



Business Environment Reform Facility

Organisational Design and Review of Harakat

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About Business Environment Reform Facility (BERF)

BERF is funded by the UK Department for International Development (DFID) under the Business Environment for Economic Development (BEED) Programme. BERF is a central facility responding to demand from the DFID's priority Country Offices and stakeholders to initiate, improve and scale up business environment reform programmes. BERF is managed by a consortium led by KPMG LLP. The programme started in January 2016 and will finish in January 2019.

We provide expert advice, analysis of lessons learned, policy research about what works and what doesn't and develop innovative new approaches to involving businesses and consumers in investment climate reform.

BERF has a strong emphasis on strengthening the Business Environment for women and girls, as well as for young adults more generally. It is also aiming to improve the relationship between business and the physical environment including where relevant through linkage to climate change analysis. BERF recognises the need for appropriate political economy analysis in order to underpin business environment reform processes and interventions.

About this Report

Research for this study was conducted by William Pitkin between October and November 2016.

The views contained in this report are those of the authors and do not necessarily represent the views of KPMG LLP, any other BERF consortium member or DFID.

This is a working paper shared for discussion purposes only. No reliance should be placed upon this report.



Acronyms and Abbreviations

AHR	Administration and Human Resources
AICF	Afghanistan Investment Climate Facility
AICP	Afghanistan Investment Climate Programme
BEED	Business Environment for Economic Reform
BER	Business Environment Reform
BERF	Business Environment Reform Facility
CBR	Capacity Building for Results
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CoI	Conflict of Interest
DFID	Department for International Development
EACDS	Expert Advisory Call Down Service
GIRoA	Government of Islamic Republic of Afghanistan
HR	Human Resources
IEA	Independent Evaluation Agent
IMA	Independent Monitoring Agent
IT	Information Technology
M&E	Monitoring and Evaluation
MIS	Management Information System
NGO	Non-governmental Organisation
NTA	National Technical Assistance
NUG	National Unity Government
ODR	Organisational Development Review
PMU	Project Management Unit
PPD	Public Private Dialogue
PPP	Public Private Partnerships
SEC	Stakeholder Engagement and Communications
SOM	Senior Official Meeting
TA	Technical Assistance
ToR	Terms of Reference
UN	United Nations
VfM	Value for Money



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Executive Summary

Background

DFID and the Board of Harakat Afghanistan Investment Climate Programme (Harakat-AICP, henceforth referred to as Harakat) commissioned Business Environment Reform Facility (BERF) to carry out a review of the existing organisational structure of Harakat. A key recommendation from the Harakat process evaluation was to shift from a project approach to a programme approach. The following recommendations were made:

- selection of 3–4 programme areas based on technical assessment of the business and investment sector
- well-defined programme objectives
- a specific theory of change for each programme pillar
- flexible approaches to interventions within each programme area.

The Board developed a new programme implementation model based on recommendations from these as well as other assessments. As outlined in the 2016 Business Case, Harakat programme interventions will be focus on four pillars: public-private partnerships (PPP), legal and regulatory reform, investor facilitation and women’s economic empowerment.

Key Findings

Preliminary desk research and consultation from this assignment concluded that the organisational structure and the processes used to implement and evaluate initiatives for a highly ambitious initiative such as Harakat were not adequate and limited Harakat’s ability to achieve its objectives. Harakat had difficulty aligning and synchronising the many projects towards the objectives of the programme. A critical challenge posed by the organisational structure was the limited administrative and management resources available to supervise and monitor project initiatives.

The focus of this assignment was re-aligned to prioritise the Harakat organisation, instead of governance, following initial discussions with the Interim Chief Executive Officer (CEO).

This report focuses on:

- a workforce database, identifying skills, knowledge and abilities of the current Harakat workforce
- a proposed organisational structure and rationale
- job descriptions for 12 roles within the structure.

The Harakat organisational structure proposed in this report will provide the operating framework for the Harakat programme approach and is designed to address issues raised in



independent reviews, further strengthen the implementation model, maximise Value for Money (VfM) and manage risk.

To effectively implement the programme approach, the Harakat organisational design will be more robust and capable of managing financial risk with appropriate procurement and financial management systems in place. Job roles within the structure will be grouped together to combine functional support across programme outcomes. The strength of this approach lies in putting specialists together, minimising full-time employee numbers, while allowing the sharing of specialised resources across programmes.

Challenges

There are significant challenges to the introduction of the new organisational structure for Harakat and the hiring of sufficiently qualified staff.

Harakat's success depends in large part on finding and retaining high calibre staff including CEO, Chief Financial Officer (CFO), Pillar Director, Procurement Manager, and Pillar Managers who need to be experienced contract managers. Suitably qualified and experienced national staff may not be readily available and will demand higher than standard remuneration.

Harakat faces challenges if it must be compliant with Afghan Labour Law and National Technical Assistance (NTA) Guidelines. The main challenge will be hiring and retaining suitable staff that will be satisfied with the remuneration on offer. The leadership for Harakat will need to be of international standard due to the complexity of the programme and the need for executive leadership.

Recommendations

The proposed organisational structure will be built around functional areas:

- operations
- finance, procurement, human resources (HR) and administration
- stakeholder engagement and communications
- monitoring and evaluation.

The specific programme pillars will be overlaid on the functions. This organisational structure will allow for stronger coordination, communication and flexibility as the different pillar programmes come online and Harakat responsibilities and activities increase. The structure will achieve economies of scale by providing Harakat with the best human resources and an effective way of deploying them efficiently.

The capacity required to implement the Harakat pillar programmes is grouped in the following functions.

- Executive management: The CEO and CFO will provide the executive management function.



- Pillar management: The pillar management function will establish, manage and coordinate the delivery of Harakat pillar programmes and ensure the successful delivery of pillar outcomes and management of their inter-dependencies. The key function of pillar management will be managing contractors.
- Stakeholder engagement and communications (SEC): The key objective of SEC is to build and maintain relationships with key stakeholders and ensure stakeholders are recognised as partners in the development and delivery of Harakat programme pillars.
- Monitoring and evaluation (M&E): The key objective of the M&E function is to ensure accurate and comprehensive data collection and analysis of results to report on progress towards Harakat and pillar programme objectives.
- Administration and human resources: The key objective of this function is to plan, organise, and coordinate the administrative and human resource functions for the Harakat.
- Financial management: The key objective of the finance function is to provide overall financial management of Harakat in fulfilling its financial and fiduciary mandate.
- Procurement: The key objective of the procurement function is to plan, organise and coordinate all procurement for Harakat.

The proposed Harakat organisational structure of functions and positions to achieve the new business model are demonstrated in Figure 2.

As Harakat migrates towards a programme approach, the organisational structure needs to provide improved financial management and procurement, better results monitoring, contract management, management of risk, improved stakeholder engagement and communications. Harakat will need to establish sound procurement, financial management and results measurement systems. These systems, though not overly complex, will need to be established with external support provided through specialist technical assistance (TA). To meet these needs, the following recommendations are made.

- 1) Adopt the proposed organisational structure.
- 2) Hire suitably qualified national staff where possible and, if necessary, hire staff with the potential to develop required competencies.
- 3) Use international TA to mentor national staff demonstrating potential.
- 4) Hire a high quality procurement manager with a strong track record of transparency. This post should be mentored by specialist international TA for at least six months to enable the installation of a robust procurement system and training for procurement.
- 5) Consider best possible options for appropriate remuneration that may include some positions being waived of NTA Guidelines, including CEO, CFO and Pillar Director.
- 6) Consider an appropriate TA pool and training budget to ensure key staff capability.



