before the end of February.

Example of Level of Effort (LOE) in Days:

Activity	**LOE for Expat Team Lead**	**LOE for Expat PA Specialists (2)**	**LOE for Afghan PA Evaluation Specialists (2)**	**LOE for Afghan Evaluation Specialists (2)**	**Total LOE in Days**
Document review, work plan, draft questions, data analysis plan, suggested list of interviewees, finalized questions for the survey	2	4 (2*2)	4 (2*2)	4 (2*2)	14
Travel to and from Afghanistan	4	8 (4*2)			**12**
Meetings with USAID and Kabul based interviews	12	16 (8*2)	22 (10*2)	16 (8*2)	**66**
Interviews in provinces	6	12 (6*2)	20 (10*2)	32 (16*2)	**70**
Data analysis, preliminary report and presentation to USAID, IARCSC	8	22 (11*2)	16 (8*2)	6 (3*2)	**52**
Draft final report and debrief to USAID	9	12 (6*2)	6 (3*2)		**27**
Finalizing report	2	2 (1*2)			**4**
Totals	**43**	**76 (38*2)**	**66 (33*2)**	**58 (29*2)**	**243**

XI. MANAGEMENT

The Checchi/SUPPORT-II will identify and hire the Evaluation Team, pending the Contracting Officer's Representative (COR) concurrence, assist in facilitating the work plan, and arrange meetings with key stakeholders identified prior to the initiation of the fieldwork. The Evaluation Team will organize other meetings as identified during the course of the evaluation, in consultation with Checchi/SUPPORT-II and USAID/Afghanistan.

Checchi/SUPPORT-II is responsible for all logistical support required for the Evaluation Team, including arranging accommodation, security, office space, computers, internet access, printing, communication, and transportation.

The Evaluation Team will officially report to SUPPORT-II management. Checchi/SUPPORT-II is responsible for all direct coordination with the USAID/Afghanistan Office of Program and Project Development (OPPD), through the SUPPORT II COR, Belien Tadesse (btadesse@state.gov). From a technical management perspective, the Evaluation Team will work closely with ODG staff including Rachel Sorey, the On Budget Monitor for the IARCSC project; Mahmood Rahimi, the Alternate AOR for the project; and Kevin McGrath, the Governance Team Leader. In order to maintain objectivity, OPPD's Monitoring and Evaluation Unit will make all final decisions about the evaluation. The Evaluation Team will officially report to OPPD.

XII. REPORTING REQUIREMENTS AND DELIVERABLES

1. **In-briefing:** Within 24 hours of arrival in Kabul, the Evaluation Team, will have an in-brief meeting with USAID/Afghanistan's OPPD M&E unit and the ODG Team for introductions; discussion of the team's understanding of the assignment, initial assumptions, evaluation questions, methodology and initial work plan; and/or adjust the SOW, if necessary. The team will also conduct an in-briefing meeting with key stakeholders at IARCSC (to include the M&E Director, if possible), preferably with three days of arrival.

2. **Evaluation Work Plan:** Within three calendar days following the in-brief, the Evaluation Team Leader shall provide a detailed initial work plan to OPPD's M&E unit and ODG and a revised work plan two days after receiving comments from ODG. USAID will share the initial work plan with the IARCSC, allowing two full business days for comment, and revise accordingly. The initial work plan will include (a) the overall evaluation design, including the proposed methodology, data collection and analysis plan, and data collection instruments; (b) a list of the team members indicating their primary contact details while in-country, including the e-mail address and mobile phone number for the team leader; and (c) the team's proposed schedule for the evaluation. The revised work plan shall include the list of potential interviewees and sites to be visited.

3. **Mid-term Briefing and Interim Meetings:** Hold a mid-term briefing with USAID on the status of the assessment including potential challenges and emerging opportunities. The team will also provide the IARCSC's On Budget Manager (OBM) and alternate OBM with periodic briefings and feedback on the team's findings. Additionally, and if requested, a weekly 30-minute phone call with OPPD's M&E unit and ODG's Governance Team Leader will provide updates on field progress and any problems encountered.

4. **PowerPoint and Final Exit Presentation:** Hold a final exit presentation to discuss summary of findings and recommendations to USAID. This presentation will be scheduled as agreed upon during the in-briefing, and prior to the Evaluation Team's departure from Kabul. The Afghan Public Administration Specialists, with support from the Checchi M&E team, will also present findings to IARCSC once the draft report has been submitted.

5. **Draft Evaluation Report**: Shall be consistent with the guidance provided in Section XIII below. Length of the report: not to exceed 25 pages, exclusive of Annexes in English, using Times New Roman 12 point font, 1.15 line spacing, consistent with USAID

branding policy. The report will address each of the issues and questions identified in the SOW and any other factors the team considers to have a bearing on the objectives of the evaluation. Any such factors can be included in the report only after consultation with USAID. **The draft evaluation report, per the format below, will be submitted by Checchi SUPPORT to OPPD's M&E unit at a date to be agreed upon in the in-briefing or mid-term briefing meetings. USAID's M&E unit and ODG office will have ten calendar days in which to review and comment and OPPD's M&E unit shall submit all comments to Checchi SUPPORT, with copy to the Team Leader.**

6. **Final Evaluation Report:** The final report will incorporate final comments provided by the M&E unit. USAID comments are due within ten days after the receipt of the initial final draft. The final report should be submitted to OPPD within three days of receipt of comments by Checchi SUPPORT. All project data and records will be submitted in full and shall be in electronic form in easily readable format; organized and documented for use by those not fully familiar with the project or evaluation; and owned by USAID.

7. **Briefer:** Following approval of the final report, a briefer on key qualitative and quantitative findings is included in the evaluation's scope—to be given to each to the head of the five directorates evaluated, so that he/she has the opportunity to review evaluation findings and share them as needed. The briefer will be derived from the Executive Summary and translated in Dari and/or Pashto, as determined with IARCSC. Each briefer will be reviewed by OPPD and ODG prior to distribution.

XIII. FINAL REPORT FORMAT

The evaluation report will be structured as follows:

1. Title Page
2. Table of Contents
3. List of any acronyms, tables, or charts (if needed)
4. Acknowledgements or Preface (optional)
5. Executive Summary (3-5 pages)
6. Introduction
    a. A description of the project evaluated, including goal and expected results
    b. Brief statement on purpose of the evaluation, including a list of the main evaluation questions
    c. Brief statement on the methods used in the evaluation such as desk/document review, interviews, site visits, surveys, etc.
7. Findings: This section should describe findings, focusing on each of the evaluation questions.
8. Conclusions: This section should include value statements drawn from the data gathered during the evaluation process.
9. Recommendations: This section should include actionable statements for existing programming and recommendations for the design and performance of future programming. It should also include recommended future objectives and types of activities based on lessons learned.
10. Annex
    a. Scope of Work
    b. Places visited (list of entities and people interviewed)
    c. Methodology description

d. Copies of all survey instruments and questionnaires
e. List of critical and key documents reviewed
f. Meeting notes of all key interviews
g. Statement of differences

XIV. REPORTING GUIDELINES

- The evaluation report should represent a thoughtful, well-researched and well-organized effort to objectively evaluate the validity of the project's hypothesis and the effectiveness of the project.
- Evaluation reports shall address all evaluation questions included in the statement of work.
- The evaluation report should include the statement of work as an annex. All modifications to the statement of work, whether in technical requirements, evaluation questions, Evaluation Team composition, methodology, or timeline need to be agreed upon in writing by the AOR/OBM.
- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists and discussion guides will be included in an Annex in the final report.
- Evaluation findings will assess how results affected men and women.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay or the compilation of people's opinions. Findings should be specific, concise and supported by strong quantitative or qualitative evidence.
- Sources of information need to be properly identified and listed in an annex.
- Recommendations need to be supported by a specific set of findings.
- Recommendations should be action-oriented, practical, and specific, with defined responsibility for the action.

ANNEX II: CASH TRANSFER PROJECT FOR CIVIL SERVICE REFORM PERFORMANCE BENCHMARKS

CASH TRANSFER PROGRAM ASSISTANCE FOR CIVIL SERVICE REFORM UNDER USAID GRANT AGREEMENT NO. 306-06-00 REVISED PERFORMANCE DISBURSEMENT BENCHMARKS	
Reform Objective 1: To improve IARCSC management and governance	
Performance Benchmark	**Required Method of Verification of Satisfaction of a Performance Benchmark**
1.1a IARCSC develops Civil Service Model describing the scope and structure of the civil service.	Official report on workshop held on civil service model with line ministries and IARCSC. System for identifying applicable laws and regulatory requirements established. Official plan for the implementation of the Civil Service model.
1.1b Orientation and training provided for new civil servants selected through job fairs. Human resources departments assessed and provided capacity building workshops in 34 provinces to develop and implement Human Resources Department Capacity Development Plan.	Official report produced by IARCSC indicating the number of staff trained in insecure provinces where job fairs have taken place using curriculum which includes ethics and two-track methodology. Official report of capacity building workshops for human resources departments, including needs assessment conducted in human resources departments in 34 provinces, dates and location of workshops, participant list of workshops including position, department, district, province, and gender. Copy of Official Human Resources Department Capacity Development Plan for 34 Provinces and related implementation plan.
1.1c Workshops provided to Provincial Capacity Development Working Groups to develop annual Provincial Capacity Development Plan for Civil Servants in 34 provinces.	Official report on workshops, including date and location of workshop, list of participants including name, position, department, and gender. Copy of Official Plan for Provincial Capacity Development of Civil Servants, signed by Provincial Governor.
1.2a Official plan for advancement of women in the civil service signed by Chairman of IARCSC.	Official report on workshop held on advancing women in the civil service. Official plan for advancement of women in the civil service signed by Chairman of IARCSC.
1.2b Network of women civil	Report on establishment of women civil servants network

servants established and functional.	including list of participants, terms of reference, topics for discussion, and meeting schedule for women civil servants in Kabul and one pilot province.
1.2c Recruitment campaign to increase women applicants to the civil service conducted in three universities nationwide.	Database established and data collected each year on the number of women who apply for positions with the civil service, the number of women who are selected, and the number of women who accept positions, including information on the province of each woman and grade level of position. Report on recruitment and information campaign, including number of information sessions held each year in each university. Report on trainings provided to women students, including copies of training plan, manuals, presentations, and monitoring plan and evaluation plan. Report should also include dates and locations of trainings and list of participants.
1.3a Using an independent (i.e. non-IARCSC) consultant, IARCSC drafts five-year strategic plan with related action plans. Standard policy developed and instituted at IARCSC for drafting work plan and procurement plan aligned with Strategic Plan Framework.	Official Strategic Plan endorsed by IARCSC printed in English, Dari and Pashto. Official 1392 work plan for each IARCSC directorate. Report on 1392 work plans and procurement plans and their alignment with Strategic Plan 2012-2017. Copy of IARCSC policy and guidance signed by Chairman on drafting procurement plans, work plans, and Strategic Plan Frameworks. Guidance should include: timeline for drafting procurement plans, work plans, and Strategic Plan Frameworks. Budget requirements for all work plans and action plans.
1.3b One year progress report on Strategic Plan Framework 2012-2017	Official report on progress made on Strategic Plan Framework 2012-2017, including achievements, challenges, lessons learned, recommendations, and next steps.
1.4a Database for tracking information in use by Appeals Board.	Database, which includes location, outcome and reason for complaints developed for Appeals Board. Appeals Board staff in provinces inputting information into database as evinced by database reports.
1.5a Job Fairs implemented in seven provinces. Civil Servants in 16 provinces are provided on-	Seven job fairs held in insecure areas and data on outcomes (number of applicants, number of hires, gender of applicants) produced.

the-job training, mentoring, and coaching.	Official report on needs assessment conducted in 44 districts to determine training, mentoring, and coaching needs. Official report on outcomes, impact, challenges of on-the-job training, mentoring, and coaching provided, including list of participants with name, position, department, district, province, and gender. Knowledge Acquisition Test administered before and after training, mentoring, and coaching program to monitor progress and results. Report should include progress reports with input from supervisors of each participant.
1.5b Two public information meetings held in 44 districts where on-the-job training, mentoring, and coaching is provided.	Official report on public information meetings, including list of participants, date and venue of event.
Reform Objective 2: To develop more effective human resources systems within IARCSC	
Performance Benchmark	**Required Method of Verification of Satisfaction of a Performance Benchmark**
2.1a The Grantee completes a gap analysis assessment of IARCSC management positions to determine training needs and associated training plan, as well as hiring needs and associated staffing and recruitment plan.	Competency based model for training needs assessment of managerial positions introduced. Official analytical report of training needs, staffing and recruitment plan, schedule, and targets developed and presented to ARS for action.
2.1b Grantee completes Technical Capacity Assessment (TCA) of IARCSC staff and 14 ministries in Kabul and nine provinces using revised methodology.	Official copy of TCA assessment with related plan of training needs, schedule, and targets.
2.1c1 Linked performance appraisals and gap analysis performed for all senior and mid-level managers of IARCSC to develop individual capacity development plans for each individual assessed.	Official report on performance appraisals, gap analysis, and development of capacity development plans. Report should include format used for each assessment.

2.2a Human resources manual developed which includes requirements for merit-based hiring, describes new official organizational structure and reflects GIRoA regulations.	Human Resources manual developed and approved. At a minimum, the manual should outline the policy and procedures for mandated merit-based hiring practices, indicate how human resources policies link to the Strategic Plan, and how organizational structure fulfills mandate of IARCSC. The manual should include, among other issues: compensation, recruitment, performance management, ethics, leave, grievances, and performance appraisals.
2.2b Grantee ensures that current Human Resources Management Information System (HRMIS) is operational and maintained in 25 ministries, by orienting and training staff, and checking that infrastructural requirements are met in accordance with GIRoA regulations.	1391 Official report produced by IARCSC indicating the number of staff and their positions trained (disaggregated by sex) on HRMIS. Monthly report shows that a review has been completed to determine if system, resources and operational requirements are in place for ongoing use of HRMIS. Agreement signed between IARCSC and the respective Ministry for establishing and ongoing use of HRMIS. 1392 Report of quarterly trainings conducted for HRMIS users from 25 ministries. Report should include training topics, dates and location of trainings, and participant list including name, position, department, and gender. 1392 Report on completion of all data collection and entry of national and sub-national data for 25 ministries. 1392 Report on completion of filing system in all 25 ministries. Itemized list of all new features requested for HRMIS by ministries and list of all new features added to HRMIS with explanation for selection of each new feature.
2.2c HRMIS is operational in five additional ministries.	Agreement signed between IARCSC and respective ministries for establishing and ongoing use of HRMIS. Official report produced by IARCSC indicating the number of staff and their positions at five new ministries trained on HRMIS; data entry and collection of all national and sub-national data for each ministry; implementation of filing system in each ministry.
2.2d HRMIS is operational in five provinces.	Agreement signed between IARCSC and Provincial Governor's Office for establishing and ongoing use of HRMIS. Official report produced by IARCSC indicating the number of staff and their positions in five provinces trained on HRMIS. Data entry and collection of all civil servants

	information in five provinces (excluding teachers). Implementation of filing system in three provinces.
2.3a IARCSC staff given orientation to approved Human Resource manual.	Written verification from IARCSC approved by Oversight Committee that orientation for IARCSC staff at central and provincial levels on HR manual has taken place.
2.3b Web-based off-the-shelf HRMIS system with records management, recruitment, performance appraisal and time management modules is introduced and operational in five pilot ministries and five pilot provinces.	Documentation indicating government steering committee and stakeholder boards established with respective Ministries by IARCSC for the implementation of web-based HRMIS system. Official documentation shows connectivity and data exchange between central HR system and Ministries is established and functional. Gap analysis document for further customizations to the system is developed and approved to by stakeholder board. Approved Terms of Reference for customization of web-based HRMIS. Official documentation of Request for Proposal and signed contract with selected vendor. Agreement signed by IARCSC and five pilot ministries and five provinces for establishing and ongoing use of web-based HRMIS. Official report produced by IARCSC indicating the number of staff and their positions in five ministries and five provinces trained on web-based HRMIS.
2.4a Grantee performance appraisal system instituted in two ministries.	Official report on performance appraisal system establishment in targeted ministries.
2.5a Grantee performance appraisal system instituted in two additional ministries.	Official report on performance appraisal system establishment in targeted ministries.
2.6a Grantee performance appraisal system instituted in two additional ministries.	Official report on performance appraisal system establishment in targeted ministries.
2.7a performance appraisal system instituted in one additional ministries	Official assessment (including section on gender issues in performance appraisal) prepared on performance appraisal process.
2.7b Revised performance appraisal system instituted in two additional ministries.	Official report on performance appraisal system established in targeted ministries, including impact, outcomes, and challenges. Report should also include:

	Justification of selection of ministries. Signed copy of Memorandum of Understanding (MOU) with participating ministries (in Dari). Report on meetings with Human Resources Department staff and Deputy Minister. Entry and Exit Knowledge Acquisition Test. Performance Appraisal Training Program including dates, location, attendance sheets, and participant list with name, position, department, and gender of employee. Train the Trainer Workshop including dates, location, and attendance sheets, and participant list with name, position, department, and gender of employee. Copy of Ministry Training Plan for Implementing Performance Appraisals.
2.7c Revised performance appraisal system instituted in two additional ministries.	Official report on performance appraisal system establishment in targeted ministries, including impact, outcomes, and challenges. Report should also include: Justification of selection of ministries. Signed copy of Memorandum of Understanding (MOU) with participating ministries (in Dari). Report on meetings with Human Resources Department staff and Deputy Minister. Entry and Exit Knowledge Acquisition Test. Performance Appraisal Training Program including dates, location, attendance sheets, and participant list with name, position, department, and gender of employee. Train the Trainer Workshop including dates, location, and attendance sheets, and participant list with name, position, department, and gender of employee. Copy of Ministry Training Plan for Implementing Performance Appraisals.
2.7d Revised performance appraisal system instituted in two additional ministries.	Official report on performance appraisal system establishment in targeted ministries, including impact, outcomes, and challenges. Report should also include: Justification of selection of ministries. Signed copy of Memorandum of Understanding (MOU) with participating ministries (in Dari). Report on meetings with Human Resources Department staff and Deputy Minister. Entry and Exit Knowledge Acquisition Test. Performance Appraisal Training Program including dates, location, attendance sheets, and participant list with name, position, department, and gender of employee. Train the Trainer Workshop including dates, location, and attendance sheets, and participant list with name, position, department, and gender of employee. Copy of Ministry Training Plan for Implementing Performance Appraisals.
2.7e Final assessment report on all ministries (12) where performance appraisals have been instituted.	Official assessment report prepared on performance appraisal process, including summary of each individual ministry training program.

2.8a External, third party assessment of pay and grading reform within IARCSC and selected ministries carried out.	Third party assessment report of pay and grading reform produced and approved or endorsed by IARCSC. Official action plan for IARCSC produced based on assessment recommendations.
2.8b Official assessment of pay and grading and implementation of Action Plan.	Report on assessment of pay and grading reform for four ministries, including Action Plan based on assessment. Report on implementation of Action Plan.
2.9a Career Development Center for women in the civil service established within IARCSC.	Official directive to establish Center for professional development of women in the civil service approved and published. Physical inspection of center.
Reform Objective 3: To Improve IARCSC Financial Management Systems and Practices.	
3.1a Financial policies and procedures manual, which adheres to GIRoA laws and regulations and utilizes AFMIS, drafted by Grantee.	Manual of financial policies and procedures prepared and endorsed and approved. Internal documentation showing adoption of manual.
3.1b Analysis of internal audit, financial management system, policies and procedures, including accounting system and internal controls carried out by Grantee to identify weaknesses in the system as well as the performance of an external audit. Following this, the development of an action plan to correct any weakness identified.	Official analysis report prepared and approved. Prepared and approved plan of action to correct any weakness identified in the analysis and external audit, including targets and timelines to correct the weaknesses.
3.2a Grantee produces draft procurement manual to address gaps identified by Ernst and Young assessment.	Manual produced and approved indicating where gaps were identified and how new manual follows GIRoA regulations.
3.3a IARCSC staff given orientation to approved financial policies and procedures manual.	Written verification from IARCSC and Oversight Committee that orientation for IARCSC staff on financial policies and procedures manual has taken place.
Reform Objective 4: To Ensure Accountability and Transparency in the Grantee's System for Inventorying, Controlling and Managing Fixed Assets within IARCSC.	
Performance Benchmark	**Required Method of Verification of Satisfaction of a Performance Benchmark**

4.1a A property inventory and management system established that includes an electronic database to control all fixed assets and written policies and procedures for inventorying; and controlling, managing and disposing fixed assets, including expendable and non-expendable property, with appropriate separation of functions.	Official copy of approved fixed asset policy and procedures.

ANNEX III: WORK PLAN

OFFICE OF DEMOCRACY AND GOVERNANCE (ODG)
&
OFFICE OF PROGRAM AND PROJECT DEVELOPMENT (OPPD)

DRAFT WORK PLAN

FINAL PERFORMANCE EVALUATION OF THE CASH TRANSFER ASSISTANCE AGREEMENT FOR CIVIL SERVICE REFORM

Submitted on:

February 24, 2014

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I. PURPOSE OF THE EVALUATION

The purpose of this evaluation is to study and document the successes and weaknesses of the Cash Transfer Program Assistance for Civil Service Reform program and to develop recommendations for strengthening the capacity of the IARCSC and the effective implementation of service reforms.

The evaluation will cover the full length of the project to date beginning in October 2011. This project included 37 benchmarks in the four main objective areas (note that 34 will be completed and 3 will be carried over); the Evaluation Team will determine an appropriate selection of benchmarks to review to provide a thorough discussion of achievements and gaps in each of these main areas.

USAID/Afghanistan's Office of Democracy and Governance will use the evaluation conclusions and recommendations to inform its future on-budget programs, including an extension of the Cash Transfer Program Assistance. Shared lessons will also benefit the larger USAID/Afghanistan Mission, particularly as a model for on-budget support. USAID/Afghanistan will share the final report with the IARCSC and GIRoA, and relevant donors.

