



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



NEWSLETTER

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





Dear Colleagues,

CBCMP is entering its third year of implementation and this Newsletter highlights some of the recent successes of our program. We recently conducted a stock taking assessment of the first two years of CBCMP performance in Washington with USDA and most of the success stories we were able to communicate were due to you - our Change Management Specialists!

H.E. Minister Rahimi credits you with bringing a much higher energy level and morale with civil servant staff that has enabled MAIL to more effectively engage donors and enhanced MAIL's status with the Ministry of Finance and the Presidency. On a similar note, the Presidents of IESC and the VEGA Alliance paid a courtesy call on the Director of the Balkh DAIL who told them that because of CBCMP assistance he now has the tools to be a more effective manager and provide better services. The CBCMP-supported changes he pointed to include: 1) Real-time access to budget information enabling him to access and better program both development and ministry funds; 2) Better ways to coordinate assistance; and, 3) Better ways to track the movements and performance of his people.

In addition, due in part to CBCMP's work, we understand the Ministry of Finance (MoF) is likely to increase MAIL's operational budget by 200% next year. This has happened because the MoF has noticed significant improvement in MAIL reporting and compliance with MoF procedures. MAIL has been mentioned as a leader in adopting Change Management (the 4th pillar of the National Agriculture Development Framework) by the MoF and the World Bank. The World Bank is giving a large proportion of salary supplements under its new Capacity Building for Results Program to MAIL due to MAIL's progress.

Change Management Specialists need to be constantly reminded to take seriously their Coaching and Mentoring responsibilities with MAIL civil servants. This may be your hardest challenge but it is your most important task to ensure the sustainability and legacy of CBCMP.

W. Quintin Gray, the USDA Minister Counselor, recently departed Kabul for a new assignment in Ethiopia. His support and leadership over the past year will be missed. His replacement, Robin Tilsworth, is most welcome and has already visited MAIL a couple of times.

Brian Rudert, Chief of Party



Mr. W. Quintin Gray

BUILDING CAPACITIES AND INTRODUCING CHANGE MANAGEMENT TO THE KABUL DAIL

“Work of CBCMP CMSs is not limited only to our counterparts, we are here for everyone who needs our help”, says Kabul DAIL Team Leader Salih Baktash

The Kabul Provincial DAIL is located in Badam Bagh and is one of the 7 DAILs where CBCMP is concentrating management, knowledge and communications efforts to serve as models for the surrounding DAIL District offices. Each of seven CBCMP's regional teams has a seven Change Management Specialists (CMS) team composed of a Senior Provincial Management Specialist, two extension CMS coordinators, one Change Management specialist, and a finance, administration and ICT specialists. They are tasked with transferring their skills to DAILs civil servants through constant coaching and mentoring, as well as providing needs based tailored trainings.

Salih Baktash and Serajuddin Mehraban are key members of the CBCMP Kabul DAIL team and they recently talked to us about the daily activities of CBCMP team. The first thing they emphasized was their role in facilitating two types of coordination meetings. The first is general coordination meetings with the District governors, extension managers, donors, farmers, cooperatives, representatives of district and provincial councils, as well as the district development council.



SPMS Serajuddin Mehraban, Mr. Hashmatullah Enayat, Kabul DAIL Director and Salih Baktash, Kabul DAIL Team Leader

They also facilitate monthly Agriculture and Rural Development (ARD) cluster meetings. To prioritise the implementation of the Afghanistan National Development Strategy (ANDS) and to enhance monitoring and evaluation and an integrated approach to budget policy formation, the Afghan government aligned relevant ministries into “clusters”. The ARD cluster includes: MAIL, Ministry of Rural Rehabilitation and Development (MRRD), Ministry of Energy and Water (MEW), and Ministry of Counter-Narcotics (MCN).

“We are tasked with many things, for example, sometimes we are asked by the DAIL Director to do monitoring and evaluation of different projects implemented in Kabul district, making it difficult at times to follow our CBCMP action plan, however, we are trying our best to deliver according to the action plan and introducing 4 pillars of change management to Kabul DAIL. Our ICT CMS has been doing all IT work for Kabul DAIL, and in addition to that helping PPQD, the Research Department, and working closely with Kabul DAIL MIS officer. Extension specialists cover both technical as well as administrative aspects, introducing the principles of four change management pillars to extension management.”

We are presenting Kabul DAIL

Administrative and finance CMSs work intensely to improve capacities of civil servants in their respective departments. Currently we are focused on training of civil servants, and we also support AAEP which is a USDA funded project. Work of CBCMP CMSs is not limited only to our counterparts, we are here for everyone who needs our help”, said Kabul DAIL Team Leader Salih Baktash.