- 7) Prioritise recruitment to enable the phased establishment of an appropriate organisational structure.

1 Introduction

Business Environment Reform Facility (BERF) will work with DFID Afghanistan to provide advisory support to Harakat, an independent, non-governmental Afghan-managed organisation that aims to improve Afghanistan’s business environment and its implementation of Afghanistan Investment Climate Programme (AICP). The BERF team held consultation meetings with DFID Afghanistan and the Board of Harakat to identify potential areas of support.

In a three-phased approach to provide support, BERF proposed in Stage 1 to review and make recommendations for the organisational design of Harakat under the new business model. As the programme migrates from a project implementation model to a contract management model, there is an increasing need for contract management for the delivery of programmes through four technical pillars for AICP:

- public private partnerships (PPP)
- investor facilitation (referred to as “Investor Protection” in the DFID Business Case)
- legal and regulatory reform
- women’s economic empowerment.

This means the organisation needs to be strengthened to improve procurement, financial management and auditing, and results management. The organisation also needs to be capable of managing contractors and ensuring downstream accountability and delivery of services. Harakat needs to be restructured from a project management facility to a programme management facility to meet these new challenges. In addition, appropriate systems need to be put in place to ensure sound financial management, reporting and accountability. This report focuses on the design of a new organisational structure for Harakat, which will allow it to meet the challenges of procurement, contract management and reporting. Harakat will need to be adequately equipped to report on programme financing (including procurement) and results, which will be informed through the introduction of a more comprehensive monitoring and evaluation (M&E) system.

The Terms of Reference (ToR) included the following key priorities.

- Review the existing organisational structure, processes and systems for Harakat.
- Consult with the procurement specialist on recommendations for a new procurement framework, and incorporate appropriate organisational design.
- Recommend new organisational structure, processes and systems in alignment with Harakat’s new business model for the implementation of AICP.
- Recommend appropriate board-level structure, reporting and accountability arrangements.

Meetings were held with the Harakat Team, Board Members and DFID.



1.1 Changes to Assignment Objectives and Scope

The focus of this assignment was re-aligned to prioritise Harakat organisation, rather than governance, following initial discussions with the Interim CEO. Review of Harakat's governance and the remit of the Board were to be handed over to a local law firm.

The adjusted deliverables for this assignment include:

- a workforce database, identifying the skills, knowledge and abilities of the current Harakat workforce
- a proposed organisational structure and rationale
- job descriptions for 12 roles within the structure.

1.2 Methodology

The approach used by the Organisational Development Review (ODR) is centered on identifying what type of structure and workforce Harakat needs to fulfill its mandate. To answer this, it was necessary first to identify the functions Harakat would need in order to provide the intended impact, outcomes and outputs described in the business model and theory of change. The ODR identified core functions suggested by the key evaluation and planning documents and refined this list through discussions with the advisers and Interim CEO.

During Phase 1, the ODR conducted a review of Harakat documents including the 2015 assessment reports of the ODR, Process Review and DFID Due Diligence. In country the ODR worked closely with the Interim CEO, Business Environment Reform (BER) Adviser and Procurement Adviser. This report provides insight into the Harakat current organisational structure and functions. This report also discusses the proposed structure and workforce to deliver a programme approach to meet AICP outcomes and impacts. Finally, it identifies organisational challenges to be addressed in Phase 3, the AICP implementation programme. Appendix 1 lists documents reviewed and stakeholders consulted.

The ODR's ToR also require that the current Harakat organisation be reviewed. A job family model was used to identify current functions and job roles within Harakat. A job family model enables the workforce to be segmented into similar occupational groups based on related skills, tasks and knowledge blocks. This identified the current skills, knowledge and abilities of the current workforce. This current capacity and capability can then be compared to that required by the proposed organisational function, structure and roles.

In conjunction with the Interim CEO, BER and Procurement Advisers, discussions were held to identify what functions would be central to the Harakat structure and what roles would be needed to perform the functions to the required standards. The outcomes of these discussions informed the proposed organisational structure and job descriptions.

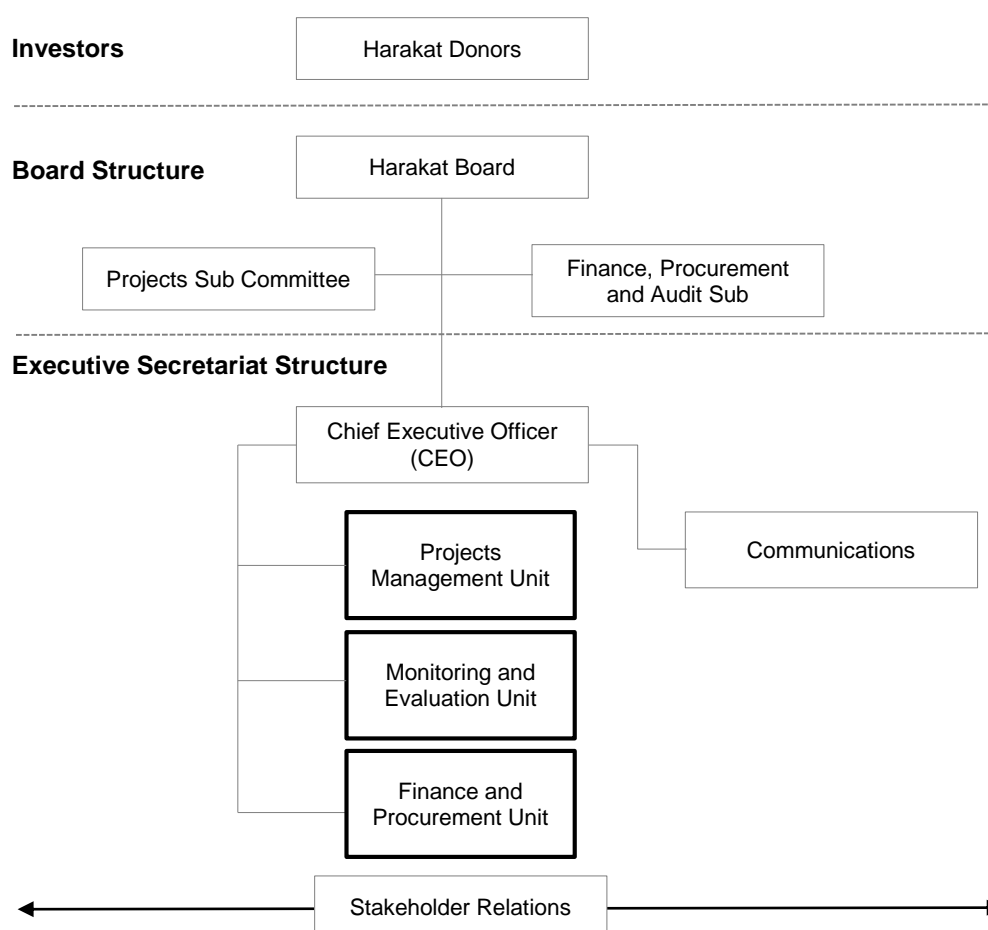


2 Review of Harakat Organisation

2.1 Organisational Structure

For the purpose of this report, and to illustrate developmental progress to meet the new programme approach, the Harakat organisation is reviewed and explained. The following Figure 1 outlines the final organisational structure for Harakat as of November 2015. It differs from the original 2008 structure, which had no Projects Management Unit but included a Proposal Development Unit, Investor Relations Unit and separate Information Technology (IT)/Human Resources (HR)/Administration Unit. This final structure and the operational processes it employed were identified in the November 2015 Process Review as being inadequate to achieve Harakat objectives. The professional staffing complement for this organisation was 18. There were seven support services staff (cleaners, security, drivers and a cook) making a total staff complement of 25.