This evaluation will:

1. Evaluate the design, approach, implementation, and effectiveness of USAID's support for civil service and public administration reform, specifically:
    a. The evaluation of progress toward attainment of the objectives of this Cash Transfer Agreement;
    b. The identification and evaluation of problem areas or constraints which may have inhibited such attainment; and
    c. The assessment of how such information may be used to help overcome such problems.

2. Identify key lessons learned on project design, implementation, and monitoring to guide the design of future capacity building programming within IARCSC and GIRoA at large.

3. Specifically examine each intervention, such as the scope, level, and effectiveness of activities in the following areas:
    a. Improved organizational capacity within the IARCSC;
    b. Improved capacity of ministries as a result of IARCSC work (for example the Human Resource Management Information System-HRMIS, job fairs, women's center, implementing civil servants appraisals and other activities)

II. FUNDAMENTAL EVALUATION QUESTIONS

1. Did the achievement of the benchmarks outlined in this project result in an improvement of internal systems of the IARCSC? (Reform Objective 3 and 4) If not, what constraints or problems inhibited such achievement?
2. Did the achievement of the benchmarks outlined in this project result in improvements within the relevant ministries? (Reform Objective 2; HRMIS and performance appraisal reforms) If not, what constraints or problems inhibited such achievement?

3. Did the achievement of the benchmarks outlined in this project result in improvements in the management and governance of the IARCSC to include strategy design, implementation, advancement of women, and recruitment/hiring/ training practices? (Reform Objective 1) If not, what constraints or problems inhibited such achievement?
4. Based on the successes and challenges of reform efforts, what areas would benefit from additional donor support to the IARCSC?
5. What lessons from this project can be applied to other on-budget projects?
6. What lessons from this project can be applied to future capacity programming for IARCSC and GIRoA at large, particularly in terms of project design, implementation, and monitoring?

III. METHODOLOGY

The Evaluation Team's evaluation strategy and related methodologies include a mix of qualitative and quantitative data collection and analysis approaches. The methodology, which includes the selection of benchmarks, ministries, and provinces to review, is part of this draft work plan as outlined in the deliverables below and will be included in the final report. The Evaluation Team will have available for their analysis a variety of project implementation documents and reports. Methodology limitations, strengths, and weaknesses should be identified as well as measures taken to address those weaknesses.

The suggested methodology should include, but is not limited to:

1. Key interviews with USAID/Afghanistan's ODG Staff, and field-based USG staff at Regional Platforms;
2. Interviews with key staff of IARCSC and relevant ministries;
3. Interviews with provincial and district level entities who were the direct beneficiaries of the activities under this program;
4. Interviews, surveys and focus groups with selected civil servants;
5. Consultations with other donors;
6. Reviews of benchmark reports;
7. Reviews of manuals, assessments, systems produced;
8. Reviews of software and databases produced;
9. Reviews of internal processes and procedures reformed; and
10. Other methodologies as appropriate.

The Evaluation Team will travel to ministries and provinces as appropriate to evaluate performance towards selected benchmarks. Individual benchmarks may only apply to a select number of ministries and provinces. The list of provinces and ministries, below, was selected to cover as wide a number of benchmarks as possible, while also providing geographic coverage and recognizing the realities of security limitations and time. The consultant team suggests the revisions listed below, to be approved as part of the work plan.

A proposed list of seven ministries to meet with includes:

- Ministry of Agriculture, Irrigation and Livestock,
- Ministry of Rural Rehabilitation and Development,
- Ministry of Public Works,

- Ministry of Economy,
- Ministry of Labor,
- Ministry of Urban Development, and
- Independent Directorate for Local Governance.

This list accepts the list of ministries suggested in the evaluation project's scope of work, with addition of the Ministry of Labor, as a result of our conversations with the Civil Service Commission's Directorate.

The Evaluation Team will cover four provinces, with representation in all regions of Afghanistan. The team will endeavor to travel to the provinces, where possible; the team may elect to conduct phone interviews where accessibility is limited due to weather or security. A suggested list of locations is provided below:

- Balkh,
- Farah,
- Kandahar (including Spinboldak and Dand districts),

The provinces of Paktiya (including Saidkaram and Ahmadabad districts) and Sar-e-Pul (including Saiyad and Sozmaqala districts) included in the scope of work, were excluded on security grounds on the advice of the Civil Service Commission.

IV. BENCHMARKS FOR FOCUSED EVALUATION

The Evaluation Team will focus on the benchmarks:

- associated with strategy and management of the IARCSC,
- associated with work and outreach in the provinces,
- related to implementation of HR systems including the HR manual, HRMIS and performance appraisals (Objective 2), and
- related to advancement of women in the Civil Service.

The Evaluation Team will not focus on those benchmarks already reported and accepted as achieved. It will strive to indicate how the program can best move forward with recommendations to enhance its performance.

V. EXISTING PERFORMANCE INFORMATION SOURCES

The consultants will review the following documents:

1. Project agreements and benchmarks;
2. Work Plan;
3. Quarterly Reports;
4. Project performance data;
5. Benchmark achievement reports;
6. Verification of benchmarks; and
7. Any other documents as appropriate.

VI. TEAM COMPOSITION

The expat Evaluation Team members include:

Evaluation Team Leader (Expat)
Allen Decker
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+1 (816) 529.8415 (U.S., Kansas City)

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+49 (0) 6221 482250 (Heidelberg, Germany)

Public Administration Specialist (Expat) – Subnational Government
Geraldine Gibbons
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(Kabul mobile to be issued on consultant's arrival)
+44 (0) 7837 376 051 (UK mobile)

Each team member has signed a statement of potential bias or conflict of interest (or lack thereof) as required. The team is also supported by Afghan specialists, fluent in English, Dari and Pashto.

VII. EVALUATION SCHEDULE

The estimated time period for undertaking this Evaluation is 35 working days spent in Afghanistan. The arrival date of the Team Leader and first Public Administration Specialist was February 18th 2014. The arrival date of the second Public Administration Specialist is pending approval.

The Evaluation Team is required to work six days a week. The team is required to arrange its travel to selected provinces in each region where program activities are implemented. At least 50% of the consultants' time will be focused outside Kabul to conduct interviews with IARCSC Staff and government officials. A presentation of the findings will be delivered to USAID staff before the consultant departs Afghanistan; and a draft report will be submitted to USAID for comments on the 34th day of the evaluation period. USAID comments will be incorporated before the submission of the final draft. It is expected that the evaluation report be completed before the end of March.

Example of Level of Effort (LOE) in Days:

Activity	LOE for Expat Team Lead	LOE for Expat PA Specialist	LOE for Afghan PA Specialist	LOE for Afghan Evaluation Specialist	Total LOE in Days
Document review, work plan, draft questions, data analysis plan, suggested list of interviewees, finalized questions for the survey	2	2	2	2	**8**

Activity	LOE for Expat Team Lead	LOE for Expat PA Specialist	LOE for Afghan PA Specialist	LOE for Afghan Evaluation Specialist	Total LOE in Days
Travel to and from Afghanistan	4	4			**8**
Meetings with USAID and Kabul based interviews	8	8	10	10	**36**
Interviews in provinces	14	14	14	14	**56**
Data analysis, preliminary report and presentation to USAID, IARCSC	6	6	6	6	**24**
Draft final report and debrief to USAID	7	7	7	2	**23**
Final report	2	2			**4**
Totals	**43**	**43**	**39**	**34**	**159**

Recommended LOE in days.

Position	Remote prep	Travel to/from Kabul	In-Country	Finalization of Report	Total
Expat Team Leader	2	4	35	2	43
Expat Specialist	2	4	35	2	43
Afghan Specialist			39		39
Afghan Specialist			34		34
Totals		**8**	**136**	**4**	**159**

VIII. MANAGEMENT

The Checchi/SUPPORT-II will identify and hire the Evaluation Team, pending the Contracting Officer's Representative (COR) concurrence, assist in facilitating the work plan, and arrange meetings with key stakeholders identified prior to the initiation of the fieldwork. The Evaluation Team will organize other meetings as identified during the course of the evaluation, in consultation with Checchi/SUPPORT-II and USAID/Afghanistan.

Checchi/SUPPORT-II is responsible for all logistical support required for the Evaluation Team, including arranging accommodation, security, office space, computers, internet access, printing, communication, and transportation.

The Evaluation Team will officially report to SUPPORT-II management. Checchi/SUPPORT-II is responsible for all direct coordination with the USAID/Afghanistan Office of Program and Project Development (OPPD), through the SUPPORT II COR, Belien Tadesse (btadesse@state.gov). From a technical management perspective, the Evaluation Team will work closely with ODG staff including Rachel Sorey, the On Budget Monitor for the IARCSC project; Mahmood Rahimi, the Alternate AOR for the project; and Kevin McGrath, the Governance Team Leader. In order to maintain objectivity, OPPD's Monitoring and Evaluation Unit will make all final decisions about the evaluation. The Evaluation Team will officially report to OPPD.

IX. REPORTING REQUIREMENTS AND DELIVERABLES

8. **In-briefing:** Within 24 hours of arrival in Kabul, the Evaluation Team held an in-brief meeting with USAID/Afghanistan's OPPD M&E unit and the ODG Team for introductions; discussion of the team's understanding of the assignment, initial assumptions, evaluation questions, methodology and initial work plan; and/or adjust the SOW, if necessary. The team has also conducted an in-briefing meeting with key stakeholders at IARCSC (to include the M&E Director, if possible), within three days of arrival.

9. **Evaluation Work Plan:** Within three calendar days following the in-brief, the Evaluation Team Leader is providing a detailed initial work plan to OPPD's M&E unit and ODG and will provide a revised work plan two days after receiving comments from ODG. USAID will share the initial work plan with the IARCSC, allowing two full business days for comment, and revise accordingly. The initial work plan will include (a) the overall evaluation design, including the proposed methodology, data collection and analysis plan, and data collection instruments; (b) a list of the team members indicating their primary contact details while in-country, including the e-mail address and mobile phone number for the team leader; and (c) the team's proposed schedule for the evaluation. The revised work plan shall include the list of potential interviewees and sites to be visited.

10. **Mid-term Briefing and Interim Meetings:** Hold a mid-term briefing with USAID on the status of the assessment including potential challenges and emerging opportunities. The team will also provide the IARCSC's On Budget Manager (OBM) and alternate OBM with periodic briefings and feedback on the team's findings. Additionally, and if requested, a weekly 30-minute phone call with OPPD's M&E unit and ODG's Governance Team Leader will provide updates on field progress and any problems encountered.

11. **PowerPoint and Final Exit Presentation:** Hold a final exit presentation to discuss summary of findings and recommendations to USAID. This presentation will be scheduled as agreed upon during the in-briefing, and prior to the Evaluation Team's departure from Kabul. The Afghan Public Administration Specialist, with support from the Checchi M&E team, will also present findings to IARCSC once the draft report has been submitted.

12. **Draft Evaluation Report**: Shall be consistent with the guidance provided in Section XIII below. Length of the report: not to exceed 25 pages, exclusive of Annexes in English, using Times New Roman 12 point font, 1.15 line spacing, consistent with USAID branding policy. The report will address each of the issues and questions identified in the SOW and any other factors the team considers to have a bearing on the objectives of the evaluation. Any such factors can be included in the report only after consultation with USAID. **The draft evaluation report, per the format below, will be submitted by Checchi SUPPORT to OPPD's M&E unit at a date to be agreed upon in the in-briefing or mid-term briefing meetings. USAID's M&E unit and ODG office will have ten calendar days in which to review and comment and OPPD's M&E unit shall submit all comments to Checchi SUPPORT, with copy to the Team Leader.**

13. **Final Evaluation Report:** The final report will incorporate final comments provided by the M&E unit. USAID comments are due within ten days after the receipt of the initial final draft. The final report should be submitted to OPPD within three days of receipt of comments by Checchi SUPPORT. All project data and records will be submitted in full and shall be in electronic form in easily readable format; organized and documented for use by those not fully familiar with the project or evaluation; and owned by USAID.

14. **Briefer:** Following approval of the final report, a briefer on key qualitative and quantitative findings is included in the evaluation's scope—to be given to each to the head of the five directorates evaluated, so that he/she has the opportunity to review evaluation findings and share them as needed. The briefer will be derived from the Executive Summary and translated in Dari and/or Pashto, as determined with IARCSC. Each briefer will be reviewed by OPPD and ODG prior to distribution.

X. FINAL REPORT FORMAT

The evaluation report will be structured as follows:

11. Title Page
12. Table of Contents
13. List of any acronyms, tables, or charts (if needed)
14. Acknowledgements or Preface (optional)
15. Executive Summary (3-5 pages)
16. Introduction
    a. A description of the project evaluated, including goal and expected results
    b. Brief statement on purpose of the evaluation, including a list of the main evaluation questions
    c. Brief statement on the methods used in the evaluation such as desk/document review, interviews, site visits, surveys, etc.
17. Findings: This section should describe findings, focusing on each of the evaluation questions.
18. Conclusions: This section should include value statements drawn from the data gathered during the evaluation process.
19. Recommendations: This section should include actionable statements for existing programming and recommendations for the design and performance of future programming. It should also include recommended future objectives and types of activities based on lessons learned.
20. Annex
    a. Scope of Work
    b. Places visited (list of entities and people interviewed)
    c. Methodology description
    d. Copies of all survey instruments and questionnaires
    e. List of critical and key documents reviewed
    f. Meeting notes of all key interviews
    g. Statement of differences

XI. X. ANNEXES TO BE ADDED

1. Calendar of Activities
2. Surveys, Questionnaires

ANNEX IV: BIBLIOGRAPHY OF DOCUMENTS REVIEWED

Revised **13 March 2014**

Documents Received from IARCSC

Benchmarks	IARCSC Documents	Received	Location Shared drive (soft-copy)[5]	Remarks
1.2a	**Official Plan** for Advancement of Women in the Civil Service (signed by IARCS Chairman)	Yes	W:\Gender\1.2a Official Plan + Official Report	Hard copy available on green desk
	Official Report on Workshop held on advancing women in the Civil Service			
1.2b	Report on establishment of **Women Civil Service Network** (list of participants, topics for discussion, meeting schedule) **Kabul and Balk** province	Yes	W:\Gender\1.2b Network of women civil servants	23 items including Balkh documents available
1.2c	**Database of women** who apply for civil service positions, number selected and accepted, grade level of position	Yes	W:\Gender\1.2c Recruitment Campaign\Database of Women applied for positions	
	Trainings provided for Women Students (dates and locations of trainings, training	Yes	W:\Gender\1.2c Recruitment Campaign	12 items available – Note: full list of participants both

[5] The shared drive location will usually provide a number of associated documents that have also been researched.

Benchmarks	IARCSC Documents	Received	Location Shared drive (soft-copy)[5]	Remarks
	plan, manuals, presentations, M&E plan; lists of participants) **Kabul and Balkh**			**Kabul** and **Balkh** and the training dates are in file: **Recruitment Campaign Data Base**
	T**rainings provided for Women Students** (dates and locations of trainings, training plan, manuals, presentations, M&E plan; lists of participants) **Balkh only**	Yes		
1.7e	Official assessment report prepared on performance appraisal process, including summary of each individual ministry training program. Final assessment report on all ministries (12) where performance appraisals have been instituted.	Yes	W:\ Performance Appraisal \ 2.7e Final assessment report	Hard copy available on green desk
2.2b	1391 Official report produced by IARCSC indicating the number of staff and their positions trained (disaggregated by sex) on HRMIS. Monthly report shows that a review has been completed to determine if system resources and operational requirements are in place for ongoing use of HRMI	Yes	W:\HRMIS	
2.2b	Agreement signed between IARCSC and the respective Ministry for establishing and ongoing use of HRMIS.	Yes	W:\HRMIS	PDF
2.2b	1392 Report of quarterly trainings conducted for HRMIS users from 25 ministries. Report should include training	Yes	W:\HRMIS	PDF

Benchmarks	IARCSC Documents	Received	Location Shared drive (soft-copy)[5]	Remarks
	topics, dates and location of trainings, and participant list including name, position, department, and gender.			
	1392 Report on completion of all data collection and entry of national and sub-national data for 25 ministries.	Yes	W:\HRMIS	PDF
	1392 Report on completion of filing system in all 25 ministries.	Yes	W:\HRMIS	PDF
2.2b	Itemized list of all new features requested for HRMIS by ministries and list of all new features added to HRMIS with explanation for selection of each new feature.	Yes	W:\HRMIS	PDF
2.2c	Agreement signed between IARCSC and respective ministries for establishing and ongoing use of HRMIS. Official report produced by IARCSC indicating the number of staff and their positions at five new ministries trained on HRMIS; data entry and collection of all national and sub-national data for each ministry; implementation of filing system in each ministry	Yes	W:\HRMIS	PDF
2.2d	Agreement signed between IARCSC and Provincial Governor's Office for establishing and ongoing use of HRMIS.	Yes	W:\HRMIS	PDF
2.3a	Official report produced by IARCSC indicating the number of staff and their positions in five provinces trained on			

Benchmarks	IARCSC Documents	Received	Location Shared drive (soft-copy)[5]	Remarks
	HRMIS. Data entry and collection of all civil servants information in five provinces (excluding teachers). Implementation of filing system in three provinces.			
2.3b	Documentation indicating government steering committee and stakeholder boards established with respective Ministries by IARCSC for the implementation of web-based HRMIS system. Official documentation shows connectivity and data exchange between central HR system and Ministries is established and functional. Gap analysis document for further customizations to the system is developed and approved to by stakeholder board.	Yes		This benchmark is in part to be carried over to the extension period
2.3b	Approved Terms of Reference for customization of web-based HRMIS.	Yes	W:\HRMIS	
2.3b	Official documentation of Request for Proposal and signed contract with selected vendor.	Yes	W:\HRMIS	
2.3b	Agreement signed by IARCSC and five pilot ministries and five provinces for establishing and ongoing use of web-based HRMIS.	Yes	W:\HRMIS	

Benchmarks	IARCSC Documents	Received	Location Shared drive (soft-copy)[5]	Remarks
2.3b	Official report produced by IARCSC indicating the number of staff and their positions in five ministries and five provinces trained on web-based HRMIS.	Yes	W:\HRMIS	
2.4a, **2.5a,** **2.6a,** **2.7b,** **2.7c,** **2.7d**	Official report on performance appraisal system establishment in targeted ministries. Total 12 Ministries. Attendance of the trainees of 12 ministries. Performance Appraisal guidebook, video clips and other soft training materials. Performance appraisal handbook	Yes	W:\Performance Appraisal\ Performance appraisal handbook	Hard copy available on green desk
2.7a	**Official assessment** (including section on gender issues in performance appraisal) prepared on performance appraisal process.	Yes	W:\Performance Appraisal \ assessment Report	Hard copy available on green desk
2.9a	Career Development Center for Women	Yes	Hardcopy only	May 2013.Volume4.Gender Newsletter (CSMD)
3.1a	Manual of financial policies and procedures prepared and endorsed and approved.	Yes	X:\Evaluation Team\Arif\New Files received\Finance\Financial Manual and Policies.zip	All annexes regarding finance policies are available
3.1b	Analysis of internal audit, financial management system, policies and procedures, including accounting system	Yes	Hard copy available at office	ERNST & YOUNG
3.2a	Grantee produces draft procurement manual to address gaps	Yes	X:\Evaluation Team\Arif\New Files received\Procurement\Procurement	All policies and training materials available.
4.1a	Official copy of approved fixed asset policy and procedures.	Yes		The inventorying law book of 1965 is being used. Sighted and verified

ANNEX V: SCHEDULE OF MEETINGS

No.	Date	Organization	Name	Title	Phone	Email
1	22.02.2014	IARCSC, Headquarters, Kabul	Sayed Zabiullah Sawayz	General Director, Administrative Reform Secretariat	+93 (0)799 339 483	zsawayz@yahoo.com
			Nadir Barak	Project Coordinator, USAID on-budget funding	+93 (0) 799 188 607	nbzoa@yahoo.com.
			Anasarullah Foshanji	Director Planning and Programs/Acting M&E Director)	+93(0) 799 755 926	ansarullahfoshanji@gmail.co mafoshanji@afghanexperts.go v.af
			Masooda Safi	Deputy Program Coordinator	+93(0) 791 309 309	miss.m.safi@gmail.com
2	24.02.14	IARCSC, headquarters, Kabul	Mohammad Hanif Iqbal	Finance Manager of the IARCSC Development Budget	+93(0) 0786 640 413 / 0797 066 999	
3	24. February 2014	USAID	Rachel Sorey Kevin McGrath	Governance Advisor	+93(0) 702-626-253	rsorey@state.gov kmcgrath@state.govß
4	25.02.2014	IARCSC	Mr. Said Massoud Mokhlis	Director of Policies and Legislation	+93(0) 707 917 274	saidmassoudm@yahoo.com

5	25 Feb-2014	HRMIS Directorate-CSMD-IARCSC	Zarghoona Aslami	HRMIS acting Director	+93(0) 786 125 605	zarghoona.aslami185@gmail.com
6	25 Feb-2014	Performance appraisal Unit – CSMD/IARCSC	Khalid Arshad	HRD Director – CSMD/IARCSC	+93(0) 700 227 547	khalidarshad_2000@yahoo.com
7	25 Feb 2014	IARSCS / Ms Safi's Office	Ms. Masooda Safi	Deputy Project Coordinator, IARCSC	+93(0) 791 309 309	miss.m.safi@gmail.com
8	26.02.2014	Hamida Bamaki Foundation, Taimani, Street 6, House No. 11	Dr. Hameed Zia	Director of Hamida Barmaki Foundation		
9	26.02.2014	Gender Directorate – CSMD/IARCSC	Naila Nasiri	Gender Director – CSMD/IARCSC		
10	26.02.2014	IARCSC	Mr. Mohammad Hanif	**Financial Management Specialist**	+93(0) 0786 640 413	
11	26.02.2014	IARCSC	Mr. Ansarullah Fousanjy	Director of Monitoring and Evaluation	+93(0) 799 755 926	ansarullahfoshanji@gmail.com
12	1.03.2014	Ministry of Labor and Social Affairs	Aman Nawabi	Sr. HRMIS Advisor	+93(0) 796 022 900	aman_nawabi@yahoo.com
13	01 Mar - 2014	Gender Directorate	Laila Ahmadzai	Gender Project Coordinator		
14	04 Mar - 2014	Ministry of Labor	Ms HasinaWais	Capacity Building specialist	+93(0) 782 221 081	hasina.wais@gmail.com