Mr. Hashmatullah Enayat, Kabul DAIL Director, said that CBCMP has a very important role for MAIL and that CBCMP staff are very good colleagues to the civil servants in extension, finance, MIS, ICT and human resources departments. *“Many positive changes happened since we have CBCMP. Each of our CMSs has 2-4 counterparts, they are coaching and mentoring them and helping to prepare required reports. Civil servants and CMSs are working together; we don't differentiate between them because they are so dedicated to MAIL. The first important activity performed by CMSs is coordination work for NGOs and donors, we found it particularly helpful for us. They are helping us with general coordination meetings and ARD cluster meetings. Their help in preparation of plans and reports is also very valuable. They provided very useful trainings to us, in both areas, technical and managerial. After intense coaching and mentoring my civil servants are now able to produce reports”.*



Mr. Hashmatullah Enayat, Kabul DAIL Director

Mr. Enayat went on to say *“the main outcome of our joint work with CMSs is preparation of budget for Kabul province in different sectors of agriculture and the fact that we manage to spend 80% of the budgeted 14.2 million US dollars. We had two major problems here, the first one was access to internet and CBCMP resolved it. The second one was lack of training hall and CBCMP resolved it too. Additionally, I would like to thank CBCMP for providing me a chance to visit Malaysia 8 month ago, where I acquired much useful knowledge. Whatever good practices I*

learned during the training I am implementing it in my DAIL now. Extension manager of Mir Bacha Kot District is just now at the training in Malaysia thanks to CBCMP”.

Speaking about the needs and future plans for Kabul DAIL Mr. Enayat emphasized that he would be thankful if CBCMP could provide 4 additional CMSs and one extension specialist in order to better cover all 16 districts of Kabul province, having one CMS covering 4 districts. In addition to that, Mr. Enayat pledged to get 20 to 30 computers to equip a building which is now empty and could serve as additional facility for training purposes. *“Every moment which CMSs spent with us was very useful. Team work is important and they really behave as members of our Kabul DAIL team contributing hugely to its success”* said Kabul DAIL Director Enayat.



CMSs facilitate coordination meetings at Kabul DAIL

ADMINISTRATION DIRECTORATE

Abdul Ehsan Ehsan Mohmand, Change Management Specialist (Operations Manager) introducing his civil servant counterpart Mr. Mohammad Daoud Azizi, Director of Administration.



Mr. Mohammad Daoud Azizi (on the left) and CMS Abdul Ehsan Ehsan (on the right)

Introducing his counterpart CMS Ehsan said: “Mr. Azizi is very cooperative and willing to learn. He provided us good opportunity to work with every department and whenever we faced any problem with civil servants regarding their willingness to cooperate he resolved it. He shares our ideas and gives opportunity to every CMS to talk to him and express his views and proposals.

Mr. Azizi is open to introducing new technologies to every department, bringing effectiveness to higher level and avoiding bureaucracy. He is committed to create an enabling environment to all his employees to deliver on time and effectively. We are thankful for his support to our training and capacity building program throughout the directorate.

Emphasizing that Administration Directorate supports the entire Ministry with the responsibilities on transportation, maintenance, inventory, and space and property management, Mr. Azizi continued: “CBCMP supported us strongly, they are making procedures and developing the systems to improve our functionality. They developed for us a very good inventory system for registration of assets and maintenance procedures for maintaining assets of the ministry. Also, they helped us to make strategic plan for Admin directorate.

Right now they are introducing an automated system which will enable us to locate and register every single MAIL's property throughout the country and to have precise GPS coordinates. They provided us useful trainings such as planning, controlling, managing, writing of official letters, computer, English classes etc. I personally attended CBCMP English classes. I never learned English before, and as you can see, now I speak English with you”.

AGFAIRS - MEETING POINTS FOR AGRIBUSINESS PLAYERS

This year's Kabul International AgFair was held on November 7-9 entirely organized by MAIL. The Private Sector Development Directorate (PSD) led the effort with the help and cooperation of all other relevant MAIL directorates. We interviewed Abdul Qayoom Bassam, Director of PSD in his double role, as a civil servant and Change Management Specialist:

As a person who led the organization of the AgFair what are your impressions, are you satisfied with the outcomes and what were the principal challenges?