Figure 1: Harakat Organisational Structure (November 2015)



While the project approach allowed for flexibility to work with multiple partners and helped foster innovation, Harakat was also seen to have difficulties aligning and synchronising the wide variety of projects (36 projects across eight priority areas). Harakat faced multiple



challenges in supervising and monitoring multiple initiatives, and this led to weaknesses in project management, communications and M&E.

2.2 Functional Units, November 2015

The Harakat structure for implementing AICF comprised four functional units led by the CEO.

2.2.1 Project Management Unit

The Projects Management Unit (PMU) had eight staff and was responsible for establishing new projects and managing existing projects. Key activities also included performing grantee and project due diligence, reforming systems, promoting transparency, conducting research and analysis, and developing regulatory frameworks.

Key achievements of the PMU included:

- successfully implementing 36 projects
- establishing modern regulatory systems
- building partnerships between public and private sectors
- reducing cost and time of transactions in the public sector.

Key challenges faced by the PMU included:

- time constraints and unrealistic timelines in project design, which resulted in delays and no-cost extensions
- problems with project design due to lack of expertise and research across a diverse range of projects
- Lack of post-project-implementation support from Harakat.

The move from Harakat project implementation to Harakat programme management aims to ensure the allocation of sufficient time, expertise and resources to manage contracts and implement contractors with more focus provided through four programme pillars.

2.2.2 Monitoring and Evaluation Unit

The M&E Unit comprised three staff and was responsible for researching, developing, installing and maintaining an M&E framework for application to Harakat and all its funded projects. The M&E Unit developed log frames for projects and provided monitoring and verification of 14 projects. Challenges faced by the M&E Unit included:

- lack of baseline assessments for individual projects
- lack of a Management Information System to manage data
- lack of ability to assess the broader impact of Harakat for implementation of AICF
- lack of log frames for some projects and inability to document major results.

The Harakat programme approach will aim to improve the integration between pillars and support units and use internal and external M&E systems to overcome the challenges faced by the project management approach.

2.2.3 Finance and Procurement Unit

The Finance and Procurement Unit comprised four staff. The key purpose of the unit was to ensure the effectiveness of finance and procurement functions. Financial responsibilities included responsibility for general accounting, program accounting, auditing, fraud control, cost accounting, budgetary control and reporting. Procurement responsibilities included ensuring effective procurement practices; identifying quality, efficient and cost-effective suppliers; and maintaining the AICF Asset Register.

However, the Finance and Procurement Unit also had responsibility for human resources, IT and administration. The ODR and Process Evaluation identified that as a result, the Finance and Procurement Unit was overloaded, and there was a need for a dedicated unit to take responsibility for non-financial functions. The Harakat structure provides for a separation of finance and procurement functions and the provision of a unit responsible for administration, IT and human resources.

2.2.4 Communications Unit

The Communications Unit comprised two staff and was responsible for supporting and promoting Harakat business objectives and increasing awareness about investment climate reforms while implementing AICF. This unit had some success in gaining recognition for Harakat as an independent, Afghan-led organisation working to improve investment climate reform. However, the Process Evaluation identified several challenges faced by the Communications Unit.

- Communications does not receive adequate or equal attention within projects.
- Not all stakeholders or implementing partners are adequately engaged.
- There is an unequal and disjointed approach to communication with different stakeholders.
- Inadequate team and resources limit the scope of communications.

The Harakat programme approach will aim to expand the communications function and ensure coordinated and integrated communications components within and across all programme pillars. The proposed structure will ensure a communications strategy that provides a comprehensive and systematic engagement plan for all stakeholders. The Harakat Communications Unit will utilise internal and external resources to develop effective partnerships and improve programme outcomes.

Of the former 18 professional staff of Harakat while implementing AICF, only the Finance Manager and the Director of Projects remain. The seven support staff — Cook, Cleaners, Drivers and Security Guards — remain the same. The interim structure was necessarily



reduced to carry out the basic minimum of project closure and day-to-day management, including financial management, of AICF/AICP. The reduced structure was introduced following the closure of AICF in November 2015.

2.3 Current Staffing and Functionality

The following table demonstrates the functionality and staffing of the current Harakat organisation, focusing on pillar development, programme research and communications research in preparation for AICP implementation.

Table 1: Current Harakat Organisation Job Family Model

Current Harakat Organisation Job Family Model				
Job Family	Function	Role	Number of Staff	Length of Service
Executive	Executive Management	Chief Executive Officer	1	3 months
Pillar Design	Pillar Development	Project Development Consultant	1	4 years
		Project Development Intern	1	1 month
Research	Programme Research	Programme Research Consultant	1	1 month
		Programme Research Intern	1	1 month
Communication	Communications Research	Communications Research Consultant	1	1 month
		Communications Research Intern	1	1 month
Finance, Administration and Procurement	Finance, Administration and Procurement	Finance, Administration and Procurement Consultant	1	6 years
		Finance, Administration and Logistics Consultant	1	1 month
		IT Intern	1	2 weeks
		Finance Intern	1	1 month
	Administration Support	Administration Intern	1	1 month
		Cook	1	6 years
		Cleaner	2	6 years each
		Driver	3	3 years each
		Security Guard		
Total Full-time Staff			19	



To identify the skills knowledge and abilities of the current workforce, the ODR developed a Harakat Workforce Database that combined the job family information from Table 1 with competency information obtained from individual personnel files and staff interviews. This workforce database is attached as Appendix 4. It demonstrates that the current professional staff are characterised by high levels of education and knowledge and, in the case of consultants, bring valuable experience to their current research and development roles. This database also addresses the DFID Due Diligence requirement for identifying the capacity and capability of management teams. As most professional staff were still in probation or starting employment, there was no substantial performance information to add to the database. It is the opinion of the ODR that a review of the current organisation is not relevant given its interim nature, and it is more relevant to consider the future capacity and capability required by Harakat. Furthermore, it is more practical to consider Harakat as a blank slate with different roles and responsibilities than those required by Harakat during implementation of AICF.

3 Proposed Harakat Organisational Design

3.1 Programme Approach

The Board has developed a new programme implementation model based on recommendations from the AICF Process Evaluation and Organisational Development Review undertaken during 2015 and on lessons from comparable UK programmes. The organisational design of Harakat reflects a change from a project to a programme approach. The key messages from assessments and lessons learned during the AICF phase included the need to do the following.

- Focus on a tighter and more coherent portfolio of investment climate issues and devolve programme delivery to fewer implementing partners with greater experience and capacity.
- Work with a wider group of policymakers in government, private sector, civil society and media to trigger and sustain reform.
- Build more linkages with other development partner programmes to maximise incentives and impact.
- Mainstream gender and incorporate specific work on women’s economic empowerment.
- Align reform plans with government reform priorities and the private sector, and influence government policymakers to listen to private sector.
- Increase advocacy and influencing role on behalf of the private sector for investment climate reform.
- Integrate research to support effective interventions and advocacy.

A key recommendation from Harakat during implementation of the AICF Process Evaluation was to shift from a project approach to a programme approach. The following features were recommended:

- three to four programme areas based on technical assessment of the business and investment sector
- well defined programme objectives
- specific theory of change
- flexible approach to interventions within each programme area.

The intended impact of Harakat is to increase private sector investment and growth in Afghanistan by strengthening the business environment with improved regulation, investor protection, risk sharing and public private dialogue (PPD). The programme approach is a process that will align its development effort with national priorities identified by the Government of Islamic Republic of Afghanistan (GIROA) with support from Harakat while



implementing ACIF . The approach will fulfil sustainable business environment reform objectives through enhanced stakeholder engagement.