15	04 Mar - 2014	Ministry of Economy (MoEc)	Ms Shahla Sultani	Head of Gender Unit	+93(0) 700 279 414	shahla.sultani@gmail.com
16	04 Mar - 2014	Ministry of Labor	Zikrullah Sahil	Head of Performance Appraisal		
17	04 Mar - 2014	Ministry of Labor and Social Affairs	Hedayatullah Hashimi)	HRMIS Manager		
18	04 Mar - 2014	Ministry of Public Work	Khalid Faqiri	Head of Performance Appraisal	+93(0) 700 503 566	
19	05.03.2014	Ministry of Public Work	Tamem Hashimi	HRMIS Manager		
20	5.03.2014	Ministry of Public Work	Abdul Gheyas	HRMIS Manager		
21	5.03.2014	Ministry of Economy	Hukum Khan Habibi	Deputy Minister Processional Affairs	+93(0) 20 210 0430	
22	5.03.2014	Ministry of Urban Development	Nahid Sediqi	HRMIS Manager		
23	5.03.2014	Ministry of Urban Development	Ahmad Farid Alamyar	Head of Performance Appraisal		
24	6 March 2014	Independent Directorate for Local Government	Azizullah Qazikhail	Director General Human Resources	+93(0) 77 50 66 666	aziz.qazikhail@idlg.gov.af
25	08 Mar 2014	Justice Directorate, Balkh	Muhammad Jafar Masbah	Director of Justice, Balkh		
26	08 Mar	IARCSC Mazar Regional	Abdul Matin Amin	Director	+93(0) 705 18	matinamin555@yahoo.com

	2014	Office North			19 20	
27	08 Mar 2014	Department of Economy (Ministry of Economy) Mazar Regional Office.	Ghulam Rabani Dastazaar	Acting Deputy Director	+93(0) 700 502 316	
28	08 Mar 2014	Human Resource Department, the Governor's Office Mazar.	Mohammad Anwar Razaqyar	Head of the Human Resource Department	+93(0) 799200056	
29	09 Mar 2014	IARCSC Mazar	Humairah Mirzadah	member of Women's Network		
30	09 Mar 2014	Department of Education	Zahrah Uraib	member of Women's Network	+93(0) 799 104 855	
31	09 Mar 2014	IARCSC	Behman, Sahab	Capacity Development Officer	+93(0) 799 540 408	bahman.sahab@gmail.com
32	09 Mar 2014	Mazar Department for Urban Development	Delawar "Mazari	Chairman of Balkh Province Rehabilitation	0799312008	engdellawarmazari786@yahoo.com
33	09 Mar 2014	Public Health Directorate, Balkh	Dr. Asadullah Sharifi	Acting Public Health Director, Balkh		
34	09 Mar 2014	Balkh Province	Hayatullah Rashid	HRMIS Manager		
35	10 Mar 2014	Sar e Pul Province	Eng. Zabiullah	General Performance Appraisal Manager		
36	11 March 2014	Mazar Department for Human Resource	Sayed Assadullah Sadat	Capacity Development	+93(0) 799 269 064	

		Development		Director		
37	March 15, 2014	Civil Service Commission	Dr. Barack	Project Coordinator	+93 (0) 799 188 607	nbzoa@yahoo.com.
38	15 March 2014	IARCSC Provincial Affairs Department (PAD) Kabul	AB. Rahman Rasikh	Director General of Provincial Affairs	+93(0) 799 404 845	abrasikh@gmail.com
39	16.03.2014	Kandahar, Office of the Governor	Prof. Tooryalai Wesa	Kandahar Governor	+93 (0) 776484878	toorwesa@gmail.com
40	16.03.2014	Office of the IARCSC Regional Directorate South for Kandahar, Helmand, Zabul and Uruzgan Provinces	Mr. Mohammad Ibrahim Safi	IARCSC Regional Director of South	+93 (0) 788 796948	
41	16.03.2014	Governor office	Prof. Tooryalai Wesa	Kandahar Governor	Kandahar Governor	toorwesa@gmail.com
42	16.03.2014	IARCSC South/West Zone	Tooryali Khatibi	Database Manager		
43	16.03.2014	HR Directorate, Kandahar	Mohammad Amin Kameen	Human Resource Director		
44	16.03.2014	IARCSC's south west regional office, Kandahar	Mohammad Ibrahim Safi	IARCSC south west regional Director		
45	17.03.2014	HERAT IARCSC Regional Office Western Zone	Mr. Helaludin	Acting Director of the IARCSC Regional Office	0798170010	
46	17.03.2014	HERAT HRD GOVERNOR'S OFFICE	Mr. Mohammad Akran Aslani	Head of HRD		
47	17.03.2014	Herat IARCSC		HRMIS Officer		

48	17.03.2014	Herat, IRDG	Fawzia (Afzali)	Gender Specialist		
49	17.03.2014	Department of Women's Affairs, Herat	Nasreen Hashimi	Human Resources Manager, Department of Women's Affairs, Herat	+93 (0) 795 574 951	
50	17.03.2014	Heart Office of the Deputy Governor	Asiluddin Jami	Deputy Governor, Herat Province	+93 (0) 700 401 950	jamiherat@yahoo.com
51	18.03.2014	IARCSC	Mr. Mohammad Hanif	Admin and Finance Directorate	+93(0) 0786 640 413	
52	19.03.2014	Independent Directorate of Local Governance	Reza Khan Ibrahimkhel	HRMIS Manager		
53	19.03.2014	Ministry of Public Work	Khatera	HRMIS Manager		
54	19.03.2014	IDLG - Kabul	Ms Hamida Ahmadi	Head of Gender Unit, IDLG	+93(0) 799 134 160	
55	20.03.2014	GIZ, Ansari Square, Street 3, House No. 36	Stephanie Kettler	Deputy Fund Director	+93 (0) 79/ 0755607	stephanie.kettler@giz.de
56	24.03.2014	MRRD	Sulaiman Azar Yadgari	HRMIS Manager		
57	24.03.2014	MAIL	Zahedullah Khattak	HRMIS Manager		
58	24.03.2014	IARSCS	Mr. Aman Nawabi	technical advisor of HRMIS	+93(0) 796 022 900	aman_nawabi@yahoo.com
59	26.03.2014	Particip Guesthouse	Graeme Jackson	Team Leader CBR	+93(0)780840 946	graeme.jackson@particip.com

ANNEX VI: DATA COLLECTION INSTRUMENTS

Recruitment Campaign Questionnaire

Name: …….. اسم Position: …….. وظیفه

Department: …… ریاست Ministry: …….. وزارت

1- The recruitment campaign training workshop helped me apply for jobs

برنامه آموزشی کمپین استخدام مرا در کاریابی کمک نمود

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

ضعیف قابل رضایت خوب عالی

2- The training content was useful, we learned new things.

محتوای آموزشی مفید بود و شامل موضوعات جدید

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

3- Video and visual materials. فلم ویدیو و دیگر مواد تصویری

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

4- Training design quality. کیفیت طرح آموزش

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

5- The training program was conducted properly and well-organized. برنامه آموزشی بطور منظم تدوین گردید

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

6- The trainers were professional and supportive. مربیان مسلکی و حمایت کننده بودند

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

7- The trainer's training methods were understandable for me. شیوه تدریس مربیان برای من قابل فهم بود

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

8- The quality of training materials(Handbook/training manual etc)

کیفیت مواد درسی (کتابچه ها و نمونه ها)

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

9- After the training, the Civil Service Commission followed up in order to share further advice?

بعد از ختم آموزش از طرف کمیسیون اصلاحات اداری پیگیری در سهم سازی عالی نسبت و مشوره های لازم صورت گرفت.

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

10- Do you have any comments or remarks to share?

در مورد این آموزش نظریات و ملاحظات خود را ظاهر نمایید؟

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11- If you have been given a chance to change this recruitment campaign training workshop, what would you change?

اگر به شما فرصت داده میشد تا همین برنامه آموزشی کمپاین را به طور بهتر تغییر بدهید؟ چگونه تغییر میدادید؟

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CHECKLIST FOR HR and HRMIS

(Revised Saturday, 1 March 2014)

CONTACTS FOR HR/HRMIS ISSUES:

- IARCSC
- MINISTRIES - MPW, MOE, MOL, MUD, IDLG, MAIL and MRRD
- PROVINCES – Balkh, Sar a Pul, Kandahar, Farah

CHECKLIST

- ☐ HR Manual
- ☐ HR Capacity Development Plan (34 provinces and implementation plans)
- ☐ HR Capacity Development Workshops (in 34 provinces; needs assessments, dates and location of workshops, participant lists including position, department, district province and gender)
- ☐ Ministries – Report on number of staff trained (their positions & sex)

HRMIS

- ☐ Ministries – Agreement between ministry and IARCSC for establishing and use of HRMIS
- ☐ Ministries – Report on quarterly HRMIS trainings
- ☐ Ministries – List of new features requested and added to HRMIS
- ☐ Ministries – Report showing number of staff trained on HRMIS (and their positions)
- ☐ Web-based HRMIS system (with records management, performance appraisal and time management modules)
- ☐ Data exchange between central HR system and ministries

PERFORMANCE APPRAISAL

- ☐ Ministries – Performance Appraisal system established
- ☐ Performance appraisal training programs (including dates, location, attendance sheets, participant list with name position department and gender)
- ☐ Train the Trainer Workshop
- ☐ Ministry Training Plan for Implementing Performance Appraisals

CHECKLIST FOR WOMEN'S ADVANCEMENT

(Revised Saturday, 1 March 2014)

CONTACTS FOR GENDER ISSUES:

- IARCSC
- MINISTRIES - MPW, MOE, MOL, MUD, IDLG, MAIL and MRRD
- PROVINCES – Balkh, Sar a Pul, Kandahar, Farah

IARCSC DOCUMENTS

- ☐ Official Plan for Advancement of Women in the Civil Service (signed by IARCS Chairman)
- ☐ Report on Workshop held on advancing women in the Civil Service
- ☐ Report on establishment of Women Civil Service Network (list of participants, topics for discussion, meeting schedule)
- ☐ Database of women who apply for civil service positions, number selected and accepted, grade level of position

KABUL ONLY

- ☐ Information sessions at Universities (dates and locations of trainings, list of participants
- ☐ Trainings provided for Women Students (dates and locations of trainings, training plan, manuals, presentations, M&E plan; lists of participants)
- ☐ Career Development Center for Women (physical inspection of the center)

QUESTION Re: WOMEN'S ADVANCEMENT

1. Did achievement of the benchmarks result in the advancement of women?

2. If not, what constraints or problems inhibited such achievement?

WOMEN'S FOCUS GROUPS – See list of questions to discuss

EVALUATION QUESTIONS

(Revised Thursday, 26 Feb 2014)

Re: IARCSC

1. Did achievement of the benchmarks result in improvement of the internal systems of the IARCSC (strategy design, implementation, recruitment/training/hiring practices)?

   If not, what constraints or problems inhibited such achievement?

2. What areas would benefit from additional donor support to the IARCSC?

Re: MINISTRIES

1. Did achievement of the benchmarks result in improvement of the internal systems of the Ministries?

   If not, what constraints or problems inhibited such achievement?

Re: WOMEN'S ADVANCEMENT

3. Did achievement of the benchmarks result in the advancement of women?

   If not, what constraints or problems inhibited such achievement?

QUESTIONS FOR FOCUS GROUPS

(Revised Saturday, 1 March 2014)

Today's date:

Organization:

1. What is the title of your current job?

   What grade is it?

2. How did you get your job?
   (Through a friend? Through a relative? Answered an advertisement? Through a Job Fair? Internal promotion?)

3. Were you given a job description when you were hired? Were you asked to sign it?

4. How does your actual work compare with the job description? Please describe any differences.

5. Do you have the skills you need to perform your job? What additional skills do you need?

Were you given job training? (If yes, please complete the training evaluation)

6. Has your supervisor held a performance evaluation on you? When was it? Were you asked to discuss it and sign it?

7. Have you been promoted? (If yes, when? And to what job and grade?)

8. Do you receive your pay on time?

9. Have you ever filed a compliant or an appeal? (If yes, what was it about? What was the decision?)

10. What do you think you will be doing one year from now? Two years from now?

QUESTIONS FOR WOMEN PARTICIPANTS

Have you ever …

- ☐ Been promoted?
- ☐ Been subjected to sexual harassment at work?
- ☐ Filed a complaint or appeal? (If so, what happened?)

FOCUS GROUPS – SUPPLEMENTAL QUESTIONS

Organization_____

This set of questions is designed to learn more about processes in your organization. We will not keep any information about you or your position. Your responses will be put with responses from government employees in different parts of Afghanistan. No one will be able to trace your response to you.

1. Have you had a performance evaluation in the last year?
   Circle one:
   1. *Yes*
   2. *No*

   If you did have a performance evaluation, what did you discuss?

   Was the performance evaluation helpful for you?

2. In your office, what happens when an employee has a performance evaluation?
   Circle ***every*** *answer that applies:*
   1. *Performance evaluations include a discussion of salary*
   2. *Performance evaluations include a discussion of how the employee does his or her job*
   3. *Performance evaluations include a discussion of what training the employee requires*
   4. *Performance evaluations include completing forms*
   5. *I don't know*
   6. *We don't have performance evaluations in this office*

3. Thinking about the training that has been provided to employees in your office, how well do you think it meets the real needs?
   Circle one:
   1. *It meets our needs well. People get the training they need*
   2. *It meets some needs but doesn't meet other needs*
   3. *It doesn't meet the needs well*

   If you said that the training doesn't always meet your needs, what are some of the problems you observe?

4. Again, thinking about your colleagues, what time do people arrive to work on a normal day?

   And what time do people normally leave work?

5. Assuming you were at work for 6 hours a day, how much of your day would normally be busy with work?

   Circle one:

   1. *There is a lot work, it requires the whole day to complete*
   2. *My work usually requires more than 3 hours a day, but usually not the whole day*
   3. *My work usually requires about three hours of the day to complete.*
   4. *My work usually requires less than 3 hours of work every day, but there is usually something to do*
   5. *I rarely or never have tasks to do at work*

6. In your office, would it be acceptable to miss one day of work every week?

   Circle one:

   1. *Yes*
   2. *No*

7. In your office, would it be acceptable to come to miss 3 days of work every week?

   Circle one:

   1. *Yes*
   2. *No*

In your office, what happens when employees are regularly absent from work?

8. How strong is the procurement system at your office?

   Circle one:

   1. *The procurement system is very strong*
   2. *The procurement system is somewhat strong*
   3. *The procurement system is somewhat weak*
   4. *The procurement system is very weak*
   5. *I don't know*

If you think there are weaknesses in the procurement system, what are they?

Do you have any examples of how weaknesses in procurement affect your office?

9. Thinking about everyone who works at this organization, how many would you say they were hired because of merit?

   Circle one:

   1. *All*
   2. *Most*
   3. *About half*
   4. *Less than half*
   5. *None*

   If you some people were hired for other reasons, what are the other reasons they were hired?

10. Some people say that there is tension between the *tashkeel* staff and the project staff. What do you observe in your office?

    Circle one:

    1. *There is no tension between tashkeel staff and project staff.*
    2. *There is some tension between tashkeel staff and project staff.*
    3. *There is a lot of tension between tashkeel staff and project staff.*
    4. *I don't know.*
    5. *We don't have project staff in our office.*

    If you think there is tension between *tashkeel* staff and project staff, what are the main problems?

TRAINING EVALUATION QUESTIONNAIRE

Name: …….. اسم Position: …….. وظیفه

Department: …… ریاست/ Ministry: …….. وزارت/ والیت

12- This training workshop helped me in my work. ورکشاپ آموزشی مرا در کارم کمک کرد

a- Bad b- poor c- satisfactory d- good e- Excellent

بد ضعیف قابل رضایت خوب عالی

13- The training was relevant to my job. آموزش مرتبط به وظیفه ام بود

a- Bad b- poor c- satisfactory d- good e- Excellent

14- Video and visual materials. فلم ویدیوی و دیگر مواد تصویری

a- Bad b- poor c- satisfactory d- good e- Excellent

15- Training design quality. کیفیت طرح آموزش

a- Bad b- poor c- satisfactory d- good e- Excellent

16- The training program was conducted properly and well-Organized. برنامه آموزشی بطور منظم تدوین گردید

a- Bad b- poor c- satisfactory d- good e- Excellent

b-

17- The training design was understandable for me. طرح آموزش برای من قابل فهم بود

a- Bad b- poor c- satisfactory d- good e- Excellent

b-

18- The trainers were professional and supportive. مربیان مسلکی و حمایت کننده بودند

a- Bad b- poor c- satisfactory d- good e- Excellent

19- The trainer's training methods were understandable for me. شیوه تدریس مربیان برای من قابل فهم بود

a- Bad b- poor c- satisfactory d- good e- Excellent

20- The quality of training materials(Handbook, civil servant's performance appraisal guidebook etc)
کیفیت مواد درسی کتاب رهنمای ارزیابی اجراات کارکنان خدمات ملکی وغیره)

a- Bad b- poor c- satisfactory d- good e- Excellent

21- Effectiveness of performance appraisal training on duty. موثریت آموزش ارزیابی اجراات
االی وظیفه

a- Bad b- poor c- satisfactory d- good e- Excellent

22- After the training, performance appraisal is properly implemented in our Organization.
بعد از ختم آموزش پروسه ارزیابی اجراات در اداره ما بطور منظم تطبیق میگردد.

a- Bad b- poor c- satisfactory d- good e- Excellent

23- What new skills did you gain as a result of the training? درنتیجه این آموزش شما کدام
مهارت های نو آموختید

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24- How were you able to use these new skills in your work? چطور قرار شدید که این مهارت های
جدید را در وظیفه خود بکار بیندازید؟

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25- What further skills do you need to be effective in your work?
به کدام مهارت های دیگر نیاز دارید که در کار تان موثر خواهد بود؟

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26- Was your use of your new skills reflected in your performance evaluation?

آیا بکار انداختن مهارت‌های جدید تان در اوزابی اجراات تان تاثیر داشت؟

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Career Development Center Questionnaire

Name: …….. اسم Position: …….. وظیفه

Department: …… ریاست Ministry: …….. وزارت

27- The Career Development Center of Civil Service Commission provides trainings which are relevant to my job.

آموزش های مرکز کانکوری مسلکی زنان مرتبط به وظیفه ام بود

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

28- Training Video and visual materials. فلم ویدیوی و دیگر مواد تصویری

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

29- Training design quality. کیفیت طرح آموزش

a. Bad b. Poor c- Satisfactory d- Good e- Excellent

30- The training programs were conducted properly and well-organized.

a. Bad b. Poor c- Satisfactory c- Good d- Excellent

31- The trainers were professional and supportive. مربیان مسلکی و حمایت کننده بودند

a. Bad b. Poor c- Satisfactory c- Good d- Excellent

32- The trainers' training methods were understandable for me. شیوه تدریس مربیان برای من قابل فهم بود

a. Bad b. Poor c- Satisfactory c- Good d- Excellent

33- The quality of training materials(Handbook, Manual, etc)

کیفیت مواد درسی (کتاب، منول)

a- Bad b. Poor c- Satisfactory d- Good
e- Excellent

34- A needs assessment was done for the trainings we received. قبل از آموزش‌های انجام شده صورت گرفته

a. Bad b. Poor c- Satisfactory c- Good d- Excellent

35- After the training, a performance appraisal was properly implemented in our organization.
بعد از ختم آموزش پروسه ارزیابی اجراات در اداره ما بطور منظم تطبیق میگردد.

a- Bad b. Poor c- Satisfactory c- Good d- Excellent

36- Which of the trainings listed below have you attended?
تا کنون کدام آموزش های ذیل را گرفته اید – دور آن ها را حلقه نمایید

a. Leadership
رهبری
b. Confidence Building
تقویت اعتماد به نفس
c. Meeting Management مدیریت جلسه
d. Office Management مدیریت دفتر
e. Time Management مدیریت زمان
f. Change management مدیریت تغییر
g. Human Resources مدیریت منابع بشری
h. Computer کمپیوتر
i. Civil Service Law قانون خدمات ملکی
j. Internet مهارت های انترنت
k. Interviewing Skills مهارت های مصاحبه
l. Gender جندر و اساسات آن
m. Communications ارتباطات

n. Fundamental of Management اساسات مدیریت

o. Fundamental of Leadership اساسات رهبری

p. Presentation skills مهارت های ارائه

q. Other (please name: سایر موارد (لطفاً نام ببرید:

37- What new skills did you gain as a result of the training? در نتیجه این آموزش شما کدام مهارت های نو را آموختید

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38- How were you able to use these new skills in your work? چطور توانستید که این مهارت های جدید را در وظیفه خود بکار اندازید؟

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39- What further skills do you need to be effective in your work?
به کدام مهارت های دیگر نیاز دارید که در کار تان موثر خواهد بود؟

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40- Was your use of your new skills reflected in your performance evaluation?
آیا بکار انداختن مهارت های جدید تان در ارزیابی اجرااتتان تاثیر داشت؟

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41- What are the advantages of the Career Development Center?
تا کنون مرکز کاریابی مسلکی زنان چه مزایای داشته؟

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42- Are women career issues taken seriously and discussed openly by men and women within the Commission and in the provinces?

آیا مسائل مربوط به مسایل کاری زنان به صورت جدی پیگیری شده و مورد بحث آیا در ولایات و کمیسیون اصلاحات بطور باز توسط مردان و زنان در این مورد صحبت می شود؟

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43- In your opinion, can the civil service Commission do more than they are doing to promote women civil servants?