AgFair was a resounding success and the leadership of the Government of Afghanistan was very pleased. Vice-President Karim Khalili attended and performed the ribbon cutting ceremony along with the H.E. Minister Rahimi; members of parliament; Mr. Shahrani - former minister and Advisor to the President; foreign ambassadors and other dignitaries. H.E. Minister Rahimi's leadership in transforming MAIL was reflected in the successful AgFair. His commitment to Afghan farmers is critical because a majority of Afghans live in rural areas and are engaged in agricultural production. The AgFair was very well organized, attendance was strong, and a number of high tech companies participated to showcase their technology.



Director Bassam coordinating preparations with his team

Please provide us some data about the participants and number of visitors?

The total number of visitors was almost 40,000. In addition to that, many representatives from foreign embassies, international NGOs and other foreigners attended. This AgFair engaged exhibitors from all regions of Afghanistan, starting from Herat to the west, Kandahar and Helmand to the south, Mazar to the north, and with the important participation of Kabul based companies. Exhibitors from UAE, Pakistan, India, Germany and Kazakhstan promoted their companies. All relevant media houses reported on the AgFair and the work of the Ministry was well presented.

Costs of the organization decreased dramatically since MAIL took it over? What has changed?

Because the Afghan Government implemented this AgFair, organizational and implementation costs were significantly reduced. For example, security services were provided by MAIL and related ministries of the Government of Afghanistan. No international staff were hired and this was an Afghan led and managed success. Finally, we also obtained a number of in-kind donations from Afghan companies, for example, internet, coordination and management of business-to-business match making meetings and the knowledge center, flowers and other decorative items, etc.

Do you already have some information on the impact (investments, business linkages)?

During this AgFair, approximately 10 contracts were negotiated and signed. For example, German based companies signed contracts for saffron, UAE based companies signed contracts for pomegranates, and

MAIL purchased new technologies from overseas which will improve local harvesting and product quality. Many business people came to see what Afghanistan has to offer and plan to sign contracts in the future. The business-to-business meetings were very successful and provided the opportunity for many fruitful discussions. Linkages developed now will bring positive results in the future.



Mr. Shahrani, Minister Rahimi, Vice-President Karim Khalili and Director Bassam at the AgFair opening ceremony

What is the most valuable experience you have gained through the organization and which is applicable on the organization of such kind of events in the future?

I have learned that I don't have to do everything myself nor does my department have to do so. Developing different committees to manage, arrange security and procure necessary items meant that the work load was shared among various MAIL departments. This allowed me and my team to benefit from the expertise and experience of other MAIL staff and the team work.

What is your message to the readers, coworkers and possible participants to future AgFairs?

AgFairs provide an excellent opportunity to exhibit new advancements in production and technology, to build linkages between all players in various value chains, to provide marketing opportunities for locally produced products, to attract domestic and international investment in the Agriculture Sector, and to demonstrate MAIL's efforts to support agribusiness. To close, on behalf of MAIL's Private Sector Development Directorate, I would like to thank everyone who contributed to the success of this AgFair. Without your support this would not have been possible. We look forward to working with you again in the future.



Did you know that Afghanistan's largest agricultural export is Asafetida resin which is the primary ingredient for the Hing spice used in South Indian cuisine? Official export figures show 550 metric tons valued at \$37.5 million, more than double the value of raisins exported. The resin is extracted from the *Ferula asafetida* plant in June and processed for export in Herat and Mazar.

If you have any information you wish to share on Asafetida, please email info@cbcmp.org



Photo Story: Kabul International AgFair, 7-9 November 2012



CBCMP's CMS late night work in the printing company



Thousands of pieces of promo material were distributed



CMS Miriam Ahmadzai checking the distribution of booths at Badam Bagh Fairgrounds



3000 posters, 12 billboards and 17 banners were printed in Pashto, Dari and English and distributed throughout Kabul



CMS Mahshed Najumyar chairing the preparatory meeting of the "business to business" group



Preparations ongoing for the AgFair at Badam Bagh Fairgrounds

A story about the joint MAIL's and CBCMP's success



Everything is ready for the AgFair visitors



Minister Rahimi, Vice-President Khalili and President's Advisor Shahrani cut the ribbon



Agriculture producers from all regions of Afghanistan promoted their products



Afghanistan is widely known for its excellent dry fruits



Potential foreign investors witnessed the quality of Afghanistan's agricultural products



Domestic dry fruit samples in exchange for foreign trade company profile

CBCMP CHANGE MANAGEMENT SPECIALISTS IMPROVING ESSENTIAL COORDINATION AMONGST PROJECTS IMPLEMENTED IN MAIL

MAIL has been recognized by donors as one of the key ministries where enhanced performance could bring tangible changes in lives of almost 80 percent of Afghan population. Therefore, a number of projects to build the capacity of MAIL employees and to advance its performance at the district level are under implementation. As the number of projects has been increasing, coordination was becoming more and more challenging.