The programme approach that will be adopted by Harakat has notable advantages over the project implementation model. It will be more cost effective and efficient. Fewer full-time employees than recommended will be required in the organisational structure. This will cut down operational overhead, as the programme approach will include four pillars, each of which will be managed by a senior and well qualified manager with contract management experience. This approach will be more efficient as contractors will be awarded contracts for programme management through an open tender bidding process (procurement of services). Specialist organisations will be invited to bid for contracts under the four thematic areas listed above. The challenge for Harakat will be to set up an organisation that is sustainable and capable of managing large-scale contracts under the four pillars.

The programme approach will offer flexibility and adaptability through the establishment of enhanced stakeholder frameworks and systems that will form the basis for “bottom-up” planning of interventions. The Harakat team and Harakat contractors will work with stakeholders to achieve this bottom-up approach. This means there will need to be a strong and collaborative working relationship between Pillar Managers and contractors, who will jointly and continuously monitor effectiveness of interventions and make adjustments and identify priorities as necessary. Furthermore, the new programmatic approach for Harakat will require coordination and integration between pillars to ensure business environment constraints are addressed holistically. The framework for the programme approach is intended to be flexible and responsive rather than prescriptive.

The programme approach will require the establishment of a comprehensive results measurement (M&E) system. The M&E system will be developed in accordance with the identified priorities highlighted in previous reviews of AICF, as well as in the DFID Business Case. DFID will install an independent monitoring agent (IMA) alongside and independent evaluation agent (IEA), who will be responsible for independent M&E of AICP and reports directly to DFID and other donors. It will be important for Harakat to establish a good working relationship with the IMA and IEA to ensure effective lesson learning and results measurement.

The High Economic Council, which is chaired by the president and attended by all economic line ministries as well as private sector representatives, has the remit to oversee the economic policies of Afghanistan and to consider recommendations submitted by the private sector. It is a body that was designed to enable and support PPD. The programme approach offers opportunity to enhance this PPD process for the National Unity Government (NUG) through the Economic Council. The programme approach will:

- enhance national ownership and leadership in the development process
- promote the integration of financial investments, technical cooperation, and the identification of support requirements



- harmonise support from different external sources with a national programme framework and maximise internal and external resource mobilisation.

As part of the stakeholder engagement function of Harakat, respective government agencies and ministries will be consulted in planning, implementation and M&E stages. The programme approach adopted by Harakat will promote joint decision-making through the PPD process.

The pillar programme objectives identified by Harakat call for inter-ministerial activities and multi-sector approaches. By using the programme approach, Harakat will:

- promote a holistic and comprehensive method for addressing business environment constraints in Afghanistan
- participate in improved policy dialogue with the national stakeholders
- ensure better focus in support to national level objectives
- enhance assistance coordination and resource mobilisation by working with other donors within the one national programme framework document
- in the context of the new programming arrangements, achieve greater impact in the focus areas than would have been possible under the project-by-project approach
- strengthen programme design, as well as implementation and M&E arrangements.

As outlined in the Harakat 2016 Business Case, programme interventions will be focused in four technical pillars.

- **Private-Public Partnerships (PPP):** Includes reform of state-owned enterprises to reduce inefficient competition in the market and build on AICF work in establishing legal and regulatory frameworks for PPP. AICP will build institutional knowledge of PPPs; support relevant agencies to design, market, execute and monitor PPPs; and develop an effective regulatory framework.
- **Legal and regulatory reform:** To support sequenced legal and regulatory reform and increase capacity of related institutions. Specific areas under this pillar may include:
 - regulatory modernisation including reducing red tape, instituting checks and balances to ensure a level playing field for investors, and introducing incentives for private investment
 - process simplification for government-to-business services such as inspection reform, digitisation of business licenses, streamlining of export procedures and further land reform
 - institution building to ensure effective design and implementation of reforms by key line ministries, government agencies and other stakeholders.
- **Investor protection** (now referred to as investor facilitation): A one-stop-shop model to protect investor rights, contract enforcement and property rights. This pillar would build



on AICF initiatives, including the Afghanistan Centre for Dispute Resolution and the Credit Registry.

- **Women’s Economic Empowerment:** Support to the Afghan National Economic Empowerment Plan for women and the National Priority Programme for Women’s Economic Empowerment. This pillar will focus on regulatory and legal reform, and support models to increase women’s access to inputs, assets and markets.

3.2 Proposed Organisational Structure

The Harakat organisational structure will provide the framework for a programme approach. This organisational structure is designed to address issues raised in independent reviews, strengthen further the implementation model, maximise VfM and better manage risk. The proposed organisational structure will enable Harakat to do the following.

- Reduce the range of activities that the Harakat-AICF previously managed, moving from “implementer” to “fund manager”. Harakat will contract out its main areas of intervention, limiting in-house technical staff and streamlining commercial and project management.
- Engage in wide-ranging stakeholder consultations and PPD.
- Implement a comprehensive M&E framework.
- Provide a governance structure to accommodate new donors and ensure that internal controls are appropriate for the new operating model and that board membership remains representative.

To effectively implement the programme approach, the Harakat organisational design will be more robust and capable of managing financial risk with appropriate procurement and financial management systems in place. Job roles within the structure are grouped together to combine functional support across programme outcomes. The strength of this approach lies in putting specialists together, minimising full-time employee numbers while allowing the sharing of specialised resources across programmes. At the same time, it will facilitate coordination, consistency and clear responsibilities for all activities related to pillar programmes. While there is little change in the professional staffing complement of the proposed organisational structure (one less position), there is no increase in professional staff numbers as recommended by both the ODR and Process Evaluation. The programme approach will allow more robust and integrated management if competent and motivated staff are recruited for executive and managerial roles.

The proposed organisational structure is built around functional areas:

- operations
- finance and procurement
- stakeholder engagement and communications
- M&E.



In addition, specific programmes are overlaid on the functions. These are the programme pillars of public private partnerships, investor facilitation (referred to as Investor Protection in the DFID Business Case), legal and regulatory reform, and women's empowerment.

The pillar programmes have a multiplicity of complex and interdependent activities. This organisational structure will allow for stronger coordination, communication and flexibility as the different pillar programmes come online and Harakat responsibilities and activities increase. The structure will achieve economies of scale by providing Harakat with the best human resources and an effective way of deploying them efficiently.

3.2.1 Harakat Functions

The capabilities required to implement the Harakat pillar programmes are grouped in the following functions:

Executive Management:

The CEO and CFO will provide the executive management function. The CEO serves as the overall head of the Harakat Operational Team and, alongside the CFO, is responsible to the Board for the performance of Harakat. The CEO assures Harakat's relevance to investment climate reform in the country, the accomplishment of Harakat's mission and vision, and the accountability of Harakat to its Board, donors and other stakeholders. The CEO will have overall responsibility for:

- oversight and management of all systems and processes
- management of Harakat human resources
- liaison with actual and potential investors in Harakat
- liaison with all Harakat programme implementers.

The CFO is responsible for:

- financial management of Harakat
- procurement
- contract management oversight for Pillar Contractors through the Pillar Managers
- administration and HR.

The CFO will ensure value for money is embedded into the systems and culture of the organisation. Under the procurement function, the CFO will manage high-level procurement and contracts management and monitoring of legal agreements between Harakat and its programme implementers. The CFO will be integral in assessment of proposals, budgets and drafting of contracts for programme implementers. The CFO shall also provide strategic inputs alongside the pillar management team into the annual budgeting process for Harakat and its programme implementers, ensuring budgets are accurate and realistic.