به نظر شما، آیا کمیسیون اصلاحات میتواند بیشتر از این برای رشد کارکنان خدمات ملکی کار کند؟

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44- If you had a chance to change the career development center what would you change?

اگر به شما چانس تغییر دادن داده می شد چه را در رابطه با مرکز رشد مسلکی زنان تغییر می دادید؟

ANNEX VII: DETAILED MEETING NOTES

USAID On-Budget IRCSC Evaluation – Checchi Support II Team

MEETING REPORT 1

Date : 22. Feb 2014
Reporter: Aimee Rose

Starting Time: 09:00
Place (organization and address): IARCSC, headquarters, Kabul

Attendees (check contact info and list organizations)

Sayed Zabiullah Sawayz (General Director, Administrative Reform Secretariat), Nadir Barak (Project Coordinator, USAID on-budget funding), Anasarullah Foshanji (Director Planning and Programs/Acting M&E Director), Masooda Safi (Deputy Program Coordinator),

Eval Team attending(circle):

Allen Decker (Evaluation Team Leader), Klaus Zimmermann (Evaluation Public Administration Specialist), Aimee Rose (Checchi Technical Director)

Meeting Objective(s)
Introductory Meeting at the Commission

Agenda *(Attached: No)*

Performance of CSR in IARCSC

Discussion

SZS: Previously the Deloitte program spent $100 million over 2 years, on reform and capacity building measures. We preferred less money over a longer period of time and we asked donors to go through the government channel. GIRoA should be the "doer" rather than the observer. Now we have $15 million for two years according to benchmark achievement. At the very beginning the Deloitte team was still here working on HR and procurement. I hope you don't think that our efforts weren't efficient just because we didn't spend all the money. We should have been finished by the end of February but there are still 9 or 10 benchmarks left and two million dollars. One thing you should know is that for us there is a very long delay – about 3 months – from when we submit reports to when we received money.
The Ernst and Young assessment team didn't understand the abilities of a public institution compared with a private institution. They looked at us like a modern public institution. But in reality we have to implement financial policies which are set by Ministry of Finance. Another example of their limited understanding was their recommendation that we should have a governing body, whereas we have to answer to political leadership. We hope your work will help the donors understand the difficulty in our system.
We have a strategic plan for IARCSC, and our annual plans are based on this. There are directorates – Civil Service Institute, CS Management – which formulates policy and implementation of reform, Provincial Affairs. All are vying for resources and the resulting

resources are imbalanced. The strategic plan sorted this out to some degree. But donors also control a lot of resources. UNDP, for example, was supporting training centers in the provinces but because of a change in leadership, they stopped that funding.
The Ministry of Finance signs agreements for donor funding, although we are the implementing partner. We send reports to MoF and then they send to USAID but it needs a lot of advocacy at MoF so that they will send reports. Getting the allocation from MoF is another hurdle. It takes us the same amount of time to secure 200,000 Afs as 2,000,000 Afs. Donors should know the time burden.
It is difficult to see the impact in the ministries. Recruitment is especially difficult in insecure areas. The Civil Service Commission is responsible for recruiting grade 1 and 2 positions while ministries are responsible for grades 3-8 and we simply observe. The Commission has organized job fairs in the districts. This is positive but even after recruitment it is tough to keep people. Salary processing is done by the ministries. 30 or 40% leave their jobs because they aren't getting their salaries on time. And the ministry must pay for recruitment-related travel – the Commission cannot.
Performance appraisal is an issue where we still have problems. Introduced through civil servant law. Each year a performance appraisal is required. It means we have to clearly define the job for each civil servant. TORs and work plans must align. Every 3 or 6 months monitoring should be done. This system was introduced to the ministries and it was a good technical input but still did not improve results. Manager does appraisal but if the work plan isn't clear then it is too difficult to appraise.
Most aid is given with a lot of pressure but without understanding the required timeline for seeing results. We engage ministries for 3 months to show them but clear policies are needed from leadership own down. And there are a lot of differences in ministry performance.
HRMIS – the concept has been there a long time. We should have statistics to manage HR strategically. Projects and tashkeel staff. Usually the tashkeel staff are idle and the projects staff are asked to take their work. HRMIS should identify staff and assignments. But is a database and unless there is a use they will not invest in it. People expected immediate results. It is implemented in some ministries – Ministry of Agriculture, MoF, telecoms. There are problems with Ministry of Education because they have a system and a huge amount of data so they have trouble migrating from one system to another. Ministries with less IT capability are embracing it because they need it.
Reform initiatives are tough without leadership from the government. The President says to look to the Indian or British models – merit-based closed systems. World Bank has been giving concepts, and only recently are we questioning them, which is a sign of capacity building.
For this project, Masooda is just monitoring whether we are on time and on-budget. As one person she cannot go and verify in the field. USAID wants us to use the resources to complete benchmarks. We say we will use the resources for our priorities, including the benchmarks. Now we have 230 staff paid by this project. They ask about sustainability. But when 60% of the budget is paid by donors, how can you ask about sustainability? We can't get more tashkeel staff because of IMF constraints. USAID says to reduce staff each year until you meet the minimum numbers. President also wants us to do this and work within the tashkeel. But this is not at all possible. And we have a chairman who says to reduce to 30%, so it is not just USAID. So we need serious attention to the recommendations so we can convince people in the Commission and USAID to understand constraints. We need politically and professionally sound recommendations. Maybe your views will be heard
Klaus: Who should we contact from MoF
SZS: Director of Budget – Masood Kamal. Director of Finance can introduce you.
Klaus/Allen: what provinces should we visit?

SZS: You should meet our Provincial Affairs Unit since they know where this project is working. First we started in insecure provinces but later expanded to all provinces. Abdul Rahman Rosakhi is the PA Director
Allen: What about the work with women?
We start with advocacy. There is a gender unit in each ministry. Policies should be pro-woman and provide opportunity for women to rise in their job level. We have centers where women advise women on CV writing and how to interview successfully. There is a network of women. But many times there are self-imposed limitations. Women assume they won't be selected. So we have one lady on each recruitment panel. But the database can't tell us how many women applied. Two problems – 1) lack of child care2) harassment
The Gender Unit Director is Nailan Nasedi and the Gender Advisor is Najia Upshar
Training Institute: We provided money to the institute for training. Two types – general training and training in provinces, which has huge operational costs. Now we have staff in the seven regions instead of sending them out, which was expensive. Has the training improved performance? No. It is not geared toward needs. Ministries don't have a clear plan and often send the wrong staff.
We were doing internship programs but it wasn't clear what effect they would have. We couldn't ensure they would get priority in hiring.

Follow-up (with person responsible)

Documents or resources required

Misc. Notes
CC: SUPPORT II

MEETING REPORT 2

Date : 24.02.14 Starting Time: 10:30AM
Reporter: Arif Niazi Place (organization and address): CS Commission

Attendees (check contact info and list organizations) Finance Manager of the CSC

CSC Evaluation Team attending (circle): Arif Niazi & Enayatullah Aziz

Meeting Objective(s)

1. Gathering Information about the process of fund flow all the way from the USAID to the Commission
2. Getting the missing financial reports
3. Discussing the chain of supervision for reporting purposes

Agenda *(Attached: Yes/No)*

NO

Discussion

The Amounts of the 4th quarter of the 1391 doesn't match with another report of the same year and quarter. No Justification or maybe USAID have changed the amounts.

The amount of the cash received and the ones reported doesn't match.
Reason: (The currency exchange rates bring difference) not logical.
The USAID ask them for BRS but not done by the CSC.

Follow-up (with person responsible)

After checking the accuracy of the information received will decide about the next meeting regarding the finance section of the project.

Documents or resources required
Bank Statement for the account of the project received

Misc. Notes, at the time it seems like they can't provide us or the USAID a Bank Reconciliation statement (BRS) which creates confusion.

CC: SUPPORT II

MEETING REPORT 3

Date : 24. February 2014
Reporter: Allen Decker

Starting Time:
Place (organization and address): USAID

Attendees (check contact info and list organizations)

Rachel Sorey

Evaluation Team attending (underline):

Meeting Objective(s)

Agenda *(Attached: Yes/No)*

Ongoing Evaluation Study

Discussion

We will work with the following ministries: MAIL, MRRD, MPW, MOE, MOL, MUD, IDLG.
We'll go to the following provinces: Balkh, Farah, and Kandahar.
Right now, we are revising our draft work plan, which I hope to have approved by the end of this week. This will mean that we will be able to focus and strengthen our work in the near future. We also need to develop our work calendar and the questionnaires, surveys, focus group guides, etc. that we will use on HR, HRMIS and women's issues by the end of this week. Amina has been doing an excellent job in setting up our shared drive. Please be familiar with and use the Meeting Report form for each meeting you have had or will conduct.

Follow-up (with person responsible)

Documents or resources required

Misc. Notes

CC: SUPPORT II

MEETING REPORT 4

Date : 25.02.2014 Starting Time: 10:15 until 12:00
Reporter: Klaus Zimmermann Place (organization and address): IARCSC

Attendees (check contact info and list organizations)

Mr. Said Massoud Mokhlis, IARCSC, Director of Policies and Legislation

Eval Team attending(circle):

Meeting Objective(s)

Benchmark 1.1a Model Civil Service

Agenda *(Attached: No)*
PRR Decree
Decree for Introduction of Civil Service Law
Civil Service Law
Civil Servants Law
Code of Conduct for Civil Servants
Proposal for Model Civil Service
Draft Civil Servants Law
Draft Administrative Law

Discussion
The CSR is ongoing on all levels of Afghan Civil Service and professional controlled by IARCSC, but the political decision maker are not yet prepared to make a decision on the above mentioned proposal of Model Civil Service and drafts of recent laws; so the whole process is on stand-by since July 2012.

Follow-up (with person responsible)
Next meeting end of March 2014

Documents or resources required
Proposal of Model Civil Service presented July 2012
Draft Civil Servants Law
Draft Administrative Procedure Law

Misc. Notes
CC: SUPPORT II

MEETING REPORT 5

Date : 25 Feb-2014 Starting Time: 10:00 am-11:45am
Reporter: Enayatullah Aziz Place: HRMIS Directorate-CSMD-IARCSC

Attendees (Zarghoona Aslami HRMIS acting Director, Aman Nawabi, Senior HRMIS Advisor, Ansarullah Foshanji M&E acting Director, Hakim Hashimi Coordinator CSMD)

val Team attending(circle): Enayatullah Aziz

Meeting Objective(s)

To get the critical and important data relevant to our evaluation, to know about the progress of the HRMIS and its implementation in Ministries.

Agenda

- To know about the work of HRMIS within the IARCSC.
- To understand about the features of HRMIS.

Discussion

The HR department establish a database for IARCSC 8 years ago and it worked for four years till starting of the PRR process, in the second phase after one year gap the IARCSC established the HRMIS system which is implemented in 33 governmental Organizations (Ministries+ Independent Directorates) and 5 provinces(Laghman, Nangarhar, Kunar, Balkh and Jawzjan) .
The HRMIS system encompasses the personal and functional information of Grade 1 to Grade 5 employees of the governmental Organizations.
IARCSC has the Administrator right for HRMIS while the ministries are the users and the main server is located within IARCSC.
This is the third year that the Commission is working on developing of the new version of HRMIS by the name of Orange which has all the features relevant to HR.
The new version of HRMIS will connect the payroll system of the Commission with Ministry of Finance.

Follow-up (with Aman Nawaibi) to collect the HRMIS manual and list of HRMIS Focal points in ministries.
Documents or resources required
HRMIS manual

Misc. Notes
CC: SUPPORT II

MEETING REPORT 6

Date : 25 Feb 2014 Starting Time: 10.15 – 11.30
Reporter: Enayatullah Aziz Place : Performance appraisal Unit – CSMD/IARCSC

Attendees

- Khalid Arshad, HRDD – CSMD/IARCSC
- Maryam Roshangar, Performance appraisal Specialist
- Fardin Aini, Communication Assistant
- Ansarullah Foshanji, M&E acting director
- Hakim Hashimi, CSD coordinator

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To get an overall idea of how the Performance appraisal Unit of IARCSC is working on those benchmarks related to the implementation of Performance appraisal in ministries

Agenda

- To learn how IARCSC is doing with those benchmarks related to performance appraisal

Discussion
IARCSC is implementing to 4 benchmarks relevant to performance appraisal annually and each benchmark is implemented in two ministries.
The performance appraisal unit of IARCSC conducted several meetings with the top management of every ministry to aware them about the importance and necessity of having a performance appraisal system and to know performance appraisal as a management function not as an administrative issue.
The IARCSC developed 5 training modules, employees' performance appraisal guide book and video clips to enhance the capacity of employees in performance appraisal section.
Around 5400 employees have been trained in 17 ministries and different provinces in the first year.
The Commission conducted 3 days training workshop to aware them about performance appraisal planning from ministries to districts.

Follow-up (with Fardin Aini) To collect the total list of trainees, list of province and list of ministries where the performance appraisal is implemented.

Documents or resources required
Focal point in the ministries

Misc. Notes
CC: SUPPORT II

MEETING REPORT 7

Date : 25 Feb 2014 Starting Time: 12:15
Reporter: Amina Omeri Place (organization and address): IARSCS / Ms Safi's Office

Attendees

Ms Masooda Safi, Deputy Project Coordinator, IARCSC

Team attending(circle): Amina and Arif

Meeting Objective(s)

To find out how the reporting system of USAID funded project works

Agenda *(Attached: Yes/No)*

Understanding the reporting work flow from the start to end

Discussion

According to Ms Safi every benchmark has separate implementing department. For every benchmark there is a deadline for reporting. Therefore each relevant department has to provide their draft report to Ms Masooda Safi. Ms Safi will then send the report to USAID for their comments. After collection of the comments Masooda Safi will send then the revised version to the Donor's relations office of MoF.

Follow-up (with person responsible)

Documents or resources required

Misc. Notes
CC: SUPPORT II

MEETING REPORT 8

Date : 26.02.2014 Starting Time: 14:00 until 15:00
Reporter: Klaus Zimmermann Place (organization and address): Hamida Bamaki Foundation, Taimani, Street 6, House No. 11

Attendees (check contact info and list organizations)

Dr. Hameed Zia, Director of Hamida Barmaki Foundation

Eval Team attending (circle):

Meeting Objective(s)

Benchmark 1.1a Model Civil Service

Agenda *(Attached: No)*

Proposal for Model Civil Service
Draft Civil Servants Law
Draft Administrative Law

Discussion

The HBF is working close together with Mr. Said Massoud Mokhlis, IARCSC, Director of Policies and Legislation and the Afghan Justice Agencies on proposal of Model Civil Service and drafts of recent laws since 2012. They will be able to share the status of actual academic discussion with stakeholders in Civil Service Reform like USAID.

Follow-up

Next meeting end of March 2014

Documents or resources required

Proposal of Model Civil Service as presented July 2012
Draft Civil Servants Law
Draft Administrative Procedure Law

Misc. Notes
CC: SUPPORT II

MEETING REPORT 9

Date : 26 Feb 2014 Starting Time: 10.15 – 11.30
Reporter: Amina Omeri Place : Gender Directorate – CSMD/IARCSC

Attendees

- Naila Nasiri, Gender Director – CSMD/IARCSC
- Laila Ahmadzai, Gender Project Coordinator

Team attending(circle): Amina and Aziz

Meeting Objective(s)
To get an overall idea of how the gender directorate of IARCSC is working on those benchmarks related to improvement of women situation

Agenda

- To learn how IARCSC is doing with those benchmarks related to women's issues
- Get the contact details of gender focal points both in Kabul and provinces

Discussion
IARCSC has established the Gender Directorate for the purpose of improving women's role and to increase women civil servants.

Career Development Center for women has officially established early 2011 and they have done a number of trainings. A list of current training will be sent to us later.

Based on the benchmarks workshops and trainings have been conducted to increase women's confidence and leadership, however, there have not been enough training to build their professional capacity so women would be able to work efficiently in their respective fields. There have trainings on Management, Computer, internet.

Needs assessment are done for trainings but the training participants selected based on the relations of the officers in-charge, therefore the trainings are given to the wrong people and the sustainably of the work cannot be measured.

Women do not have enough confidence to apply for jobs – women assume they are not qualified enough to get the job so why bother themselves!

World Bank is carrying Capacity Building for Results Facility (CBRF) a project that focuses on improving the capacity and performance of selected line ministries in carrying out their mandates and delivering services. Ms. Nasiri thinks such type of career focused trainings might be better effective for the civil servants.

There are only 6 staff in Gender Directorate of IARCSC which is not enough to handle women's network of CSC.

Recruitment campaign (benchmark 1.2c) only conducted for the purpose of increasing awareness in Kabul University, Salam University (Kabul) and Balkh University.

Network of women civil servants exist in Kabul and Balkh

Suggestions:

- Expand the Career Development Center and provide more equipment
- Women's Network needs to have an official site/office

Follow-up (with Laila Ahmadzai) To collect a contact list of women focal points of both Provinces and Kabul related departments, from IARCSC on Saturday (1st March) at 2pm

Documents or resources required
Contact details of women focal points of both Provinces and Kabul related departments

Misc. Notes
CC: SUPPORT II

MEETING REPORT 10

Date : 26.02.2014 Starting Time: 11:15 until 11:45
Reporter: Klaus Zimmermann Place (organization and address): IARCSC

Attendees (check contact info and list organizations)

Mr. Mohammad Hanif, Admin and Finance Directorate

Eval Team attending (circle): Mr. Ali Mohammad Ali

Meeting Objective(s)

Financial reports of ACSS program

Agenda *(Attached: No)*

Financial accounting system
Financial reports of the several Development Programs running by IARCSC

Discussion

The financial accounting system is in function and able to print recent financial reports on demand. The layout is done in Excel. He printed a yearly report of all development program accounts running by IARCSC; but this was not out of the system and is full of mistakes. The MoF is running the special project $ account with the Bank of Afghanistan. The IARCSC is not allowed by law to have an own local currency bank account within the Bank of Afghanistan. The MoF is doing the payment of all expenditures of the programs for IARCSC on demand. The MoF and the IARCSC have both financial accounting reports of these Development Programs; but figures are not the same because of differences of the exchange rates. He told a different story about that to Mr. Arif Niazi

Follow-up (with person responsible)

Next meeting Saturday, 01 March 2014 with team member Mr. Mohammad Arif Niazi to solve the misunderstandings.

Documents or resources required

A real print on demand report of expenditure of this development project.

Misc. Notes
CC: SUPPORT II

MEETING REPORT 11

Date : 26.02.2014 Starting Time: 10:15 until 11:00
Reporter: Klaus Zimmermann Place (organization and address): IARCSC

Attendees (check contact info and list organizations)

Mr. Ansarullah Fousanjy, IARCSC, Director of Monitoring and Evaluation

Eval Team attending (circle):

Mr. Klaus Zimmermann
Mr. Ali Mohammad Ali

Meeting Objective(s)

Performance of Monitoring and Evaluation Directorate in the last 2 years.

Agenda *(Attached: No)*

HR Monitoring
Financial Monitoring
M & E last yearly report
Recommendations for the IARCSC Chairman

Discussion

The M & E will share the last yearly report, which is in Dari language and will recommend to use the summary first 6 pages, which have to be translated in English. We will read this part carefully and have a next meeting with him to discussing the content.

Follow-up (with person responsible)

Next meeting mid-March 2014

Documents or resources required

M & E last yearly report – summary, to be translated

Misc. Notes

CC: SUPPORT II

MEETING REPORT 12

Date : 1.03.2014 Starting Time: 10:00 until 12:00
Reporter: Ali Mohammad Place (organization and address): Ministry of Labour and Social Affairs

Attendees (Aman Nawabi) Sr. HRMIS Advisor
Team attending (circle): Mr. Mohammad Ali
Meeting Objective(s) HRMIS usability
Agenda *(Attached: No)*

Status of HRMIS at The Independent Administrative Reform and Civil Service Commission (IARCSC)

Discussion

Since 2003 different donors and organizations have come to the Commission with the aim to develop Human Resource Management Information System (HRMIS). All the organizations that have to IARCSC failed to develop a vibrant and responsive HRMIS for the Civil Service Commission and the line-ministries. In mid-2008, a USAID funded program in the name of Capacity Development Program (CDP).

In 2012, the Commission developed their strategy from 2012 until 2017. In the strategy, all the objectives regarding HRMIS have been specified. However, there is no strategy or operational plan for HRMIS. The HRMIS department is now working to develop a strategy for HRMIS in agreement with IARCSC's general strategy.

Mr. Nawabi mentioned that the line-ministries are not quite satisfied with the current HRMIS. The Commission with the help of USAID have identified an off the shelf HRMIS (Orange HRM). The Orange HRM has been approved by the Ministry of Communications and Information Technology, (MoICT); the HRMIS system has been hosted in the servers of the MoICT. The HRMIS department of IARCSC has introduced the new Orange HRM to the ministries. The Commission has taken all the suggestions and recommendations of the line ministries into consideration.

The IARCSC have announced the RFP for customization of Orange HRM. Three companies have been short listed so far. After the proposal evaluation the Commission will choose one company for customization of Orange HRM.

The HRMIS have promised to support the Evaluation Team with regard to HRMIS with the Ministries and Provincial offices.

Follow-up (with person responsible)
Misc. Notes
CC: SUPPORT II

MEETING REPORT 13

Date : 01 Mar -2014 Starting Time: 2pm
Reporter: Amina Omeri Place: Gender Directorate

Attendees: Laila Ahmadzai, Gender Project Coordinator

Team attending: Amina Omeri

Meeting Objective(s)
Get answers to the Checklist for Women's Advancement .i.e.

- Contacts for Gender Issues (IARCSC, Ministries – MPW, MOE, MOL, MUD, IDLG, MAIL, and MRRD), Provinces (Balkh, Sar e Pul, Kandahar, Farah)
- IARCSC's Documents

Agenda

- Collecting the Gender Contacts of Balkh and Kabul
- To find out answers to the Checklist for Women's Advancement

Discussion

Ms Laila Ahmadzai provided the contact lists of both attendees of recruitment campaign and women's leadership.