CBCMP Change Management Specialists embedded in the General Directorate of Planning and Program Coordination (GDPPC) contributed to reinvigorate coordination between the National Institution Building Project (NIBP) and GDPPC staff. Trainings were provided to the Policy and Planning Directorate which is tasked, among else, with writing of project proposals.



Mohammad Daud Qasimyar, Director of Policy and Planning Directorate consulting with Muzhgan Sadat, CBCMP CMS

Muzhgan Sadat, CBCMP Change Management Specialist (CMS) who coordinated organization of the training said: *“On one side, we had our Policy and Planning officers that know how to write project proposals, but were lacking the knowledge on situation analysis and practical issues when it comes to extension aspects of the project. On the other side, extension and technical directorates' staffs had knowledge gap in writing project proposals. So, they could not help each other effectively. Such a situation led to writing project proposals which were not implementable or had undesired outcome”.*

To address this problem, a combined participants training list is prepared, where 80% of participants were civil servants from technical departments (Mechanization, Horticulture, Livestock and Extension) and 20% were from Policy and Planning Directorate. They attended the NIBP capacity building training in India in September 2012, which was structured according to annual action plan which identified critical areas where MAIL needs improvements.

CBCMP Change Management Specialists working with civil servants developed a detailed work plan for the training. The first training/study tour for 15 MAIL employees covered the following topics:

- Orientation to best practices relating to wheat/rice cultivation, cultivation of potatoes and vegetables;
- Farm Machinery Training and visit to Testing Institute (NRFMTTI) and to Mechanized Farm of State Farms Corporation of India;
- Orientation to best practices regarding mechanization of Agricultural operations;
- Training regarding sheep rearing and breeding;
- Visit to forage production and Research Station;

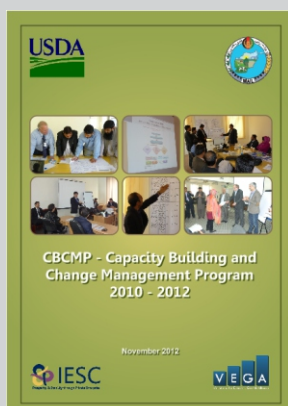
- Training on Fodder production for Animal Husbandry;
- Visit to Rice Mill to see the Rice Shelling operations;
- Visit to Vegetable Processing Plants to see the possibilities of value addition in Agriculture Sector;
- Visiting Organic Farms to see Organic Farming.



Participants on the training in India

Participants in the training program reported a good opportunity for information sharing. Mohammad Daud Qasimyar, Head of Policy and Planning Directorate who attended the training said: *“The training helped us to better understand concrete agricultural issues and practices. It enables us to easier develop realistic and implementable proposals for these areas. Also, it gave some ideas how we could better adjust some practices to Afghanistan's environment”*. Ultimately, increasing the capacities of civil servants to prepare better plans and project proposals leads to better management of donor and GIROA funds invested in MAIL.

Authors: Muzhgan Sadat and CBCMP Communications Team



The CBCMP Report for 2010-2012 has been published recently and is available to all our employees, partners and colleagues within the Ministry, as well as to the colleagues from different organizations implementing complementary projects.

We are thankful to all our Ministry counterparts for their good cooperation and their positive appraisals of our joint work. As we start our third year of implementation we look forward to the same energy and dedication towards our joint goal - building the capacity of MAIL to be able to provide a higher level and quality of services to Afghan farmers and herders.

Flash News

Workshop at MAIL's Research Institute

Change Management Specialists embedded to the Agriculture Research Institute of Afghanistan (ARIA) prepared a three-day workshop for their 30 civil servant colleagues. Workshop was held from 8 to 10 October 2012 in ARIA premises at Badam Bagh.

The main objective of the workshop was to educate the participants on the four pillars of change management. In line with the agenda, participants were lectured and practically exercised the preparation of the scorecards; mapping of different processes, development of the annual work plan, and shared the ideas on the organizational structure realignment.



PPQD Workshop

Who: Plant Protection and Quarantine Coordination Workshops headquarters plus 25 participants from 4 provinces Khost, Paktya, Paktika, Ghazni

What: Bi-annual coordination workshop for South East

When: Dec 2 and 3, 2012

Where: Badam Bagh

Why: To improve the coordination of their activities (topics: current state of PPQD activities, plans, improving of reporting system, technical issues).