Pillar Management:

The pillar management function will establish, manage and coordinate the delivery of Harakat pillar programmes and ensure the successful delivery of pillar outcomes and management of their interdependencies. This function will ensure effective quality assurance and overall integrity of pillar programmes. It will focus on internal consistency of pillar programmes, coherence with planning, interfaces between programmes and Harakat governance, and technical standards.

The key function of pillar management is managing contractors and their contracts. Managing contracts involves developing a strong working relationship with the contractors to enable joint operational planning and agreement of performance indicators for output based payment. Armed with operational plans and key performance indicators, Pillar Managers (who will be experienced and qualified contract managers) will be responsible for deliverables of their respective contractors, as well as monitoring the flow of funds.¹ The pillar management team will be led by a pillar director, who will promote, coordinate and facilitate dialogue and information sharing between pillars and with Harakat stakeholders. Three operational pillar managers will support the pillar director.

Stakeholder Engagement and Communications (SEC):

The key objective of SEC is to build and maintain relationships with key stakeholders and ensure stakeholders are recognised as partners in the development and delivery of Harakat programme pillars. The function will develop and implement external and internal communications strategies that enhance the work and deliverables of Harakat. The SEC team will comprise a stakeholder engagement manager and a communications officer.

Monitoring and Evaluation (M&E):

The key objective of the M&E function is to ensure accurate and comprehensive data collection and analysis of results to report on progress towards Harakat and pillar programme objectives. This function supports Harakat pillar managers to develop appropriate indicators, targets and methods for collecting information on Harakat activities and to assist with analysis for evidence-based decision making for operational improvements. As previously noted, DFID and donors will establish independent M&E agents that will be tasked to assess the performance of Harakat and to generate lessons learned. The Harakat team needs to develop collegial and collaborative relations with the independent agents, so Harakat can benefit from the learning experience. With the development of this relationship, the Harakat monitoring function will be lean and managed by a single point of contact, who will also coordinate with Harakat managers between pillars.

¹ Monitoring funds flow will be carried out with support from the Finance Officer.



Administration and Human Resources:

The key objective of this function is to plan, organise, and coordinate the administrative and human resource functions for the AICP. The administration and human resources function is responsible for the overall daily office operations of AICP, including office management, information technology and human resources. This function also facilitates the learning, performance and development of Harakat staff.

Financial Management:

The key objective of the finance function is to provide overall financial management of Harakat in fulfilling its fiduciary mandate and to support the CEO in the effective management of the day-to-day operations as it relates to compliance with the financial and procurement manuals and sound financial measures. The Financial and Operations Management Team includes the CFO, Finance Officer, Procurement Manager, Administration and Human Resources Manager, Administration Officer, HR Officer, and Administration Assistant. The CFO will work closely with the pillar managers to prepare operating budgets and monitor expenditure by contractors.

Procurement:

The key objective of the procurement function is to plan, organise, and coordinate all procurement for Harakat. The procurement function will manage and ensure best practices for the transparent, rule-compliant and results-oriented procurement of goods and services for AICP and pillar programme operations. The procurement process covers functions from the initial selection of suppliers to the purchase of goods and services, ready for proposal to inform the board and donors. The board will approve the purchase of goods and services. The procurement team comprises a procurement manager, who will report to the CFO.

The following table illustrates the proposed functionality and roles of the Harakat organisation using a job family model. The table demonstrates the intended focus on pillar management with the support functions of finance, procurement, M&E, stakeholder engagement and communications, administration and human resource management.

Table 2: Proposed Harakat Organisation Job Family Model

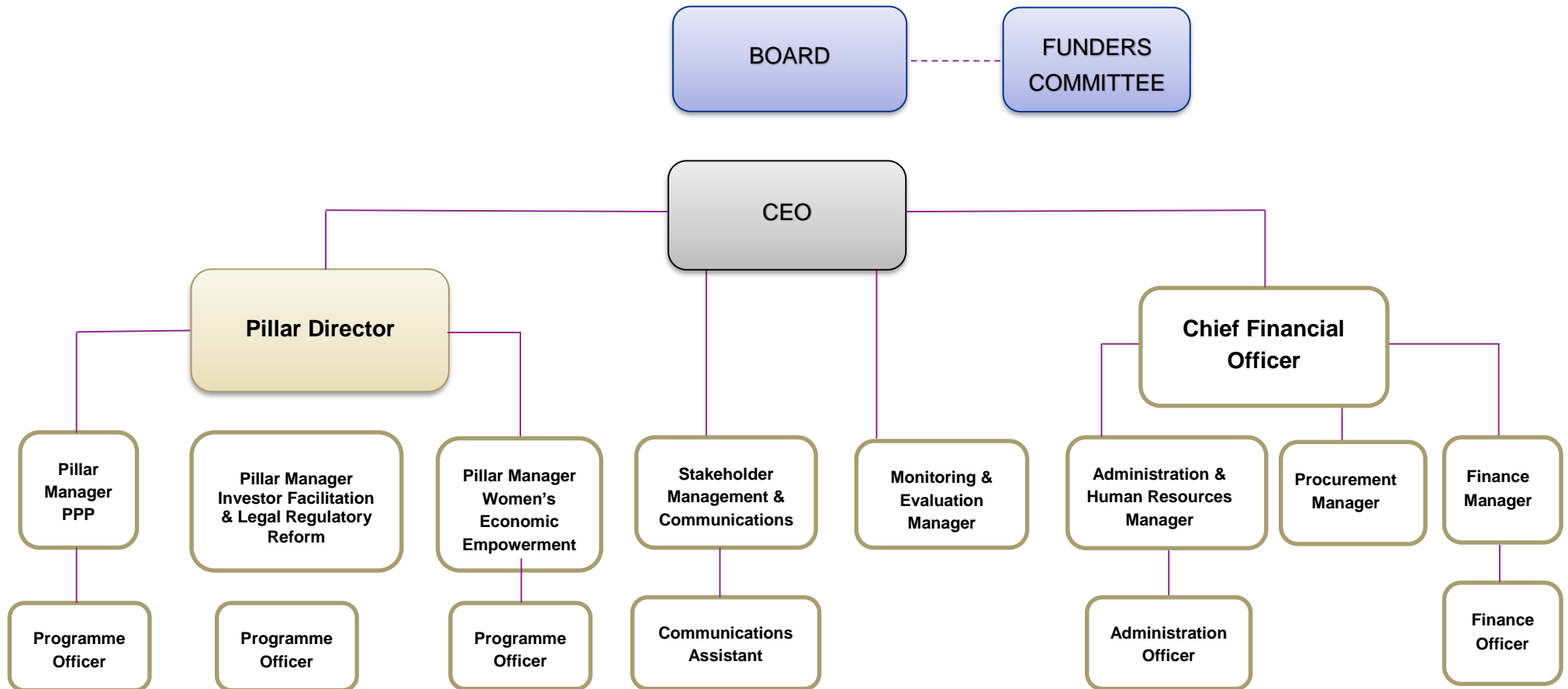
Proposed Harakat Organisation Job Family Model			
Job Family	Function	Role	Number of Staff
Executive	Executive Management	Chief Executive Officer	1
		Chief Financial Officer	1
Pillar Management	Programme Management	Director of Pillars Pillar/	1
		Programme Managers	3
		Programme Officers	3
Stakeholder Engagement and Communications	Stakeholder Engagement Communications	SEC Manager	1
		Communications Officer	1
M&E	M&E	M&E Manager	1



Proposed Harakat Organisation Job Family Model				
Job Family	Function	Role	Number of Staff	
Administration and Human Resources (AHR)	Administration	AHR Manager	1	
	Human Resources	Administration Manager	1	
	Administration Support	Cook	Cook	1
		Cleaner	Cleaner	1
		Driver	Driver	2
		Security Guard	Security Guard	3
Finance	Finance	Finance Manager	1	
		Finance Officer	1	
Procurement	Procurement	Procurement Manager	1	
Total Full-Time Staff			24	

The following diagram in Figure 2 demonstrates the proposed Harakat organisational structure of functions and positions to achieve the new business model.