One private university was covered under the (benchmark 1.2c, recruitment campaign) along with the two national universities of Kabul University and Balkh University. The private university was selected based on the USAID's suggestion – with the concept that large number of women get covered through the program.

Amina did a physical visit of the 'Career Development Center for women' which is located on 5th floor of IARCSC. The center itself has 15pc (U-shape) and few library cabinets on one side. Ms Valantina Tageen is the person in charge who is out to Islamabad now.

Problems:

- Benchmark 1.2b & 1.2c: There have been serious problem in regard with the expenditure budget for internet access, computer, calling, transportation cost of Balkh province attendees. In addition, the women network has no permanent office.
- Misunderstanding in the project action plan do happens that leads to doubling up the job such as creating women database was not clear enough hat the beginning. So that lead to creation of a wrong one and now we have to work on that again.
- Benchmark B1.2c: Since this was one-off event it is difficult to see the effectiveness

Follow-up and **Documents or resources required**

- Amina to meet Ms Valantina Tageen to find out how the Career Development Center is working and to figure out the center's effeciency
- Collection of the above requsted documents/contacts from Laila Ahmadzai on Monday 2pm

Misc. Notes

CC: SUPPORT II

MEETING REPORT 14

Date : 04 Mar -2014 Starting Time: 09 am
Reporter: Amina Omeri Place: Ministry of Labor

Attendees:
- Ms Hasina Wais, Capacity Building specialist , Gender Unit of Ministry of Labor, Social Affairs, Martyrs & Disabled

Team attending: Amina Omeri

Meeting Objective(s)
- Monitor the status of benchmark (1.2b Network of Women civil servants)
- To find out if the achievement of the benchmarks result in the advancement of women?
  -if not, what constraints or problems inhibited such achievement?

Agenda
- Discuss about the current status of Network of Women civil servants
- Learn about the achievement, obstacles
- Recommendations for future

Discussion
Hasina Wais has the membership monitoring committee of the Network of Women. She has attended the 5 day planning workshop and couple of meetings. According to Hasina this is too early to comment about the work of the Network of Women as the members are still working to finalize the list of committees' members. She is looking forward to the Network of Women to start functioning.

Women are receiving different short term trainings which are great but those trainings are not 100% efficient in terms of building capacities. However longer term approaches such as access to free higher education or semi-higher education may have a longer impact on advancement of women in general. High level education leads to better work efficiency and promotion at work place.

There are several factors that are obstacles in women's advancement process:
- Women are more responsible at household to look after the children and daily chores than man which keeps them occupied so women get discouraged to pay more attention on his official duties
- Men do not contribute enough to household tasks

There is a need to have of awareness rising to improve the men's concept about being responsible enough at household level and understanding women's tough job so that women can focus better at work. The awareness raising approach should be at the level of media, mosques and so on.

Document received -soft version, located W:\Gender\Docs.Mazar_CSC
NA

Follow-up

NA

Misc. Notes

CC: SUPPORT II

MEETING REPORT 15

Date : 04 Mar -2014 Starting Time: 2pm
Reporter: Amina Omeri Place: Ministry of Economy (MoEc)

Attendees:
Ms Shahla Sultani, Head of Gender Unit, Ministry of Economy

Team attending: Amina Omeri

Meeting Objective(s)
- Monitor the status of benchmark (1.2b Network of Women civil servants)
- To find out if the achievement of the benchmarks result in the advancement of women?
  -if not, what constraints or problems inhibited such achievement?

Agenda
- Discuss about the current status of Network of Women civil servants
- Learn about the achievement, obstacles
- Recommendations for future

Discussion
The Gender unit is busy for the preparation of 8th March therefore not enough time to discuss through the issues planned.

Trainings are being provided to the women on management, leadership, internet, computer, English and so on.

The women network has newly started working and there will be a meeting next Wednesday to work on the draft of network's committee members. Since it's a newly established network there is not enough input to get it.

Suggestions for future

Women need to have access to solid education at higher level or semi-higher level; therefore the Institute of Civil Service has to support to provide a fundamental education to women instead of few days training.

Document received
NA
Follow-up
NA
Misc. Notes
CC: SUPPORT II

MEETING REPORT 16

Date : 04 Mar 2014 Starting Time: 09.15 – 10.30
Reporter: Enayatullah Aziz Place : Ministry of Labor

Attendees

- Zikrullah Sahil- Head of Performance Appraisal

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To collect data about the implementation of performance appraisal system and its effectiveness in this ministry and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effective of performance appraisal

Discussion
A three day Performance appraisal work shop was conducted at the beginning of 1392 year by IARCSC for 80 employees of Ministry of Labor.
The training was useful for all the employees especially for new employed staff.
The training materials distributed by AIRCSC to the trainees were included of video clips and civil servants performance evaluation guide book.
The performance appraisal unit of ministry of Labor train 500 more employees of this ministry by their own staff who were trained by the IARCSC.
The Commission didn't have any benchmark in ministry of Labor, the training was conducted with the development budget of the Commission.

The performance appraisal Unit of ministry of Labor Recommends that if.

- These trainings are conducted in the provinces.
- You conduct a mid-term training work shop in the HQ of this ministry of Labor (not three days' work shop).

Follow-up (with)

Documents or resources required
Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 17

Date : 4.03.2014 Starting Time: 10:00 until 12:00
Reporter: Ali Mohammad Place (organization and address): Ministry of Labor and Social Affairs

Attendees (Hedayatullah Hashimi)

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at Ministry of Labor, Social Affairs

Discussion

Mr. Hashini, introduced his team of 3 persons working with him in the HRMIS division. The system they are working at is called HRMIS 3.0, there are two types of the system one is User HRMIS and another is Administrator HRMIS. The two other employees' of the HRMIS division are entering data to the database; the administrator is managing all the record management of the system. Mr. Hashimi, who leads the HRMIS team described the way they have managed to enter employees record in the HRMIS database, which is a very good. He further described that the system has made their work much easier despite the fact that they face so many problems with the system, the system does not respond to the needs of the Ministry of Labor and Social Affairs. The system does provide them information on what has been introduced by the civil service Commission, not according to the needs of the Ministry.

The Ministry of Labor and Social Affairs has been able to enter personal records of almost all the employees of the ministry except the teachers of kindergarten due to lack of resources. It was noted that the Ministry lacks resources both human and logistics to enter personal records of almost two thousand teachers. The ministry's HRMIS database is being used by the ministry for record management of the employees from rank 1 until rank 8.

The database does provide them data on Tashkeel (Organizational Structure of the Ministry). The HRMIS manager further added that the system does not provide information according to the needs of the ministry neither they update the format according to their needs. This is their main challenge. He added that the Central Statistics Organization needs their information on the quarterly bases. The office of the president often requests for the ethnic data of the employees by province and ethnic group.
The manager pointed out that they are lacking cameras and printers. If new employees are getting hired we should take his/her photo and print their form to keep it in the record. He mentioned that the civil service Commission installed the system through a memory stick. The Commission is coming once in a month to take back-ups of all the datasets in a memory stick.

The Commission is very good when it comes to technical support. Whenever we have problem the Commission will send a technical person within a day or two. Few days back we had a problem entering all the provincial records, the Commission send two data entry officer

to help enter all the data. The ministry has a separate database in Ms Excel and Ms Access so the ministry doesn't rely on the Commission's HRMIS all the time. This is just for contingency in case if the HRMIS didn't work so the excel spreadsheet should help them solve their problem. There is no back system; all of their systems are stand alone PCs. I asked him do you know of Orange HRM? Yes, there was a two days workshop about Orange HRM the aim of the workshop was that it would create connectivity between Kabul and Provinces. The main server of the system will be at Ministry of Information and Communication Technology's National Data Center. I asked him have you been trained in the Orange HRM, he mentioned it was just an orientation. That seemed pretty good, if that system comes with will us a lot.

I asked the data entry officer if they have any problem with data entry they pointed out that no there isn't a problem in data entry. They have been trained twice in two years on data entry, reporting and filing. The trainings were very useful.

Follow-up (with person responsible)

Next meeting on HRMIS User Satisfaction

Misc. Notes

CC: SUPPORT II

MEETING REPORT 18

Date : 04 Mar 2014 Starting Time: 10.45 – 12.10
Reporter: Enayatullah Aziz Place : Ministry of Public Work
Attendees

- Khalid Faqiri- Head of Performance Appraisal

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To collect data about the implementation of performance appraisal system and its effectiveness in this ministry and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effective of performance appraisal

Discussion
A three day Performance appraisal work shop was conducted at the beginning of 1392 year by IARCSC.
43 employees of Ministry of Public work attended this training workshop.
The training materials distributed by AIRCSC to the trainees were included of video clips and civil servants performance evaluation guide book, information package for five people and broachers.
Five people were trained as Performance Appraisal trainer by IARCSC and these five trainers conducted training programs in five other provinces (Nangarhar, Laghman, Kapisa, Parwan and Panjshir) at the result around 300 more employees of this ministry were trained by their own trainers in the mentioned provinces.
Refreshment and lunch was provided to the trainees by IARCSC.
Awareness of employees is enhanced after conducting of the training workshop.

The performance appraisal Unit of ministry of public work recommends that.

- If The training is conducted continuously will be effective for Organization.
- The training work shop should be conducted in top management level to make them aware about the importance of Performance appraisal.
- A joint team of Ministry and IARCSC to work on making of proper job descriptions for the entire staff which will help the performance appraisal to be implemented scientifically.

Follow-up (with)

Documents or resources required
Already got the documents
Misc. Notes
CC: SUPPORT II

MEETING REPORT 19

Date: 05.03.2014 Starting Time: 10:00 until 12:00
Reporter: Ali Mohammad Place (organization and address): Ministry of Public Work

Attendees (Tamem Hashimi) HRMIS Manager

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at Ministry of Public Work

Discussion

Mr. Hashini, introduced his team of 4 persons working with him in the HRMIS division. The system they are working at is called HRMIS 3.0, there are two types of the system one is called User HRMIS and another is Admin HRMIS. The three other employees' of the HRMIS division are entering data to the database as users only; the administrator who is doing both entry and managing all the records management of the system. Mr. Hashimi, said the way they have managed to enter employees record in the database is a very good and easy. He added that the system has made their work much easy even though they have some problems with the system; nowadays, our main problem is filing system, he said.

He further added that HRMIS team is going to the provinces for collecting all the information from the provincial offices. After that, the team will bring the records entering all the record into the database, which is very much time consuming. The IARCSC's HRMIS department has now introduced a new system to the Ministry of Public Work in the name of Orange HRM. Mr. Hashimi mentioned that Orange HRM might work according to our needs as it was described by IARCSC. It would be very helpful to the ministry if we could collect our data from the provinces. The current HRMIS system is not according to our needs it's just what has been introduced by the Civil Service Commission.

The Ministry of Public Work has been able to enter personal records of almost all the employees of the ministry except for the new Tashkeel, which hasn't been approved by the President of Afghanistan. The Ministry uses the database system for record management. The ministry's HRMIS database is being used by the ministry for record management of the employees from rank 1 until rank 8. Almost 1700 employees are in the system.
The IARCSC have provided the ministry to work on the Orange HRM to see its functionality and user-friendliness. Mr. Hashimi mentioned that he didn't have the time to use the Orange HRM. He had so many records to enter on the HRMIS 3.0.
I asked the manager what are the problems in HRMIS? The manager mentioned there isn't serious problem with system. Whenever there is a problem they will call the Commission's HRMIS people, they will send people within one or two days.

The database does provide them data on tashkeel (Organizational Structure of the Ministry). The HRMIS manager further added the system does not provide information according to the

needs of the ministry neither they can update the data entry forms according to their needs. This was their main challenge. He added that the Central Statistics Organization needs their information quarterly.

The Commission is very good when it comes to technical support. Whenever we have problem the Commission will send a technical person within a day or two. There is no back up system they are all stand alone PCs even some of the PCs are not connected to UPS.

Follow-up (with person responsible)

Misc. Notes

CC: SUPPORT II

MEETING REPORT 20

Date: 5.03.2014 Starting Time: 10:00 until 12:00
Reporter: Ali Mohammad Place (organization and address): Ministry of Public Work

Attendees (Abdul Gheyas) HRMIS Manager

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at Nangarhar Province

Discussion

The HRMIS in Nangarhar province has been operational since 18 months. There is one person who is running the HRMIS. The system does meet the needs of Nangarhar HR department. Although, the HRMIS department often face technical problem with the HRMIS database system.

There isn't technical person either in the Zonal office of IARCSC in Nangarhar or in governor's office to provide technical support. The HRMIS department consults their technical problems over the phone with HRMIS department in IARCSC, Kabul. The HRMIS department in Nangarhar is not satisfied with the technical support they are getting from HRMIS department in IARCSC in Kabul. The support is being offered is over the phone from IARCSC Kabul.

There is no back-up server in the Nangarhar province. The HRMIS department does not back up their data nor the there is proper electricity in HRMIS department. The HRMIS office is not connected to the local area network nor do they get back up of their data regularly. The HRMIS computers doesn't have anti-virus there was an anti-virus installed in the computers of HRMIS by the Commission but the anti-viruses are expired. The HRMIS mentioned it clearly that there is no data sharing between Commission and the Nangarhar province HRMIS department.

The HRMIS person have been trained in HRMIS 3.0, two days of orientation workshop has been given to the HRMIS officer on Orange HRM. The trainings have been very useful to the officer. Meanwhile, the Commission has given HRMIS manual to the HRMIS office in Nangahar that is quite useful. The HRMIS database system is protected with a secure user login.

Follow-up (with person responsible)
Misc. Notes
CC: SUPPORT II

MEETING REPORT 21

Date : 5 March 2014 Starting Time: 10.30
Reporter: Geraldine Gibbons Place: Ministry of Economy

Attendees (check contact info and list organizations)

Hukum Khan Habibi Deputy Minister Processional Affairs (newly appointed)
Tel: 0787872990

Faizan Ahmad Kakar Director of Human Resources
Tel: 0774600576

Eval Team attending(circle): Geraldine

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the internal Human Resource systems in the Ministry of Economy at the Central and Provincial levels in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements if appropriate

To identify opinions as to any possible direction for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
- Ministry of Economy appreciates the support provided by IARCSC.
- HRMIS has been used for two years and it is to the IARCSC model. HRMIS training is web based.
- Recruitment processing is very slow and can exceed 12 months in some cases.
- A main impact has been the change in direction in the organization systems and procedures of HR within IARCSC.
- The most important HR functions remain as HRMIS, Performance appraisal,

Suggestions for the future
- The most important HR functions should remain as HRMIS, Performance appraisal, Finance, Procurement and Fixed Asset management and control.

- Closer collaboration between donors is needed to focus future projects in the same direction.

- Provinces need far more support on HRD than they currently receive.

- The Ministry of Economy is charged with oversight of all current and planned development programs at the central and provincial levels. This includes periodic monitoring by the Ministry of Economy in the provinces. This is a priority to improve transparency and accountability and the Ministry has requested support in the future for this function.

Follow-up (with person responsible)
Discussion to be taken into account during missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
None

CC: SUPPORT II

MEETING REPORT 22

Date: 5.03.2014 Starting Time: 2:00 until 3:30
Reporter: Ali Mohammad Place (organization and address): Ministry of Urban Development

Attendees (Nahid Sediqi) HRMIS Manager
Team attending (circle): Mr. Mohammad Ali
Meeting Objective(s) HRMIS usability
Agenda *(Attached: No)*

Status of HRMIS at Ministry of Urban Development

Discussion

Ms. Nahid introduced her colleague who is working with her in the HRMIS unit as data entry officer at of HR department of the Ministry of Urban Development.

She pointed out that the HRMIS doesn't work according to the needs of Ministry of Urban Development. She mentioned that despite the fact that the Ministry of Urban Development has send so many requests to the Civil Service Commission to change the HRMIS data entry and reporting format according to their needs, the Commission has promised but haven't done anything yet. The HRMIS unit is always facing technical problems; the Commission is sending their technical team after two or three days the team will visit the Ministry to solve the problem. The Ministry itself doesn't have the capacity to solve their problem. This will stuck their work.

Ms. Nahid mentioned that the Ministry doesn't have any back server for keeping their HR data. She mentioned that there is no proper electricity in the HRMIS office nor the office is connected to the local area network. The HRMIS unit doesn't take back of their data at all. The computers are not connected to the Internet so they could update their anti-virus.

She mentioned that the Ministry of Urban Development does data sharing with the HRMIS department of the Civil Service Commission; the method for data sharing is extremely poor. The Ministry's HRMIS unit have received training on HRMIS the trainings on HRMIS was very useful. They have been trained in Orange HRM as well. The Commission has given the Ministry a manual or handbook on the use of HRMIS.

The Ministry have suggest changes and for improvement of the system. However, the HRMIS department of the Civil Service Commission could not bring changes to the system. The HRMIS has a secure user login, which meets the standards of an MIS.
Follow-up (with person responsible)
Survey on HRMIS User Satisfaction
Misc. Notes
CC: SUPPORT II

MEETING REPORT 23

Date : 05 Mar 2014 Starting Time: 02.00 – 03:30
Reporter: Enayatullah Aziz Place : Ministry of Urban Development

Attendees

- Ahmad Farid Alamyar - Head of Performance Appraisal
- Fazelrahman Rahmani – Training and Administrative Development Manager

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To collect data about the implementation of performance appraisal system and its effectiveness in this ministry and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effective of performance appraisal

Discussion
A three day Performance appraisal work shop was conducted at the beginning of 1392 year by IARCSC.
50 employees of Ministry of Urban Development attended this training workshop.
The training materials distributed by AIRCSC to the trainees were included of video clips and civil servants performance evaluation guide book, information package for five people who were trained as Trainers.
Five people were trained as Performance Appraisal trainer by IARCSC and these five trainers conducted training programs in 14 other provinces (Badakhshan, Balkh, Kunduz, Nangarhar, Heart, Baghlan, Parwan, Takhar, Jawzjan, Faryab, Kapisa, Panjshir, Samangan, Laghman and Kunar) at the result 474 more employees of this ministry were trained by their own trainers in the mentioned provinces.
Refreshment and lunch was provided to the trainees by IARCSC.
Awareness of employees are enhanced after conducting of the training workshop.
This training improved the employees in preparing of evaluation plan and filling of the performance evaluation forms.

The performance appraisal Unit of ministry of Urban Development recommends that.

- If The training is conducted continuously will be effective for Organization.
- Expansion of performance appraisal trainings.
- Conducting of two weeks training workshop for top level management of this ministry.

Follow-up (with)
Documents or resources required
Already got the documents
Misc. Notes
CC: SUPPORT II

MEETING REPORT 24

Date : 6 March 2014 Starting Time: 3.30
Reporter: Geraldine Gibbons Place: Independent Directorate for Local Government

Attendees (check contact info and list organizations)

Azizullah Qazikhail Director General Human Resources
Tel: 0775066666

Eval Team attending(circle): Geraldine

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the internal Human Resource systems in the Independent Directorate for Local Government (IDLG) at the Central and Provincial levels in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements if appropriate

To identify opinions as to possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
IARCSC has provided technical support on Pay and Grading (P&G). P&G is 80% implemented at central level. At subnational level it is been implemented in the Provincal Governor's office. (Four Directorates); the Provincial Council offices and District offices. Eleven municipalities have implemented P&G with support from the IARCSC.

The early political appointments, of Deputy Provincial Governors and District Governors, were converted into positions on the Tashkeel and the IARCSC funded the difference in salary between the salary on PRR (Priority Reform and Restructuring) and the salary on Pay and Grading.

The Civil Service Institute (CSI) provided two weeks orientation training for Deputy Provincial Governors and District Governors. They also assist in training Provincial Directors in HRD, Finance and Sector Affairs.

Two MoU's were signed between IARCSC and IDGL: one for support on Pay and Grading and one for support on HRMIS. The support provided for each Ministry varies between each Ministry.

The HRMIS technical team has been supportive in organizing HRMIS and has provided shelving.

The IARCSC has also provided support to 'job fairs' held in Kandahar, Nimroz and Ghanzi to advertise the more 'difficult to fill' vacancies in the more difficult provinces.

There is tension in the provinces with the role of the regional offices of the IARCSC. The provincial HRD office of the Governor has the legal authority to advertise and fill vacant positions. This is undermined by the IARCSC regional offices who take on this responsibility over and above their primary function of monitoring and oversight. This situation needs to be addressed in the revision of the Civil Service Law.

Suggestions for the future
The past has focused almost entirely on the national level. The projects have been appreciated and the number of well-trained reform minded younger men in key leadership positions is evident.

The focus should move to develop the sub national level and build capacity in the Provincial and District HR Directorships with technical support, infrastructure, equipment and capacity building programs. The HR Directorships are responsible for all sub national institutions in that province. IDLG provides detailed oversight of what is needed in each of the provinces and has comprehensive action plans for HRD support in each province.

The Afghan sub national governance project (ASGP) has provided a successful modality to build capacity at the sub national level and it provides a good framework for the future in which funds are channeled from the Ministry of Finance, through the IDLG and out to the provinces

Follow-up (with person responsible)
Discussion to be taken into account during missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
None
CC: SUPPORT II

MEETING REPORT 25

Date : 08 Mar 2014 Starting Time: 10.00 – 12:00
Reporter: Enayatullah Aziz Place : Justice Directorate, Balkh

Attendees

- Muhammad Jafar Masbah – Director of Justice, Balkh
- Muhammad Saleem Faryaby – General Manager Admin and Finance, Balkh

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To collect data about the implementation of performance appraisal system and its effectiveness in this directorate and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effectiveness of performance appraisal

Discussion
A two day Performance appraisal work shop was conducted in 1390 and 1391 by IARCSC.
11 employees of justice directorate of Balkh province attended this training workshop in 1390 and 45 more employees attended the 1391 training work shop.
At the result of this training the justice directorate staff for Balkh province learned how to fill the performance appraisal forms and planning procedures.
This training helped us to make our performance plan based.
After these training 99% of this directorate's employees have performance plan, job descriptions and reporting records.
The director and Admin manager of Balkh justice directorate request USAID to conduct.