Figure 2: Proposed Organisational Structure



3.2.2 DFID Due Diligence Concerns Addressed by Proposed Structure

The proposed structure aims to address specific issues identified in the DFID Due Diligence Assessment of February 2016. These issues include the following.

A1: The need to establish a Funders Committee to clarify roles and responsibilities in the governance structure between the board and effective shareholders. The Funders Committee is shown in the proposed organisational structure. This change in the governance will be made in a new governance charter within the first six months of AICP. A local law firm will draw up the amendments to the governance charter.

A2: The need for Harakat to have internal audit capacity to ensure robust controls and appropriate financial reporting on high-value transactions. The proposed structure would include the addition of a CFO role, backed by a procurement manager and financial manager. Provided these positions are filled with skilled and experienced personnel, they work collaboratively with other Harakat managers, and standard operating procedures are developed, Harakat will have a robust internal audit capacity.

A8: Identifies the same concern regarding Harakat's internal audit capacity. This capacity can be further strengthened through external auditing services on a retainer basis, which will work closely with the finance team. An example is the possible use of the DFID's Expert Advisory Call Down Service (EACDS) contractors to provide 120 days of external auditing service annually to provide dual checking of Harakat controls and reporting.

A3: The concern for a lack of capacity to manage large-scale portfolios. Key lessons from this assessment contributed to the shift to a programme approach. The programme approach will recruit experienced programme managers with the required skill sets to manage pillar programs. The proposed structure will ensure equally high levels of support for functional capacity, with an emphasis on finance, procurement and M&E.

A5: Concern for the lack of forecasting and budgeting capacity of Harakat-AICF. The CFO position has clear roles and responsibilities within the structure for these activities. These activities will be supported by a management information system (MIS) that supports the needs of the programme managers, finance information from budget monitoring and the requirements and input of the downstream partners.

A11: Concern for weak tracking and monitoring of conflict of interest (CoI) status of staff. CoI requirements are now specified in the job descriptions for positions in the structure and updated in the HR policy manual. This will become an internal audit function and an Organisational Risk Register will be maintained, reviewed, updated and agreed upon at each board meeting.

A15: Concern that capacity and capability of the organisation's executive management and management teams cannot yet be assessed. The skills and knowledge of the current workforce has been assessed and documented in a workforce database (see Appendix 5). The skills, knowledge and abilities required for individual roles in the new structure are

documented in the individual job descriptions attached as Appendix 4. The data base format will allow for recording as recruitment occurs in phases 2 and 3, and also provide baseline data for future workforce skills audits.

A16: Concern about the small size of the executive team and the broad responsibilities that the CEO and CFO positions have had to assume. The proposed structure facilitates coordination, consistency and clear responsibilities for all activities related to pillar programmes.

A17: The concern that Harakat's approach to monitoring performance was reactive rather than proactive and depended on external assessments such as the organisation development review. A more proactive approach to M&E performance will be achieved by the addition of an M&E function and manager. The M&E manager will work closely with all Harakat managers to ensure accurate and comprehensive data collection and analysis of results to report on progress towards AICP and pillar programme objectives.

4 Employment Law and National Technical Assistance (NTA)

There are significant challenges to the introduction of a new organisational structure for Harakat- and the hiring of sufficiently qualified staff. Harakat's success depends in large part on finding and retaining high calibre staff, including CEO, CFO, Pillar Director, Procurement Manager, and Pillar Managers (who need to be experienced contract managers). Clearly, hire and placement of staff for Harakat needs to be compliant with Afghan Labour Law of 2016 and, where appropriate, the NTA Salary Scale Implementation Guideline of 2014.

Before analysing the impact of Afghan Labour Law and NTA, it is important to contextualise Harakat and its operations in Afghanistan. As previously noted, this is a programme designed to support the Afghan Government and the private sector to strengthen the business environment — most critically, to increase investor confidence in Afghanistan. Harakat is a stand-alone registered NGO that works in partnership with various government departments and is funded by DFID and other donors. Funding is therefore classified as “off budget”. This means Harakat is not in any way affiliated or embedded into any government organisation: funding is not provided through government channels. Payment of salaries is funded from monies provided by donors and from other sources, such as sponsorships in the future.

4.1 Afghan Labour Law (2016)

The key relevant features of the Afghan Labour Law that have implications for a programme such as AICP are summarised below.

- **Article 6: Application of Labour Law on Foreign Citizens.** All foreign consultants/staff are subject to visa and work permit regulations, and in some cases imposition of other restrictions that are reciprocal to the laws of their country of origin.
- **Article 38: Overtime.** Staff will be permitted to work overtime in cases allowable by management.² Overtime hours shall not exceed the average or normal working hours during a day.
- **Article 59: Payment of Salaries and Wages.** Salaries and wages shall be paid in accordance with the agreed level of pay for the pay-grade set out in the national pay and grading system (laid out by the Capacity Building for Results³ pay scale) in which the employee is engaged. Employees appointed to positions higher than their technical qualifications will be paid the salary commensurate with the position. Salaries cannot be less than the minimum amount fixed by the State.
- **Article 62: Determination of Salaries and Wages:**

² These are fully documented in the Law under Chapter 4, some of which are applicable to Harakat: “in order to complete work that was started previously if non-completion of such work leads to material or moral damage”; and “to continue work due to the absence of a worker from work, if the interruption of work is not possible”.

³ Supported by the NTA Guidelines.



“The amount and conditions for payment of wages to different categories of employees shall be determined as follows, taking account of the provisions of Article (59) of this Law: 1. For State Employees and the mixed organisations in which the share of the government is more than 50% — it shall be determined by Ministries of Finance and Labour and Social Affairs and the Independent Commission of Administrative Reform and Civil Services. 2. For employees of social organisations — it shall be determined in accordance with the charter/Articles of Association/by-laws of the relevant organisation. 3. For employees of Non-Governmental Administrations, private or mixed businesses, and foreign [international] organisations and institutions resident in Afghanistan — it shall be determined as agreed to by the parties. (2) The wage level for any category of the employees mentioned in sections (2 and 3) of paragraph (1) of this article, shall not be less than the minimum amount fixed by the State for the State Employees.”⁴

- **Article 65: Incentive Payments.** Incentive payments are encouraged to improve and encourage employees as determined by the Administration (management). The Ministry of Labour and Social Affairs determines rules and standard provisions in cooperation with employers, and in agreement with the Ministry of Finance.
- **Article 66: Conditions for Addition of Supplements to Salaries and Wages.** Supplements can be added to the basic salary under four conditions:
 - working in areas that have difficult or unfavourable conditions
 - working in areas that are hazardous to health
 - work with professional or technical skills
 - other situations stipulated by legislative documents.

Articles 6, 38, and 59 are self-explanatory, and — of specific note — the payment of overtime (Article 38) is permissible and can be applied in accordance with policies and regulations of the organisations concerned. This will be important when considering payment of salaries for Harakat staff in order legitimately to uplift their remuneration while complying with NTA Guidelines (see below).