- A training Course of English language.
- Capacity building program in Information Technology.
- Capacity building in Legal because 70% of the staff are technical staff.

Follow-up (with)

Documents or resources required
Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 26

Date: 8 March 2014
Reporter: Geraldine Gibbons

Starting Time: 13.30
Place: IARCSC Mazar Regional Office North

Attendees (check contact info and list organizations)

Abdul Matin Amin Director
Tel: 0799883940 and 0705181920

Bahman Sahab Capacity Development Officer
Tel: 079954048

Eval Team attending(circle): Geraldine Aziz

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the internal Human Resource systems and procedures in the Provincial Administration of Mazar, and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To discuss options as to possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*

- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
There are IARCSC Regional offices in five provinces with a combined staff of 41. The regional offices report to the IARCSC Provincial Affairs Directorate. There are 42,200 tashkeel staff in the five provinces covered by the regional offices. The regional offices benchmarks are provincial capacity development and developing a human resource management network across the five provinces.

Since July 2010 the regional offices have conducted on the job training in performance appraisal for 4,500 civil servants in the five provinces and implemented 14 workshops. The training has included training in the performance appraisal forms used; monitoring and evaluation and other human resource issues. The concept of monitoring and evaluation and performance appraisal were initially considered as very strange but are now accepted and institutionalized in the five provinces.

The five provinces were insufficiently advanced to understand and accept ownership of the human resource development reforms. They wanted the regional offices to 'own' them which was not possible since the role of the regional offices is to 'facilitate' the building of the capacity and not to substitute it. As a result the provinces chose instead to develop a network of human resource managers to lead on implementation of best practice in relation to monitoring and evaluation and performance appraisal.

Budget cuts in the donor funded Afghanistan Sub National Governance Programme (ASGP) significantly reduced the five provincial training centers to one remaining in Balkh. This training center continues to work in the five core areas of English, Computers, Management, Performance Evaluation and Leadership.

With only one remaining training center, a Provincial Capacity Building Group was established to maintain the capacity development momentum generated by the earlier training centers and to avoid duplication of efforts on the part of the donors and duplication of training amongst them.

Suggestions for the future
The IARCSC regional offices have a number of goals:

- To re-activate the four provincial training centers which were closed as a result of UNDP funding cuts.
- To reach the target of 30% female employees by 2020. The five provinces are currently on 22.5 % overall.
- To reach 100% of the Tashkeel staff on pay and grading. The five provinces are currently on 97% overall.
- To gradually decentralize the Ministry of Finance 'Finance and Administration' functions to the five provinces.

Follow-up (with person responsible)
Discussion to be taken into account during other missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
None

CC: SUPPORT II

MEETING REPORT 27

Date : 08 March 2014 Starting Time: 09.00
Reporter: Geraldine Gibbons Place: Department of Economy (Ministry of Economy) Mazar Regional Office.

Attendees (check contact info and list organizations)

Ghulam Rabani Dastazaar Acting Deputy Director / Development Officer, Ministry of Economy Mazar Regional Office

Tel: 0700502316 `

Eval Team attending(circle): Geraldine Amina

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the internal Human Resource systems in the Ministry of Economy, Regional Office, in Mazar and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To identify options as to possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
Recent past has left a great deal of damage in all economic areas and especially in urban infrastructure and the social economy.

Particular damage was experienced in the public administration systems as talented and experienced administrators were dismissed and replaced by less able, inexperienced, but well connected to people in power. The recruitment process remains a challenge in some areas.

Over the last 10 years the IARCSC has been instrumental in restoring some credibility to the public administration system with the establishment of a wide range of modern human resource systems and procedures. This process is still ongoing but much has been done to improve the quality and accountability of Civil Servants.

In this process, the IARCSC has benefitted from considerable support from the international donor community and in particular from USAID. Nonetheless, an equitable and transparent recruitment process still presents challenges.

Suggestions for the future
Improvements to the selection process are required in order to recruit only qualified staff with a minimum of a degree in a relevant subject such as economy, agriculture or engineering. The selection and process must be more transparent and involve HRD, the IARCSC, and the Department of Economy.

Further support is also needed for training and capacity development and more opportunities provided for study tours.

A revision of the structure of the categories of provinces within the tashkeel is needed. There are currently only three categories of province (level 1; level 2; and level 3). The ranking of provinces determines the number and grades of approved tashkeel jobs in each province. The result is that within each of the three levels there is a significant variation in the size and population density between the larger level one provinces, such as Mazar, and far smaller level one provinces yet both provinces are only allowed the same number and grades of approved posts. The three categories of province on which the tashkeel is based needs revision to balance the tashkeel more towards the population density and geographical spread of a province.

Follow-up (with person responsible)
Discussion to be taken into account during missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
None

CC: SUPPORT II

MEETING REPORT 28

Date : 08 March 2014 Starting Time: 10.30
Reporter: Geraldine Gibbons Place: Human Resource Department, the Governor's Office Mazar.

Attendees (check contact info and list organizations)

Mohammad Anwar Razaqyar Head of the Human Resource Department, The Governor's Office, Mazar.

Tel: 0799200056 `

Eval Team attending(circle): Geraldine Amina

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the internal Human Resource systems in the Provincial Administration of Mazar, and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To identify options as to possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
The Head of HRD agreed to meet the Evaluation Team only because it was Women's Day. He stated that he should have had an official letter or phone call from IARCSC in advance of our meeting. He advised us that he had, earlier that morning, turned away our HRMIS Evaluation expert for the same reason.

The recruitment process was based on the Civil Service Law. The first phase of capacity building was for new recruits and is given to trainees before they started work. Following which, they are given in-service training.

Performance appraisal is in two stages: after the first six months probationary period with a focus on deficiencies and training on any weak spots; followed by annual performance appraisal with the potential for promotion id performance is good. Where the scores are

average then on the job support and training will continue. Where performance continues to be below (3) 50 % then service should be discontinued.

Training plans are set each year but there is no funding from IDLG. Support on training is provided by the Civil Service Institute (CSI) and support on HRMIS is provided by the IARCSC.

There is no donor coordination and much USAID support is wasted and 'lost'. USAID workshops are not useful and are more to 'show off' that something has been done.

Suggestions for the future
With no funds available for training plans it is necessary to set a budget allocation for each year for a certain % of the HRD budget.

Training plans for HR development in Mazar are currently set by IARCSC without input from the HR Department. It is important that the HRD are involved in planning in order to meet the provincial needs and priorities for training.

Follow-up (with person responsible)
Discussion to be taken into account during other missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
None

CC: SUPPORT II

MEETING REPORT 29

Date : 09 Mar -2014 Starting Time: 8:30 am
Reporter: Amina Omeri Place: IARCSC_Mazar

Attendees: Humairah Mirzadah, member of Women's Network who is currently the principal of Beheshti High School in Khulm district of Balkh province.

Team attending: Amina Omeri

Meeting Objective(s)
Learn about the implementation of benchmark (1.2b Network of Women civil servants) in Mazar

Agenda
- Find out whether the Network of Women civil servants established and functional
- Learn about the achievement, obstacles of Network of Women
- Recommendation for future

Discussion
Ms Humairah Mirzadah (who was escorted by his son at this meeting) has attended two meetings of the women network to date. For attending the network's meetings she has to travel from Khulm District which is around one hours travel by car. She said there are other members from Khulm district too who have to travel to attend the meetings. According to Ms Mirzadah there was not enough details to discuss about the women's network as she does not have enough information if the network is functional or not.

Humairah said members of this meeting expect that network may be a good source to address women's problems in future.

Humairah says I was told to not attend any more meetings as I am coming from another district as it costs travel – and I was told by the director of the network to report fake if I am asked about my attendance, I should report that I attend the meetings on quarterly basis. According to Humairah there might be something suspicious going on at the women's network chairmen level that is why they want us stay away from the business.

Humairah recommend that for future please make sure you allocated enough funding to cover the participants travel costs so that some of us who are coming from far distance could attend the network's meetings and perform our share of responsibility accordingly.

Follow-up and **Documents or resources required**
NA
Misc. Notes
CC: SUPPORT II

MEETING REPORT 30

Date : 09 Mar -2014 Starting Time: 10am
Reporter: Amina Omeri Place: Department of Education

Attendees: Zahrah Uraib, member of Women's Network who is currently Monitoring and Evaluation Consultant at the Capacity Development Unit of Department of Education

Team attending: Amina Omeri

Meeting Objective(s)
Learn about the status of benchmark (1.2b Network of Women civil servants) in Mazar

Agenda
- Find out whether the Network of Women civil servants established and functional
- Learn about the achievement, obstacles of Network of Women
- Recommendation for future

Discussion
Zahra Uraib has attended the Women's Network twice to date. She expects the network has an advantage to address women's advancement issues.

She thinks more women members from rank 4 and 5 should join the network as there are not enough high ranking women such as rank 3. There are women with good knowledge and experience working in low ranking position.

According to Zahra the Women's Network do not have enough financial resources to cover the participants' costs such as travel. And also the network has very weak leadership.

She recommends that USAID should monitor the work of the network very closely after each report they receive from IARCSC to make sure everything is on track. She added IARCSC should also monitor the network's performance very strongly.

Follow-up and **Documents or resources required**

NA

Misc. Notes

CC: SUPPORT II

MEETING REPORT 31

Date : 09 Mar -2014 Starting Time: 11.30 am
Reporter: Amina Omeri Place: IARCSC

Attendees:
- Abdurrahman, Esmaeiliyan, Performance Appraisal Specialist/Training Officer, IARCSC
- Behman, Sahab. Capacity Development Officer, IARCSC
- Zahra, Trainer, IARCSC

Team attending: Amina Omeri

Meeting Objective(s)
Learn about the status of benchmarks applicable to Balkh Province (1.2b Network of Women civil servants & 1.2c Recruitment campaign to increase women applicants.)

Agenda
- Discuss about the current status of Network of Women civil servants
- Learn about the achievement, obstacles of Network of Women
- Discuss the ways to assess impact of Recruitment campaign – getting the full list of students who got trainings and other necessary documents/training materials

Discussion
- **Abdurrahman, Esmaeiliyan**, Performance Appraisal Specialist/Training Officer, IARCSC

Abdurrahman has done the recruitment campaign trainings for the university students in Balkh. He trained students on Civil Service Law (recruitment process), Management, and Employee behavior. He was selected to train as the CSC could not found a trainer. Abdurrahman seems to have a very good knowledge of those topics he trained.

- **Behman, Sahab**. Capacity Development Officer, IARCSC

Behman was able to confirm that there were ranges of trainings conducted in Balkh for establishing the women's network. He also took conducted the Leadership training for women's network participants twice.

The women network doesn't not have an office/permanent location – According to Behman IARCSC in Balkh can only allow their conference room for the network's meetings but not for the networks management. IARCSC has a nice big building in Balkh province but has no space left for Women's network.

- **Zuhal, Trainer, IARCSC**

Zuhal was one of the participants who attended the recruitment campaign training while she was student at the university. She has recently got a job as a trainer at the IARCSC in Balkh. According to Zuhal the recruitment campaign trainings were useful and she said '*If I have been given a chance to change this recruitment campaign training workshop I would ask questions about the main problems of the trainees and after that I would solve it regularly*'.

Document received -soft version, located W:\Gender\Docs.Mazar_CSC
- Attendees list and photos of the recruitment campaign trainings
- Photos of Leadership trainings on Women Network

Follow-up

- A telephone survey from the Attendees list of the recruitment campaign trainings

Misc. Notes

CC: SUPPORT II

MEETING REPORT 32

Date: 09 March 2014 Starting Time: 08.00
Reporter: Geraldine Gibbons Place: Mazar Department for Urban Development

Attendees (check contact info and list organizations)

Eng: Delawar "Mazari" Chairman of Balkh Province Rehabilitation
Tel: 0789082008 and 0799312008

Eval Team attending(circle): Geraldine Aziz

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the Human Resource systems and procedures in the Urban Development Department in Mazar, and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To discuss options as to possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
The Department for Urban Development in Mazar is the line department of the Ministry of Urban Development in Kabul. It has a primary reporting relationship to the Ministry in Kabul and a secondary reporting relationship to the Provincial Council in Mazar.

On matters related to the recruitment of specialist technical staff for the Department of Urban Development in Mazar, selection decisions are taken by the Recruitment Committee which comprises: the Urban Development department; the IARCSC Regional office; the HRD (as the Governor's representative) and a representative from Women's Affairs. Recruitment is done according to the job description, skills, knowledge and expertise.

Grades 1 and 2 are recruited by the Ministry of Urban Development in Kabul. Grades 3 to a8 are recruited in Mazar by the Recruitment Committee and approved by the Provincial Governor. The source of recruitment is the line ministry official, namely the Chairman of Balkh Provincial Rehabilitation. The questions to be asked of the candidate are selected and

the committee members are made aware of the required answers. 50% of questions relate to technical matters and 50% are more related to managerial and human resource matters. In case of bias from a panel member or conflict between members then the final decision rests with the line Ministry official. In cases where the vacancy is on a donor funded project then the selection is done by the donor representative and the line ministry official.

Suggestions for the future

- HRMIS is not operational
- The Civil Service Law requires revision in respect of sanctions to be applied to incompetent or underperforming staff.
- It is difficult to recruit based on merit, connections still play an important part.
- It is extremely difficult to remove incompetent staff who cannot be transferred or fired within the first three years under the Civil Service Law. This law mandates that in cases of incompetence or underperformance as recorded in the annual performance appraisal then coaching should be given at the end of year 1; followed by a warning letter at the end of year 2 if there has been no improvement; and followed by a transfer or salary deduction at the end of year three. It is only at the end of year that an employee can be fired.

Follow-up (with person responsible)
Discussion to be taken into account during other missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
None

CC: SUPPORT II

MEETING REPORT 33

Date : 09 Mar 2014 Starting Time: 10.00 – 12:15
Reporter: Enayatullah Aziz Place : Public Health Directorate, Balkh

Attendees

- Dr. Asadullah Sharifi – Acting Public Health Director, Balkh

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To collect data about the implementation of performance appraisal system and its effectiveness in this directorate and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effectiveness of performance appraisal
- Conducting of capacity building workshops

Discussion
A two day training workshop was conducted by IARCSC in the north region CSC office for 11 employees of Public health directorate of Balkh including Public Health director of this province.
in 1391 another training workshop was conducted for 28 more staff of this directorate.
the main topic of this training work shop was Planning, Performance evaluation and reporting, the trainers distributed and guide the filling of performance evaluation forms, daily record office and reporting form with soft and hard copies.
The training was useful for the staff, after the training the employees have their own annual plan and know about the importance of planning and performance evaluation.
The public health directorate requested for

- Mid-term and long-term capacity building programs.
- Training of staff according to their profession.
- Recruiting of some staff out of the tashkeel.
- Providing of Internet facility.

Follow-up (with)

Documents or resources required
Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 34

Date: 09.03.2014 Starting Time: 2:0 until 3:30
Reporter: Ali Mohammad Place (organization and address): Balkh Province

Attendees (Hayatullah Rashid) HRMIS Manager
Team attending (circle): Mr. Mohammad Ali
Meeting Objective(s) HRMIS usability
Agenda *(Attached: No)*

Status of HRMIS at Balkh Province

Discussion

It has been two months that a group of people came from the Independent Administrative Reform and Civil Service Commission along with a computer, printer and an installed database called HRMIS 3.0 to introduce the software to Human Resources Department of Balkh Province. Members of the IARCSC introduced the system to HRD staff and gave 10 minutes of orientation to two of HRD staff one of the two has left HRD department.

Most of the records of the civil servants were in the database not all were in the database. As claimed by the Civil Service Commission's HRMIS department that HRD staff has been trained there was no training by the Commission to HRD staff of Balkh province. The HRD staff later found that there was training on HRMIS in Kabul but the zonal office of IARCSC in Northern Afghanistan had sent their person, which wasn't relevant to the IARCSCS North.

The HRMIS database is very new to the HRD staff of Balkh province; the HRMIS people have not face any problem yet. However, when he was asked what if HRMIS face any technical problem with the system, the person said we don't have any choice but to call IARCSC in Kabul. Lack of HRMIS technical staff is not only a problem for Balkh but for all the provinces. There is no back-up server in the province; the HRMIS database is installed in a stand alone PC, the risk of damaged to computer is available anytime.

The HRMIS always has electricity but the office is not connected to the local area network, which is a problem in HRMIS data entry. The HRMIS do not take back of their data by any means. However, they do have anti-virus installed in their PC by the civil service Commission. The HRMIS hasn't shared any data with the Civil Service Commission in Kabul yet. As mentioned there hasn't been training by the Civil Service Commission to HRD staff nor there was any training manual or handbook by the Comission to hand it over to Balkh HRMIS staff. The HRMIS database has one good security feature that is secure user login system.

Follow-up (with person responsible)
Misc. Notes
CC: SUPPORT II

MEETING REPORT 35

Date : 10 Mar 2014 Starting Time: 08.30 – 10:15
Reporter: Enayatullah Aziz Place : General Performance Appraisal Manger, Sar e Pul

Attendees

- Eng. Zabiullah – General Performance Appraisal Manager, Sar-e-Pul
- Sadeqi – Data base Professional Officer, Sar-e-Pul

Team attending(circle): Enayatullah Aziz

Meeting Objective(s)
To collect data about the implementation of performance appraisal system and its effectiveness in this directorate and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effectiveness of performance appraisal
- Conducting of capacity building workshops

Discussion
12 different training workshops were conducted by IARCSC in Sar-e-Pul province.
Around 23 people were trained in performance evaluation section.
These trainings were useful but not relevant to the job.
The trainings are conducted without any need assessment.
The Sar-e-Pul officials request USAID to help them in.

- Establishing of an advance data base.
- English Language courses.
- Computer trainings.
- Procurement and finance trainings
- Human Resources training course.

Follow-up (with)

Documents or resources required
Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 36

Date: 11 March 2014 Starting Time: 10.30``` ```` ```` ```` ```` ```` ```
Reporter: Geraldine Gibbons Place: Mazar Department for Human Resource Development

Report 2 of 2

Attendees (check contact info and list organizations)

Sayed Assadullah Sadat, Capacity Development Director and Acting Head of Department

Eng: Naik Mohammad Performance Appraisal Tel: 0799269069

Eval Team attending(circle): Geraldine Ali

Meeting Objective(s)
To obtain **additional** high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the Human Resource systems and procedures in the Human Resource Department of the Governor's Office in Mazar, and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To discuss options as to possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
The IARCSC has trained the Governor's office staff in management and procurement. The quality of the training has been very good and it has made a considerable difference to improving literacy and understanding computers. However very few computers are in use at the senior levels.

The training given is useful for all departments and it has included merit based recruitment. Training in procurement law has been given to all staff. Pay and Grading is now finished and all employees are performance appraised annually although thus has met with some resistance. The new systems and processes that they have been given are now being more or less applied.

In general there are not too many barriers or problems encountered with the exception of the Annual Training Plan which is set by the IARCSC and then training is delivered according to it. This does not always match the identified needs of the provinces

Suggestions for the future
The HRD department has no budget in its own right. The HRD budget set for Mazar is not independent or flexible enough to allow the HRD to build capacity to the extent needed although the plans are in place. The HRD budget is set by IDLG but it is done in isolation from Mazar HRD and does not include capacity building. It is suggested that IDLG should consult more with HRD to understand their priorities, plans and allocations and budget accordingly.

Training conducted by the HRD department takes place in the Conference Room which has limited space. A larger training center with accommodation is considered to be more appropriate. (What about the training center in Balkh some 30 mins drive away?)

Follow-up (with person responsible)
Discussion to be taken into account during other missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
Prior to the formation of the IARCSC and IDLG each governorate had a small HR department which reported to the Governor. There were no standard procedures or modern human resources systems and procedures. These small departments prepared an annual plan for the governor which was then sent onto the Ministry of Interior.

CC: SUPPORT II

MEETING REPORT 37

Date : March 15, 2014 Starting Time: 9:00am
Reporter: Allen Decker Place (organization and address): Civil Service Commission

Attendees (check contact info and list organizations)

Dr. Barack
Masooda Safi

Evaluation Team attending: Allen, Geraldine

Meeting Objective(s)

- Organize contacts for Kandahar and Heart trips to provinces
- Conduct second meeting with Dr. Barat to confirm 1st meeting observations

Agenda: none

Discussion

The board of directors of the CS Commission has been divided in objectives and uncoordinated from the beginning. With the Deloitte project, the divisions in the CS board were even more exaggerated. Each division was treated in isolation, separate from a strategic plan, funding its needs in isolation from the other divisions. After the end of the project, staff was cut from 654 to 357, then 187 staff persons today. The budget went from $50m off-budget to 15m on-budget. Each year 3-4 months of work is lost owing to the time it takes to process the program through the Ministry of Finance.

About one per cent of hiree's are merit-based, although 249 people apply for every job. Quantity is there, but not quality; however, about 75% of *tashkeel* employees are hired at super scale rates.

On the positive side, Dr. Barack promised to give lists of high performing staff members and provincial and ministerial programs that are high yielding and successful.

Follow-up (with person responsible) - none required
Documents or resources required
Misc. Notes
CC: SUPPORT II

MEETING REPORT 38

Date: 15 March 2014 Starting Time: 10.30``` ```` ```` ```` ```` ```` ```
Reporter: Geraldine Gibbons Place: IARCSC Provincial Affairs Department (PAD) Kabul

Attendees (check contact info and list organizations)

AB. Rahman Rasikh, Director General of Provincial Affairs

Tel: 0799404845 / 0777404845

Email: abrasikh@gmail.com

Eval Team attending(circle): Allen Geraldine

Meting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement in the internal systems of IARCSC Regional offices and the Governor's office in the provinces and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To discuss possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*
- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
The Provincial Affairs Directorate operates at sub national level through a network of 5 Regional IARCSC offices at the provincial level. IARCSC training centers were established in the provinces by the UNDP ASGP project some years ago but these were subsequently closed by the ASGP due to budget cuts. It is understood that GIZ and some NGO's have begun to provide the basic management training in the provincial training centers.

A Human Resource network has been established at the provincial level and it is linked to the HR departments in the central government line Ministries. However the provinces are reluctant to embrace new subjects and methodologies and generally perceive the reforms as belonging to IARCSC in Kabul.

The Provincial Affairs Department has organized job fairs in 14 provinces through the 5 regional offices and they also support the civilianization of the Ministry of Defense and the

Ministry of Interior?? The Provincial Affairs Directorate consider that overall the outreach to the sub national level has been very positive at the provincial and district levels.

It is extremely difficult to get the General Directorships and Departments within the IARCSC and the IDLG to co-ordinate the different but cross cutting aspects of their work at the provincial level. Leadership within the IARCSC at central and subnational levels needs renewal and upgrading to take full advantage of the changes and reforms implemented over the past few years.

Suggestions for the future
There must be far more support to and concentration on the district levels of sub national governance as well as improved coordination between different agencies operating at the provincial level.

Follow-up (with person responsible)
Discussion to be taken into account during other Ministries and missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes
Prior to the formation of the IARCSC and IDLG each governorate had a small HR department, which reported to the Governor. There were no standard procedures or modern human resources systems and procedures. These small departments prepared an annual plan for the governor, which was then sent onto the Ministry of Interior.

CC: SUPPORT II

MEETING REPORT 39

Date : 16.03.2014 Starting Time: 15:15 until 16:30

Reporter: Klaus Zimmermann

Place (organization and address): Kandahar, Office of the Governor

Attendees (check contact info and list organizations)

Prof. Tooryalai Wesa, Kandahar Governor
Dr. Parwitz Najeeb, Chief of Staff for Kandahar Governor Office

Eval Team attending(circle):
Mr. Klaus Zimmermann
Mr. Ali Mohammad Ali
Mr. Enayatulla Aziz

Meeting Objective(s)

Reform Objective 1: To improve IARCSC management and governance

Agenda *(Attached: No)*

The performance of the IARCSC and the CSR in Kandahar Province

Discussion

There is no CSR under the lead of IARCSC in Kandahar province. All the resources are going to the North or to provinces better linked to the Chairman of the IARCSC. The selected grade 1 and grade 2 civil servants selected by the Commission are not recruited because of their merit. He had shown evidence to the Commission but without gotten any consequences. The professionalism and performance of his staff in the districts is very low; parts of them are fully illiterate. No one is willing to serve in Kandahar, they want to have a job with the NGO's or in Kabul. He wants to have his own resources and then he would be able to solve his problems and would meet the needs of the citizens. Mostly 80% of additional resources are getting lost until coming to Kandahar. If he would be responsible of his own resources, then the situation would change in Kandahar.
Follow-up (with person responsible): No
Documents or resources required: No
Misc.:
Notes:
CC: SUPPORT II

MEETING REPORT 40

Date : 16.03.2014 Starting Time: 09:15 until 11:30
Reporter: Klaus Zimmermann Place (organization and address): Kandahar, Office of the IARCSC Regional Directorate South for Kandahar, Hilmand, Zabul and Uruzgan Provinces

Attendees (check contact info and list organizations)

Mr. Mohammad Ibrahim Safi, IARCSC Regional Director of South

Eval Team attending(circle):

Mr. Ali Mohammad Ali
Mr. Enayatulla Aziz

Meeting Objective(s)

Reform Objective 1: To improve IARCSC management and governance
Reform Objective 2: To develop more effective human resources system within IARCSC

Benchmark 1.1b: Orientation and training provided for new Civil Servants.

Benchmark 1.1c: Workshops provided to Provincial Capacity Development Working Groups to develop annual Provincial Capacity Plan for Civil Servants.

Benchmark 1.5a: Job Fairs implemented in seven provinces. Civil Servants in 16 provinces are provided on-the-job training, mentoring, and coaching.

Benchmark 1.5b: Two public information meetings held in 44 districts where on-the-job training, mentoring, and coaching is provided.

Benchmark 2.2d: HRMIS is operational in five provinces.

Benchmark 2.3b: Web-based off-the-shelf HRMIS system with record management, recruitment, performance appraisal and time management modules is introduced and operational in five pilot ministries and five pilot provinces.

Benchmark 2.4a-2.7d: Grantee / revised performance appraisal system instituted.

Agenda *(Attached: No)*

The performance of the CSR in Kandahar, Nangahar, Zabul and Uruzgan Province.
HR MIS - performance in the above mentioned provinces.
Performance Appraisal System - performance in the above mentioned provinces.

Discussion

The CSR is not ongoing in the related provinces. There is no support from the headquarters concerning CSR. The resources for the planned activities are almost coming too late mostly after the related event. No sustainable planning is possible. There was no information about the above mentioned benchmarks, with exception of the performance appraisal system, coming from the headquarters.

Follow-up (with person responsible): No

Documents or resources required: No

Misc.:

Notes: please see the related meeting reports from Mr. Ali and Mr. Aziz

CC: SUPPORT II

MEETING REPORT 41

Date : 16 Mar 2014 Starting Time: 03.00 – 04:30
Reporter: Enayatullah Aziz Place : Governor office

Attendees

- Prof. Tooryalai Wesa – Kandahar Governor
- Dr. Parwiz Najeeb – Chief of staff for Kandahar Governor office
- Mohammad Ibrahim Safi - IARCSC's south west region Director
- Reporters of Kandahar National TV

Team attending(circle): Enayatullah Aziz, M.Ali, Klaus

Meeting Objective(s)
To know about the effectiveness of USAID supported projects.

Agenda

- Effectiveness of USAID supported and funded projects and their recommendations for proper implementation of upcoming USAID projects.

Discussion
The Governor of Kandahar complained about the improper and unrealistic determining and dividing of ceilings by IARCSC head quarter to different provinces from USAID funded projects.
He said that the central IARCSC office doesn't act according to their need assessment and they don't take care about the important and basic needs of Kandahar administrations.

Follow-up (with)

Documents or resources required
Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 42

Date: 16.03.2014 Starting Time: 9:00 until 11:00
Reporter: Ali Mohammad Place (organization and address): IARCSC South/West Zone

Attendees (Tooryali Khatibi) Database Manager

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at IARCSC South/West Zone

Discussion

The HR department of the Kandahar's governor office does not have Human Resource Management Information System (HRMIS). Since 2012, the IARCSC zonal office in Kandahar province is keeping record management of all the civil servants in the south (Kandahar, Helmand, Zabul and Uruzgan).

The database they are using is called Public Administrative Reform Management Information System (PARMIS). The database has been developed using Microsoft Access. The database system is working properly and meets the requirement of the Kandahar IARCSC. The person who is working in IARCSC database section is hired, as contractor there is no trained civil servant to take responsibility if the person's contract is not extended.

They IARCSC did not face technical problem yet with the database. The database section doesn't have proper electricity. The IARCSC is connected to local area network in particular the PARMIS office. The IARCSC has a backup server and the IARCSC takes back up of their data regularly. The IARCSC in Kandahar has anti-virus in their computers. The IARCSC do data sharing with IARCSC in Kabul via email.

The PARMIS database specialist has been trained in HRMIS and the training has been very useful. The IARCSC has been trained in Orange HRM that has been extremely useful; according to the IARCSC in Kandahar the Orange HRM will solve most of their problems with the provinces as well as the capital.

The database section has manual and handbook on PARMIS, the problem with manual is that it's in Dari language, most of the people in Kandahar speaks in Pashto and are not familiar with Dari language. The IARCSC cannot suggest feedbacks for improvements of the PARMIS according to the needs of IARCSC in Kandahar. The PARMIS has a secure user login, which is satisfactory in terms of security.

The HR department of the Kandahar province is keeping all their records in an excel spreadsheet. There hasn't been anything training on HRMIS or Orange HRM to Human Resource department of Kandahar from the Civil Service Commission.

Follow-up (with person responsible)

Misc. Notes

CC: SUPPORT II

MEETING REPORT 43

Date : 16 Mar 2014 Starting Time: 02.30 – 03:00
Reporter: Enayatullah Aziz Place : HR Directorate, Kandahar

Attendees

- Mohammad Amin Kameen – Human Resource Director, Kandahar

Team attending(circle): Enayatullah Aziz, M.Ali, Klaus

Meeting Objective(s)
To identify whether the HRMIS system is established or not in south west region, it's usage and sustainability and to collect data about the implementation of performance appraisal system and its effectiveness in this directorate and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effectiveness of performance appraisal
- Conducting of capacity building workshops
- Usage of HRMIS
- Improvement of the financial system of this region

Discussion
886 employees performance is evaluated by HR Directorate of Kandahar province.
175 more employees were introduced to the capacity development program.
Establishment of data base for Kandahar Governor's office.
Kandahar province need strong assistance of donors in capacity development of the current staff of this province.

Follow-up (with)

Documents or resources required
Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 44

Date : 16 Mar 2014 Starting Time: 09.00 – 11:30
Reporter: Enayatullah Aziz Place : IARCSC's south west regional office, Kandahar

Attendees

- Mohammad Ibrahim Safi – IARCSC south west regional Director, Kandahar
- Mohammad Jan Haqpal – General Performance Appraisal Manager, Kandahar
- Tooryalai Khatibi – Data Base Manager, Kandahar

Team attending (circle): Enayatullah Aziz, M.Ali, Klaus

Meeting Objective(s)

To identify whether the HRMIS system is established or not in south west region, it's usage and sustainability and to collect data about the implementation of performance appraisal system and its effectiveness in this directorate and to distribute the trainees a questionnaire to be filled.

Agenda

- Implementation and effectiveness of performance appraisal
- Conducting of capacity building workshops
- Usage of HRMIS
- Improvement of the financial system of this region

Discussion

The performance evaluation training workshops were conducted in all four provinces of the south west region (Kandahar, Uruzgan, Zabul and Helmand).
1900 employee's performance is evaluated this year in the Kandahar Province both semiannual and annual performance evaluation.
8 performance evaluation training workshop are conducted this year (1392) in Kandahar Province and all the university staff have been trained in performance evaluation section.
1900 staff have been trained on the job in performance evaluation in Kandahar, 100 employees were trained in Uruzgan province within four training workshops which 17 of them were Directors working in the second grade.
10 training workshops were conducted according to the IARCSC's plan and 8 more were conducted by creativity of the regional office of IARCSC.
Totally 60 training workshops were conducted in the south west zone, 2210 employees were trained in these trainings, 505 more employees are currently under the training programs, 2737 high level and low level staff's performance is evaluated yet and 5568 employees are in the pay and grading system.
HRMIS system isn't established and implemented yet in Kandahar province.
No action is taken yet by IARCSC's Head Quarter in improvement of Procurement, Finance and Inventory of Kandahar province.

Follow-up (with)

Documents or resources required

Already got the documents

Misc. Notes

CC: SUPPORT II

MEETING REPORT 45

Date: 17 March 2014 Starting Time: 09.00

Reporter: Geraldine Gibbons Place: HERAT IARCSC Regional Office Western Zone

Attendees (check contact info and list organizations)

Mr. Helaludin Acting Director of the IARCSC Regional Office Tel: 0798170010

Eval Team attending (circle): Allen Geraldine

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement in the internal systems of IARCSC Regional offices and the Governor's office in the provinces and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To discuss possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*

- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
The IARCSC Regional office covers five provinces. Four of these five provinces have a district coordinator. The main role of the IARCSC is general observation of HRM. They are the channel to process requests for additional, or changes to Tashkeel positions. USAID is the major and most important donor.

There is a small IT department with one staff member and a stagier. There is a database of staff records but they are not electronically linked into the IARCSC in Kabul.

The training center in Herat, originally established under ASGP but closed when the budget was cut, is now supported by an NGO 'HELP'. They provide basic training in English, Management and Computers.

Training is also provided by IARCSC in good governance and communication to the Governor's office at Provincial and District levels.

Performance appraisal is overseen by a small committee from the Governor's office. Performance appraisal is well advanced and evaluations are currently being completed for the staff of the Mayor's office.

The Higher Education University in Herat graduates significant numbers of students every year and for every Tashkeel position advertised there are approximately 300 applicants. These job seekers take the 'job seekers' examination and recently 52 job seekers passed the examination. They are then appointed by the Mayor's Office and the appointments are endorsed by the IARCSC in Kabul. Girls are awarded 10% more scores than men taking the same examination.

There are no specific job fairs but there is advertising.

The Governor's office has a gender section in Herat. There was previously a gender section in the IARCSC Regional office but this has now closed.

Relations with the HRD in the Governors office. The Governor's office has a Committee for recruitment which brings together HRD, the line ministry (as Chairman), a representative from the Gender section and the IARCSC (as observer).

The main links between the IARCSC and the Governor's HRD relate to: capacity building, recruitment and performance appraisal.

Suggestions for the future
The most important needs relate to the long term expansion and sustainability of the IARCSC regional training center in Herat and capacity building for senior and mid-level officials.

The data base is not a HRMIS and the updating and transfer of data between the five provinces and its onward transmission to Kabul is slow, cumbersome and time consuming. This is an impossible task for only one staff member and the installation of a fully functioning HRMIS is top priority.

Follow-up (with person responsible)
Discussion to be taken into account during other Ministries and missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes

CC: SUPPORT II

MEETING REPORT 46

Date: 17 March 2014 Starting Time: 14.00

Reporter: Geraldine Gibbons Place: HERAT HRD GOVERNOR'S OFFICE

Attendees (check contact info and list organizations)

Mr. Mohammad Akran Aslani Acting Head of HRD in the Governor's Office
Mr. Najibul Pobal Head of Performance Appraisal
Mr. abdul Wassira Omary Head of Capacity Building

Eval Team attending(circle): Geraldine, Arif

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement in the internal systems of IARCSC Regional offices and the Governor's office in the provinces and in line with the signed Memorandum of Understanding.

To identify what constraints or problems inhibited the achievements of the benchmarks if appropriate

To discuss possible directions for potential future programs and areas needing further support.

Agenda *(Attached: No)*

- Introduction of the team
- Outline of the objective of the meeting
- Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
- Discussion on future directions
- Closing remarks

Discussion
The HRD reports to the Provincial Governor and comprises the three departments of Capacity Building; Recruitment and Performance Appraisal. There is also a provincial branch of the IARCSC Appeals Board to adjudicate on appeals arising from recruitment decisions.

The extent of implementation of performance appraisal is variable between different departments, Overall the Governor's office is in year three of a five year phased implementation plan. Thus far 50 staff of the Governor's office have undergone performance appraisal for levels 1 through to 6 inclusive. The performance appraisal process has begun to reach out to the district levels but no precise data is available as to numbers.

There has been limited training in the Civil Service Institute in Kabul for two staff members/for one week in general human resource management including performance

appraisal. The regional branches of the IARCSC also conduct training in the Governor's office to train two trainers of training for performance appraisal.

A performance appraisal committee has been established to oversee and assess the performance appraisal process to ensure that it is objective and without bias.

Capacity building takes the form of training and skill development on and off the job. Training needs are derived from a training needs assessment form and from the performance appraisal results. There is a small capacity building unit which then presents the training needs to the donor community for funding. The training needs are also presented by the Governor's office to IDLG for funding.

The justification for a regional branch of the IARCSC was brought into question because capacity building results achieved by the HRD of the Governor's office were erroneously reported as achievements of the IARCSC regional branch and the latter was not the case.

Suggestions for the future
Suggestions for the future focused on the needs for more donor support to training and capacity building and for a training center for the Governor's office HRD department.

Support to building the capacity of new graduate entrants was also stressed as a priority because the younger people had modern skills and were less resistant to change.

The need for donor support to focus specifically and directly on the sub national levels to build up the capacity of the Governor's office was repeatedly stressed.

Follow-up (with person responsible)
Discussion to be taken into account during other Ministries and missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes

CC: SUPPORT II

MEETING REPORT 47

Date : 17 March 2014 Starting Time: 11:30am
Reporter: Allen Decker Place (organization and address): Herat IARCSC

Attendees (check contact info and list organizations)

HRMIS Officer, Provincial office, Heart IARCSC

Evaluation Team attending: Decker, Gibbons

Meeting Objective(s)
- Measure the progress of the HRMIS implementation in Herat Province
- Get their opinion of the HRMIS training provided
-

Agenda *(Attached: Yes/No) None*

Discussion

The young man directing Heart Province's HRMIS system is bright and energetic and has a woman intern as an assistant. He has populated an Access database with the names of civil service employees for the provinces of the Northwest region, but reports that the promised MIS is at least a year away from implementation. The two days of training he had were useful, but he needed more. He is the only person to receive the training. He showed me the fields and data in his database, as well as a report showing gender and ethnic background and success rates of job seekers. Significantly, he thought that his database could not be electronically transferred into the promised MIS, but would have to be reentered by hand. All of his files were neatly kept in shelves of binders.

Follow-up (with person responsible): None

Documents or resources required

Misc. Notes: Research whether Access data can be electronically transferred into the mature MIS of the Commission.

CC: SUPPORT II

MEETING REPORT 48

Date : 17 March 2014 Starting Time: 14:00
Reporter: Allen Decker Place (organization and address): Herat, IRDG

Attendees (check contact info and list organizations)

Allen Decker, Amina Omeri
Fawzia (Afzali), Gender Specialist, IDLG Provincial Government Office

Evaluation Team attending (underline): Allen Amina

Meeting Objective(s): Discuss women's advancement initiatives in Herat province

Agenda *(Attached: Yes/No) Free form discussion*

Discussion

Ms. Fawzia related the achievements of the women's advancement effort in Heart, which she assured us were genuine. She said she participates in hiring meetings conducted by the Civil Service Commission and serves as the women's advocate with the Commission the IDLG and the Governor's office. She pointed out the inclusion of women in the interns program as one of the most significant developments for women in the province. Most importantly, she credited the Governor and Deputy Governor as having provided leadership and assured the commitment to advance women in Herat.

I believe this is one of the first instances we have seen of a real commitment to women's inclusion in either the ministries or provinces. It underlines the role of leadership in the matter, and proves that advancement is possible. What is remarkable here is that not only does the Governor support women full participation in government, but takes the initiative himself.

Follow-up (with person responsible): None required; Ms. Fawaia is a good candidate to participate in a forum or advisory committee on women's issues. She is articulate and clearly engaged.

Documents or resources required: None

Misc. Notes
CC: SUPPORT II

MEETING REPORT 49

Date : 17 Mar-2014 Starting Time: 8:30am
Reporter: Amina Omeri Place: Department of Women's Affairs, Herat

Attendees:
- Nasreen Hashimi, Human Resources Manager, Department of Women's Affairs, Herat

Team attending: Amina Omeri

Meeting Objective(s)
- Monitor the status of benchmark (1.2a Official plan for advancement of women in the civil service signed by Chairman of IARCSC)
- To find out if the achievement of the benchmarks result in the advancement of women?
  -if not, what constraints or problems inhibited such achievement?

Agenda *none*

Discussion
Ms Nasreen Hashimi was one of the participants who attended the conference on advancing women in civil service. She was actively involved in the conference to prepare the final Official Plan among her other attendees. She considers the conference as a vital step toward the reform in advancing women in civil service. The conference was not only a good experience for women civil servants coming from provinces but also it had a good impact that captured through media.

Currently department of women affairs are hiring 6 interns to promote their capacity to be able to later apply for open positions.

Gender department in Herat has a representative during the recruitment process of merit based positions – such as during the hiring process of Police. To make sure qualified women hired by the government entities.

There are a lot of activities going on in the province level to promote women's situation – similar approaches needed at the district level so women in the province are not ignored.

Document received
NA
Follow-up
Misc. Notes
CC: SUPPORT II

MEETING REPORT 50

Date : 17 March 2014 Starting Time: 3:00pm
Reporter: Allen Decker Place (organization and address): Heart Office of the Deputy Governor

Attendees (check contact info and list organizations)

Asiluddin jami, Deputy Governor, Herat Province
+93 799 101 610 (office); +93 00 401 950 (mobile); jamiherat@yahoo.com

Mohammad Ayaz Haiderzai, Advisor of Governor, Herat Province
mhaiderzai@gmail.com

Evaluation Team attending (underline): Allen, Amina

Meeting Objective(s)
- Get the Deputy Governor's blessing for the Evaluation Team to conduct meetings with the provincial staff specialists in HRMIS, performance evaluation and women's affairs
- Get DG's assessment of achievement of the benchmarks for IARCSC's work
- Get DG's suggestions on how the Direct Assistance program might be improved and ideas for future assistance work

Agenda *(Attached: Yes/No) None specific*

Discussion
The Deputy Governor and his advisor were very busy, but welcomed our meeting. They believed that the Commission's programs had been helpful. He was particularly positive about USAID's support for hiring interns and knew the number of women hired. He was aware that the HRMIS work in Herat was only in the early stages, but looked forward to full implementation and additional training. He was emphatic in supporting the process of performance evaluation as the long-term hope for merit-based staffing and reform of the governmental structure.

Follow-up (with person responsible) None
Documents or resources required None

Misc. Notes
It is difficult to escape the conclusion that Herat province is ahead of the IARCSC and other provinces and ministries in leading the process of governmental reform. They seem to take the initiative in reform and to provide genuine leadership.

CC: SUPPORT II

MEETING REPORT 51

Date : 18.03.2014 Starting Time: 13:00 until 15:00
Reporter: Klaus Zimmermann Place (organization and address): IARCSC

Attendees (check contact info and list organizations)

Mr. Mohammad Hanif, Admin and Finance Directorate

Eval Team attending(circle):

Meeting Objective(s)

Financial reports of ACSS program

Agenda *(Attached: No)*

Financial accounting system
Financial reports of the USAID Civil Service Reform Program running by IARCSC

Discussion

He is able to print recent financial reports on demand. The financial accounting is done in Excel. He printed the last quarterly report and the account of Dev. Individual Consultants – code no. 22308 and was able to explain the details of HR list for all 253 actual paid additional staff.