Article 62 is of key interest for employment and staff salaries in Harakat. Section three implies the determination of salaries for employees of non-governmental organisations (NGOs), private businesses or international organisations may be exempt from national remuneration policies including NTA. However, as referred to later in this report, donors are expected to comply with NTA guidelines.

The Afghan Labour Law encourages incentive payments and supplements where appropriate and when within legal and regulatory compliance. The implication of this with Harakat is that in some circumstances additional remuneration may be applicable if Harakat is subject to NTA

⁴ Directly extracted from Chapter 5 of the Afghan Labour Law.



guidelines, which will be important for ensuring adequate remuneration to hire and retain suitable staff.

4.2 National Technical Assistance Guidelines

The NTA Guidelines are based on the Capacity Building for Results (CBR) salary scale. The NTA Guidelines were introduced after the Senior Official Meeting (SOM) agreed in 2014. This was ratified by the Cabinet of Ministers soon after and has since been implemented across all organisations connected or embedded with government departments and agencies.

The main objective of the NTA Guidelines is to harmonise salary scales of national staff who work for the Afghan Government but are not included in the government civil service (Tashkeel). This includes national staff funded by international donors. The overall objectives of the Guidelines are to:⁵

- *“Have harmonised, consistent, and fair pay framework for all NTA in the Country.*
- *Assure fiscal sustainability up to possible extent.*
- *Increase Government’s control over the deliverables of NTA, including but not limited to strengthening the ability of Government to hire national contractors through the national budget of the Country.*
- *Avoid competition with CBR and assuring transparency and accountability.”*

In essence the NTA Guidelines have been introduced to remove the artificially high salaries that were being paid to national consultants by donors that were working with/for the government. However, there is still some debate about where the line should be drawn for national technical assistants hired by international donors but not working directly for government organisations, such as will be the case for Harakat. The Guideline does make reference to this in Section 3: Target Group, which states:

“The NTA Salary Scale and Guideline cover the remuneration package for the national staff who work for all budgetary units of the Government of Afghanistan, out of the Tashkeel staff contracted staff. This includes staff funded through On and Off budget embedded in the budgetary units of the Government of Afghanistan.

It is worth mentioning that the NTA Salary Scale and Guideline does not apply to the staff who are directly hired by the donors for their offices and do not report to the Government of Afghanistan. In addition it does not apply to those short term technical consultants (at least up to 3 months) who are to be hired either by donors of the Government of Afghanistan.”

Donors are asked by the government whether or not they comply with these guidelines. National technical assistants will be hired by Harakat at various levels, ranging from senior executive manager to subject matter specialist, both long and short term. But none of them

⁵ Directly extracted from the official NTA Guidelines adopted by the Ministry of Finance 2014

will be reporting to the government in any form, which means this section of the Guideline will apply to Harakat. Harakat will not necessarily have to comply with the NTA salary scales.

However, DFID has indicated that it wishes to comply as much as reasonably possible with NTA Guidelines, but it recognises this may limit the opportunity to attract and retain competent and suitably qualified staff. As this is the case, the salary scales are as shown in Table 3 below.

If the Guidelines are to be applied, CEO and CFO will be Grade A; Pillar Director, Grade B; Procurement Manager and Pillar Managers, Grade C; and supporting Officers, Grade D. If these guidelines were to apply, the implementation conditions will be as follows:⁶

“Newly recruited staff should be offered the first step of the relevant grade of the NTA Salary Scale. If the candidate has Master’s or PhD degree, then one additional step could be offered, and [if] the candidate has two years additional experience than what is deemed in the ToR, then one additional step can be offered. In addition, technical positions could be offered one additional step, but it is mandatory that the offer can not be given beyond step 5 of the same grade. [E]ven step 5 should be an extreme exception.”

The NTA Salary Scale includes all regular benefits and allowances expect transportation, communication and insurance to be provided “per the internal agreements of each organisation”.

This will apply to all staff that will be hired in Harakat. Newly hired staff cannot expect to receive a salary award higher than step 5 of the relevant grade. This means that the highest monthly salary for each of the positions upon joining Harakat are as follows in Tables 3 and 4 (in Afs).

Table 3: Salary scales if NTA guidelines are applied

Salary Scales if NTA Guidelines are Applied		
Position	Af	\$
CEO/CFO	231,111	3,460
Pillar Director	184,899	2,800
Procurement and Pillar Managers	104,444	1,580
Officers	60,667	920

⁶ Directly extracted from official Guidelines 2014.

Table 4: Extract from official NTA Salary Guidelines

Extract from Official NTA Salary Guidelines (in Afs)										
Grade	Steps									
	1	2	3	4	5	6	7	8	9	10
A	160,000	177,778	195,556	213,333	231,111	248,889	266,667	284,444	302,222	320,000
B	128,000	142,222	156,444	170,667	184,889	199,111	213,333	227,556	241,778	256,000
C	76,000	83,111	90,222	97,333	104,444	111,556	118,667	125,778	132,889	140,000
D	38,000	43,667	49,333	55,000	60,667	66,333	72,000	77,667	83,333	89,000
E	25,000	27,889	30,778	33,667	36,556	39,444	42,333	45,222	48,111	51,000
F	22,000	24,000	26,000	28,000	30,000	32,000	34,000	36,000	38,000	40,000
G	18,000	19,889	21,778	23,667	25,556	27,445	29,334	31,223	38,112	35,000
H	8,000	9,111	10,222	11,333	12,444	13,555	14,666	15,777	16,888	17,999

Harakat faces challenges if it has to be compliant with Afghan Labour Law and NTA Guidelines. The challenge will be mainly around hiring and retaining suitable staff that will be satisfied with remuneration on offer. If DFID decides to remain compliant with NTA Guidelines, then there are legitimate options to maximise remuneration with supplements, overtime pay and performance-related uplifts. But these are not permanent solutions and can only be applied appropriately.

As previously noted, the success of Harakat is largely dependent on the recruitment of suitably qualified and experienced national staff, which will not be readily available and will demand higher than standard remuneration.

In particular, leadership for Harakat will need to be of international standard due to the complexity of the programme and the need for executive leadership. Leadership will involve direct involvement with executive bodies of private and public organisations. A recent recruitment initiative for the CEO for Harakat has identified a critical lack of national talent to take on this position. Allowances will have to be made for the hire of suitable staff as pillar managers, including an option to hire the best staff available that will be mentored for a period of time to allow them to grow into the role. The mentoring support could be provided through short term TA, or a full-time TA during the initial establishment of Harakat.

5 Recommendations

As Harakat migrates towards a programme approach, the organisational structure needs to be changed and strengthened to accommodate improved financial and procurement management, better results monitoring, contract management, management of risk, improved stakeholder engagement and communications. Above all, it needs to be accountable for the flow of funds and VfM. Critically there need to be robust systems in place to allow the organisation to function responsibly and transparently, including in particular sound procurement, financial management and results measurement systems. These systems, though they are not overly complex, will need to be established with external support provided through specialist TA. To meet these needs, the following recommendations are made to install the proposed organisational structure illustrated in Figure 2 above.

- Hire suitably qualified national staff where possible and, if necessary, hire staff with potential to grow.
- Use international TA to mentor national staff with potential.
- Hire a high-quality procurement manager with a strong track record for transparency. This post should be mentored by specialist international TA for at least six months to facilitate the establishment of a robust procurement system and provide training for procurement.
- Consider best possible options for appropriate remuneration that may include some positions being waived of NTA Guidelines (including CEO, CFO and Pillar Director).
- Consider appropriate TA pool and training budget to ensure key staff capability.
- Prioritise recruitment to enable phased establishment of organisational structure.