Follow-up (with person responsible)

Documents or resources required

Misc. Notes
CC: SUPPORT II

MEETING REPORT 52

Date: 19.03.2014 Starting Time: 09:00 until 11:00
Reporter: Ali Mohammad Place (organization and address): Independent Directorate of Local Governance

Attendees (Reza Khan Ibrahimkhel) HRMIS Manager
Team attending (circle): Mr. Mohammad Ali
Meeting Objective(s) HRMIS usability
Agenda
Status of HRMIS at Independent Directorate of Local Governance (IDLG)

Discussion

Mr. Ibrahimkhil introduced his team of 2 persons working with him in the HRMIS unit of HRD. The system they are working at is called HRMIS 3.0, there are two types of the system one are User HRMIS and another is Administrator HRMIS. The two other employees' of the HRMIS division are entering data to the database; the administrator is managing all the record management of the system.

The HRMIS is operational since 2 years in the Independent Directorate of Local Governance (IDLG). The HRMIS does not meet the needs of the Human Resources Directorate of IDLG. Mr. Ibahimkhil described that the current HRMIS unit often face technical problems. However, the technical team in IDLG has the ability to solve the problems.

Mr. Ibrahimkhel described that the HRMIS doesn't have a backup server in IDLG. He further added that the IDLG's HRMIS office doesn't have proper electricity in their office. The HRMIS office is not connected with the local area network (LAN) for data sharing between users and administrator. He mentioned that the HRMIS does take back of their on the regular bases in a Hard Drive. He complained that they have anti viruses in their computers but the problem is that they don't have Internet to update the anti-virus.
The Civil Service Commission takes back up every month in a memory stick. The HRMIS has been trained several times on HRMIS 3.0 software by the HRMIS department of IARCSC. The IDLG mentioned that the training were very useful. The Commission has given to a manual for the HRMIS users.

The IDLG have cited that they have submitted suggestion for improvement and changes on the HRMIS but the Civil Service Commission did not take their suggestions into consideration. The HRMIS has a secure login system, which meets the standards of MIS software.
Follow-up (with person responsible)
Survey on HRMIS User Satisfaction
Misc. Notes
CC: SUPPORT II

MEETING REPORT 53

Date: 19.03.2014 Starting Time: 2:00 until 3:30
Reporter: Ali Mohammad Place (organization and address): Ministry of Public Work

Attendees (Khatera) HRMIS Manager

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at Ministry of Economy

Discussion

The HRMIS has been installed in the Ministry of Economy by the HRMIS department of IARCSC. The HRMIS has been operational in the Ministry of Economy. However, the system does not meet the needs of the Human Resources Directorate of the Ministry. The MoEc often face technical problem, the ministry will the Commission after few days the Commission will send their technical team to HRMIS unit of MoEc.

The Ministry of Economy doesn't have backup server for data protection. Furthermore, the HRMIS unit does not have proper electricity in the Ministry, which is one of their major problems. The HRMIS office is connected to the local area network but there is no data sharing between admin and users of HRMIS staff.

Unexpectedly, the HRMIS unit doesn't take back up of their data. The computers in the HRMIS office are well equipped with anti-virus. The HRMIS unit of the Ministry of Economy does share data with Commission on regular bases through a memory stick.

The HRMIS staff at the Ministry has received trainings on HRMIS and the trainings were very useful according to the Ministry. The HRMIS office pointed out that the Commission did not hand them over a handbook or manual on HRMIS. The Ministry have submitted a long list of suggestions for changes and improvement in the current HRMIS to the Commission, but it hasn't take any action yet on the system. The HRMIS software has a secure user login, which meets the requirement of a standard MIS.

Follow-up (with person responsible)

Misc. Notes
CC: SUPPORT II

MEETING REPORT 54

Date : 19 Mar -2014 Starting Time: 02 pm
Reporter: Amina Omeri Place: IDGL - Kabul

Attendees: Ms Hamida Ahmadi, Head of Gender Unit, IDLG

Team attending: Amina Omeri

Meeting Objective(s)

- Monitor the status of benchmark (1.2b Network of Women civil servants) & others that apply
- To find out if the achievement of the benchmarks result in the advancement of women?
  -if not, what constraints or problems inhibited such achievement?

Agenda - *none*

Discussion

Ms Hamida Ahmadi, the Head of Gender Unit and Zarmina working under her supervision have the membership of the Network of Women civil servants. They both have worked on the TORs and work plan of the network as there will be a meeting on 25th and 26th of March. In this meeting the final work plan and the committees will be finalized. To date the Network of Women has only been starting to get established and the network has not actually functioning.

Through IARCSC the female civil servants have got trainings on English, Computer, Proposal writing, Planning, Basic Management and Leadership.

Suggestions for future

According Ms Ahmadi, there is some problem with the trainings offered for women abroad. Majority of trainings' requirement is Bachelors' degree -- Whereas most civil servant women are high school graduate with a little knowledge of English. The trainings' requirement of 'English and Bachelors' degree' puts some limitation to those female civil servants who can't meet. Therefore those get deprived from trainings automatically.

Some of the training workshops are very short term period – if the training workshops are a little prolong of 10 or 15 days – the learning get much useful and detailed.

There should be opportunities of higher education for the 12th grade working civil servants as those women cannot afford it.

There should be some type of approaches to change men's mentality against women. Since for most women in remote areas it is difficult to have the right of education, work, and right to movement.

The Head of Gender unit should be trained on how to deal the gender issues within her agency which is now not happening.

The gender Unit should be under the structure of Policy Directorate not Admin/Finance.

Document received
NA

Follow-up

NA

Misc. Notes
CC: SUPPORT II

MEETING REPORT 55

Date : 20.03.2014 Starting Time: 16:00 until 17:00
Reporter: Klaus Zimmermann Place (organization and address): GIZ, Ansari Square, Street 3, House No. 36

Attendees (check contact info and list organizations)

Stephanie Kettler, Deputy Fund Director, Open Policy Advisory Fund, GIZ

Eval Team attending(circle):

Meeting Objective(s)

Projects funded by GIZ in the IARCSC

Agenda *(Attached: No)*

Open Policy Advisory Fund, GIZ
Benchmark 1.1a Model Civil Service

Discussion

GIZ is running small projects in IARCSC since years and act as Donor as well as Implementing Agency. They will not shift to own "on-budget programs" but being involved in the Multi Donor Trust Fund lead by World Bank. They will be able to act as Implementing Agency for other Donors. Actually GIZ is running a small project on demand of IARCSC, Civil Service Management Department, Policies & Legislation Directorate for policy advises on further development of Afghan Public Administration. Another but bigger project is the support of the Afghan Civil Service Institute. The Open Policy Advisory Fund is interested in working on the "Model Civil Service" with the IARCSC.

Follow-up

Meeting for discussion on Model Civil Service under guidance of Hamida Barmaki Foundation end of March 2014.

Documents or resources required

Misc. Notes

CC:

MEETING REPORT 56

Date: 24.03.2014 Starting Time: 10:00 until 11:30
Reporter: Ali Mohammad Place (organization and address): Ministry of Rural Rehabilitation and Development (MRRD)

Attendees (Sulaiman Azar Yadgari)

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at Ministry of Rural Rehabilitation and Development (MRRD)

Discussion

The HRMIS has been installed in the Ministry of Rural Rehabilitation and Development. The HRMIS has not been fully operational in the MRRD. The system does not meet the needs of the MRRD. The Ministry has separate database in Ms. Excel spreadsheet.

The Ministry has often faced technical problem with the HRMIS, the HR department contacts the HRMIS department of IARCSC for technical support the Ministry complained that after months the civil service Commission sends their technical person to solve the problem. This has happened with the Ministry of Rural Rehabilitation and Development ones.

The Ministry doesn't have a back-up server for data protection. The HRMIS office mentioned that their office doesn't have proper electricity. The HRMIS is not connected to local area network (LAN) for data sharing within the HRMIS office.

The HRMIS does not take back of their data at all. The Ministry relies on a separate database that has been developed by the Ministry itself. The HRMIS computers has anti-virus, which has been given by the Ministry's IT staff. There is no data sharing between the Ministry of Rural Rehabilitation and Development and Civil Service Commission.

No training has been provided from the Civil Service Commission to MRRD, the Commission hasn't provided any manual or handbook to the Ministry.
Follow-up (with person responsible)

Survey on HRMIS User Satisfaction

Misc. Notes
CC: SUPPORT II

MEETING REPORT 57

Date: 24.03.2014 Starting Time: 12:00 until 2:00
Reporter: Ali Mohammad Place (organization and address): Ministry of Agriculture, Irrigation and Livestock (MAIL)

Attendees (Zahedullah Khattak) HRMIS Manager

Team attending (circle): Mr. Mohammad Ali

Meeting Objective(s) HRMIS usability

Agenda *(Attached: No)*

Status of HRMIS at Ministry of Agriculture, Irrigation and Livestock (MAIL)

Discussion

The HRMIS has been operational in the Ministry of Agriculture, Irrigation and Livestock since two years. The current HRMIS does not meet the needs of the MAIL. The HRMIS office does face technical problem. However, the person who is in charge of HRMIS has technical skills in database management system.

The Ministry does have a back-up server in the Ministry and is connected with the HRMIS office. The HRMIS office does have proper electricity and UPS. The HRMIS office is connected to the local area network (LAN) the user and the admin of the HRMIS are connected to each other's computer. The Ministry has Microsoft SQL Server for data back ups.

The HRMIS computers have updated anti-virus. The MAIL and IARCSC does have data sharing between two ministries. The methods of data sharing extremely poor as cited by the HRMIS office in MAIL, the Commission is bringing a memory stick to collect all information from the Ministry.

The person responsible for HRMIS division hasn't been trained on the current HRMIS 3. The Commission has given 2 days orientation workshop to the HRMIS office on Orange HRM. It was cited by the Ministry that the workshop was extremely useful and the way the Orange HRM system has been introduced by the Commission is extremely useful. The HRMIS has secure user login, which is considered.

Follow-up (with person responsible)

Survey on HRMIS User Satisfaction
Misc. Notes
CC: SUPPORT II

MEETING REPORT 58

Date : 24.03.2014 Starting Time: 14:00 until 15:00
Reporter: Klaus Zimmermann Place (organization and address): IARSCS

Attendees (check contact info and list organizations)

Mr. Aman Nawabi, technical advisor of HRMIS, HRMIS directorate, IARCSC and colleague, acting as deputy director

Eval Team attending (circle): Klaus Zimmermann,

Meeting Objective(s)

HRMIS

Agenda *(Attached: No)*

Status of HRMIS

Discussion

The HRMIS Department is running a so called HRMIS system as a stand-alone system based on a simple database with a server-client network structure in the HRMIS department. This system is able to setup an electronic personal data file. The system is rolled out to the ministries and provinces. HR in the related organization is asked to let the civil servant filled out a form for his personal data's. This form is checked with the personal data file from there data record office. These personal data file forms of all civil servants of this ministry/province were filled in the HRMIS system in the HRMIS department in the IARCSC. If the data transfer is completed, the whole electronic data files of this organization are going back on a stick to the related organization and were filled in the stand-alone PC system. The HRMIS team of this organization than have to date up the system in its own responsibility. Every month the data's were collected by the HRMIS department of the IARCSC from all other HRMIS system on a stick and filled into the main HRMIS system running in the IARCSC. With this data's the IARCSC is able to server two customers. First they can help producing reports for the several organizations and second, they were able to answer special requests on civil servants from Tashkeel nationwide for the Government.

The HRMIS Orange 3.0 is a standard HR system, able to cover all HR functions. It is now in development within the HRMIS department of the IARCSC. The special requests for customizing are not still set up. They need help from HR experts from other countries, which are working on a day to day basis on HR in Public Administration, for further development and customizing.

Follow-up (with person responsible)

Documents or resources required

Print out of data collection form, digitized Tashkeel, list of reports, list of entities in the system

MEETING REPORT 59

Date : 24 March 2014 Starting Time: 14.00
Reporter: Geraldine Gibbons Place: Ministry of Public Works

Attendees (check contact info and list organizations)
HR Director Eng. Mohannad Sharif Rasikh
Tel: 0704 018 131
Sharif.rasikh@gmail.com

Manager Performance Appraisal Mr. Mohammad Khalid Faqeri
Tel: 0700 503 566

Director Gender Unit Eng.Qudsia 'Kakar'
Qudsia_pmu@yahoo.com

Eval Team attending (circle): Allen Klaus Geraldine Amina Aziz Ali Arif

Meeting Objective(s)
To obtain high level feedback on the extent to which the achievement of the project benchmarks by IARCSC resulted in an improvement of the internal Human Resource systems in the Ministry of Public Works at the Central and Provincial levels.

To identify what constraints or problems inhibited the achievements if appropriate

To identify opinions as to potential future programs and areas needing further support.

Agenda *(Attached: Yes/No)*

Introduction of the team
Outline of the objective of the meeting
Discussion on the benchmarks and results signed up to in the Memorandum of Understanding between the IARCSC and Ministry.
Discussion on future directions
Closing remarks

Discussion
The discussion in the ministry focused mainly on the database. It is considered to be very important that support is continued to further develop the very basic system. The system is the same as the standard model developed by the IARCSC. There is three technical staff to support the data base and it is considered preferable for the ministry to be able to customize the data held and the reports produced to meet the specific requirements of the MoPW.

There has been significant support to Performance appraisal and it has been appreciated. The system is well established in the ministry and this will continue.

Support has also been provided to the advancement of women but it has been limited and sporadic. One staff member was selected to attend short workshop in India on women's advancement. Longer training in country is needed and especially the training of trainers.

Future Directions
It was strongly advocated that support should be directed at the line ministry and not routed through a third party such as the IARCSC. In that way the ministry can be held to be directly accountable to the donor for results.

Follow-up (with person responsible)
To be taken into account during missions to the provinces

Documents or resources required
None at this point in time

Misc. Notes

CC: SUPPORT II program

ANNEX VIII STATEMENT OF DIFFERENCE – REGISTERED BY IARCSC

جمهوری اسلامی افغانستان
کمیسیون مستقل اصلاحات اداری و خدمات ملکی

د افغانستان اسلامی جمهوری
د اداری اصلاحاتو او ملکی خدمتونو خپلواک کمیسیون

Islamic Republic of Afghanistan

Independent Administrative Reform and Civil Service Commission

Directorate General of Administrative Reform Secretariat

Ref. No.....
Date. / /

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Subject: IARCSC comments and reservation on Checchi report.

IARCSC has appreciated and fully supported the performance audit made by Checchi, as it has been our belief that evaluation of development initiative should be used as learning and organizational development as well as an accountability measure. The results of the evaluation would benefit both implementer and donor to make timely and sound decision for improvement of their investment in term of achieved objectives. Checchi being an international company had raised the expectation of project's stakeholder that they will be doing a professional performance evaluation based on technically sound measure of validation of irregularities and short falls detected as result of the assessment of the initiatives based on the world experience of administrative reform and specially management and normative reform initiative in fragile country.

Although the commission appreciates their effort that they tried in short amount of time to perform the task and provide insight on some of the reform issues which both the commission and USAID would benefit from, but the finding and recommendation provided specially in the area of overall management and gender seem to be blind to the context as well as one doubt its professional authenticity on evaluation and the validation techniques and development understanding in fragile states. The report has based its expectation of the result of the project on the short term donor expectations and not on sound technical conceptual model of reform in fragile states situation, and not spent sufficient time on validation of assumptions or proposed recommendations.

Meanwhile the report finding shows that they are not familiar with the management practices within the commission, and scope and approach of CBR project. Since the IARCSC is following the program based budgeting and in that each program should have a program manager. The commission has four programs and each DG is responsible for one program, hence during the interview the manager naturally will be talking about their respective program. ARS is the coordinating unit through the budget department and hence each DG would talk about their programs. The style

of management is participatory and we have the oversight in which the chairman in consultation with the leadership would set priorities and assign task for the DGS and then each DG is given the authority to implement the initiative. It means that policies and strategic priorities are set and then each DG would prepare a budget for implementation of the priorities assigned to them and would implement them. This practice has not been understood and the comment has provided that IARCSC has fragmented leadership which indicates a negative connotation. At the same time the practice of HR for selection of personal for training has not been validated and the comment on page 28 of the report about training in the commission is based on tell tale and not factual realities. This also shows that because of time shortage they have not done a through validation of the assumptions of information so that the information can be converted to realities or facts or just perceptions. We have an established process for selecting the personnel for sending for training. Once we get the request for training based on the subject the qualified staff is taken from the HR data base and the chairman select the candidate from the list with the departments need and work load management requirement.

So we propose that the recommendation on both the commission leadership be corrected as the leadership is participatory and in case there is any recommendation it should be for changing the practice or improving the practice of leadership and management within the commission. Meanwhile the training part on page 28 needs to be corrected.
Generally one can conclude that since the report has not taken enough time and sufficient validation of the in formations; this understanding is based on the nature of recommendation made about using CBR to support the gender, HRMIS and performance proposal. This is not a validated and accurate recommendation shows that not enough information about CBR has been sought, their understanding on the leadership and management practices of the commission as well as HR practice specially training within the commission also shows that not enough validation and understanding of internal practices of institution been understood, and the same is true for their finding on HRMIS in provinces where the project has not invested and report shows result on those provinces; so the results are still need to be thoroughly evaluated and sufficient validation is required. But the report can be used as a management exercise for a rough study which would require further in depth study in each of the area for effective utilization of result for organizational development of commission.

We have 37 benchmarks and all except 2 during the review have been achieved, which the report also acknowledge it but the report has pick up three initiatives and all the three has strong administrative as well as culture change perspective which require longer time than spent during the implementation of initiatives and this need to be acknowledged based on lessons learnt from the donor intervention and support in fragile countries. Besides achievement and lack of achievement depend also on the general support environment which the report should consider. The achievements of the commission depend on the amount of support provided by the ministries and agencies as well.

The following reservations exist on Gender, HRMIS as well:
The finding in the women's advancement the report says; "Relevant benchmarks were technically achieved they represent little substantial or lasting improvement". This shows that the team is not fully aware of the intricacy of the gender in the fragile and conservative Islamic societies, with a strong normative and cultural barriers expecting substantial change in this comparative short duration of time within the public sector while the rest of social factors is untouched would be an unrealistic expectation, and might misguide the reader as well the investor. Literatures review on the development effort in fragile states recommend as a do no harm strategy for the donor that they should support long enough an intervention to provide the lasting impact required proportionate to the context, so one can conclude that the team did not had a full understanding of normative development in the transition and fragile country and their conceptual model is based on a country with situation different from Afghanistan realities. Though the commission appreciates some of the finding on the gender in term of networks and gender units as well as the women development center that should be improved, on the women advancement the following reservations needs to be considered:

During the monitoring of the CDC, the trainer was in her maternity leave, but still all documents were shared to Checchi monitors, the main problem of the CDC is that due to shortage of human resource, all tasks of the center is managed only by one trainer who is responsible for providing training programs, presenting, update training database, conduct need assessment of female staff of different ministries and agencies, analysis of need assessments and preparation of reports is a huge task for one trainer to continually have workshops in the center, but still based on the gender

directorate annual plan 205 female civil servants utilize center training programs quarterly.

In the report it is mentioned "The IARCSC database is deemed "confidential" and fails to track key information". As per our meeting with our Checchi colleague each and every document which was requested during the audit period been shared to provide to them, the database was not completed during the monitoring period, but as soon as completed it was sent it to USAID technical team. Since the initial database did not capture the women HR data as defined in means of verification thus, another data base developed which includes (Number of positions announced in the civil service, number of women applied for the vacant positions and the number of women accepted the positions) of two year (1391-1392) of all grades . The new data base covered about 20 Ministries/governmental agencies including IARCSC, and Appointment Board of IARCSC while the data from remaining Ministries/agencies is being collecting onwards as the benchmark deadline limit the time to complete all Ministries/agencies.

The University Recruitment campaign has never been a one-off effort. Since the gender directorate think about sustainability of the projects, specially focusing on those programs which help to increase the number of women in civil service, so the recruitment campaign is included in the gender directorate annual plan for the year 2014 in (Kabul and Balk) Universities.

Although students who participated the informational sessions and trainings of recruitment campaign, were not graduated and it was the last year of their study, but gender directorate already negotiated with Balkh Governor HR department to pave the way for recruitment of those newly graduates, as well as lists of campaign participants of Kabul is sent to gender units of ministries and agencies to facilitate recruitment of them based on their studying field. The latest report received from different gender units says few of them are selected and recruited in ministries in different positions.

In respect to women leadership network established, the governing board which includes the leader, deputy, secretary and six committees along with the network procedure, ToR for governing board and six committees were developed. The Networks have leader both (Kabul and Balkh), but the

networks leadership and committees need to be more supported and improved to find the capacity to run the network independently. Although establishing of networks was a pilot project for gender directorate and no previous experience was there, but lots of effective activities were done and the Balkh network members know about their plan and meetings. The governing board has their regular monthly meetings, but since they do not have access on internet, the only communication tool between the Balk network and Gender Directorate of IARCSC is over the phone/mobile. So, it is the only way to get the meeting reports and solve any problem through that.

The commission appreciates the analysis of the HRMIS problem and it has been a sound analysis of the issue and the commission need to take serious decision and action in this regards. The commission also appreciates the recommendation of the report on the support for the given sector, but propose that training also should be included in the area of support till we get to the proposed strategy of self financing of the training. The proposed concept of self-financing training is a good recommendation, but report should consider a transition phase from donor financing to self financing considering the current economic realities of the country.

The reservation of commission is about the feasibility of the recommendation that it has to be through CBR. The commission strongly is against a parallel mechanism to support the commission, but welcome the oversight of third party.

Yours Sincerely,

Sayed Zabihullah Sawayz
Director General, Administrative Reform Secretariat

Tel: 0093(0)202102367-71 Fax: 0093(0)202103518 website: iarcsc.gov.af

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Sayed Zabihullah Sawayz
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