5.1 Prioritised Phasing for Recruitment

Prioritised phasing for recruitment will be based on two operational priorities: i) the early commencement of PPP Pillar and ii) the installation of a robust and efficient procurement system. The commencement of Investor Facilitation will closely follow the start-up of the PPP Pillar.

Figure 3 provides proposed phasing for the organisational development of Harakat.

Figure 3: Proposed Phasing for the Organisational Development of Harakat (2017)

	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Hire CEO	■									
Hire CFO		■								
Install Financial Management System		■								
Hire Procurement Manager		■								
Train Procurement Manager		■	■							
Install procurement system		■	■							
Hire Pillar Director			■							
Commence PPP Pillar			■							
Hire Stakeholder Engagement Manager			■							
Hire Support Staff				■	■	■	■	■	■	■
Commence Investor Facilitation Pillar					■					
Hire PPP Pillar Manager						■				
Hire IP Pillar Manager							■			
Train Pillar Manager						■	■	■		
Hire Communications Officer						■				
Hire Pillar Officers								■		
Hire Finance Manager								■		
Hire Finance Officer									■	
Hire M&E Manager										■

Executive management and financial control must be fully operational by the end of April 2017. This means CEO, CFO and Pillar Director will have been hired and in control of their respective functional areas.

The Pillar Director will be responsible for starting the PPP and Investor Facilitation Pillars (programmes). When these two priority pillars are underway, the Pillar Director will establish the operations team and hire the Pillar Managers and support staff from July 2017 onwards.

The Procurement Manager will be hired just after the CFO, as the CFO will need to take ownership for building the team that will be reporting to that role. The Board will recruit CEO/CFO, and the CEO and CFO will recruit all remaining staff as per prioritised phasing.

5.2 Response to NTA Challenges

The response to NTA challenges will largely depend on DFID's position with compliance to the NTA Guidelines. If it is decided to hire national staff for the whole organisational structure, and DFID complies with NTA, then appropriate measures will need to be taken to ensure suitable capability at the executive level. This may include TA support for CEO, CFO and Pillar Director, until the incumbents are fully capable of running Harakat. This may take up to two years to achieve. The options are to appoint a full-time or part-time international specialist to work alongside the national CEO incumbent to provide strategic support and training in



running complex programmes. Other concerns DFID will need to consider include how to maximise remuneration while remaining compliant with NTA Guidelines, and how to attract and retain suitable staff.

6 Conclusion

This report proposes the core functions and structure that will be required by Harakat to effectively implement a new business model using a programme approach. Harakat aims to increase private sector investment and growth in Afghanistan and strengthen the business environment with improved regulation. Programme interventions will be focused under four programme pillars: PPP, investor protection, regulatory reform and women's empowerment.

To effectively implement the programme approach, the Harakat organisational design will be more robust and capable of managing financial risk, with appropriate procurement and financial management systems in place.

The main challenge facing the AICP in moving on to stage three of the inception phase will be the recruitment of executive and management staff. The importance of sourcing and managing local staff for the positions of Pillar Programme Managers will be crucial to the success of the programme approach.

Competition for qualified local programme managers tends to be strong. Bilateral donors and their implementing partners often struggle to attract qualified local candidates because they pay less than the private sector and United Nations (UN) institutions. Although compensation for local staffers tends to be lower than for their international counterparts, hiring the wrong person can cost dearly and can affect the AICP work culture and programme delivery.

Following the recruitment of the CEO and CFO, it is suggested that the next priorities for recruitment should be the Pillars Director, Procurement Manager and M&E Manager. These three positions will play a crucial role in establishing the robust governance and contract management standards that will be expected of the AICP.

Appendix 1 Documents Reviewed

AICP Business Case. Harakat, May 2016.

AICP Business Case Theory of Change. Harakat, May 2016.

Terms of Reference for an Evaluation of the Afghanistan Investment Climate Programme (AICP). DFID.

Due Diligence Assessment Report on Due Diligence Assessment of DFID: A partner to implement the Afghanistan Investment Climate Programme. DFID, February 2016.

Harakat Organisational Development Review. Upper Quartile, January 2015.

Harakat-Afghanistan Process Evaluation Report. RIDA, November 2015.

Project Completion Review Afghanistan Investment Climate Facility. DFID, March 2016.

AICF Draft By-Laws. Harakat, 2008.

Afghanistan Investment Climate Facility (AICF) Proposal Sub Committee Conflict of Interest Disclosure Form. Harakat, 2008.

AICF Draft Governance Charter. Harakat, 2008.

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Policy on Conflict of Interest. Harakat, March 2013.

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Governance Questionnaire – Afghanistan Investment Climate Facility (AICF). Harakat, 2008.

Afghanistan Investment Climate Facility (AICF) Proposals Operations Manual. Harakat, 2008.

AICF Terms of Reference for Staff and Board. Harakat, 2008.

Organisation (Harakat- AICFO) Recipient Grant Agreement. Harakat, 2008.

Harakat Proposal Submission Template. Harakat, 2008.

Sample Evaluation Guide: Finance. Harakat.

Standard Request for Proposals. Harakat, 2013.

Standard Consultancy Contract. Harakat, 2013.

Standard Evaluation Form. Harakat, 2013.

Summary of Evaluation Results. Harakat, 2013.

Technical Assistant Grant Agreement. Harakat, 2013.

Governance Charter. Harakat, 2012.

Harakat Financial Procedures Revised. Harakat, January 2013.



Purchase and Tender Committees Terms of Reference. Harakat, 2010.

Procurement Procedures Guide. Harakat, 2010.

Harakat Projects Operations Manual. Harakat, January 2012.

Overview of Harakat Projects. Harakat, 2015.

BINA Integrity Management Program. BINA, June 2015.

BINA Harakat proposal form. BINA, September 2016.

BINA KPIs. BINA, 2016.

BINA Budget June– September 2016. BINA, 2016.

Appendix 2 Stakeholders Consulted

Stakeholders consulted		
Name	Position	Organisation
Noor Hakimyar	Private Sector Development Adviser	DFID
Claire Innes	Team Leader, Private Sector Development and National Infrastructure Team	
Habib Wardak	Project Officer	BINA
Malalai Wassil	Interim Chief Executive Officer	Harakat
Muhammad Juma	Finance, Administration and Procurement Consultant	
Sadaf Dashti	Project Development Consultant	
Naheed Esar	Project Research Consultant	
Ayesha Hashem	Communications Consultant	
Farahnaz Bahrami	Administration Intern	
Muhammad Ibrahim	IT, Administration and Procurement Support Consultant	
Nahida Ahmady	Finance Intern	
Zakia Jan	Cleaner	
Muhammad Nadir	Security Guard	

Appendix 3 Proposed Job Descriptions for New Harakat Structure

AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Administration and Human Resources Manager	Occupant	Vacant
Reports to	CFO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment. <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension.	Authorised by	AICP Board

PURPOSE OF THE POSITION

The purpose of this position is to plan, organise, and coordinate the administrative and human resource functions for the AICP. Administratively, the Administration and Human Resources Manager (AHRM) is responsible for the overall daily office operations of AICP, including office management, information technology and human resources. The AHRM main functional responsibilities concern supporting the AICP workforce.

JOB SPECIFICATION

Administration

The AHRM is responsible for ensuring the AICP office is operationally efficient and effective and is responsible for managing the office requirements regarding administrative functions and infrastructure needs.

- Plans and coordinates administrative procedures and systems.
- Manages daily AICP office operations, negotiates contracts and manages supplier relationships.
- Manages administrative and support staff, allocates responsibilities and office space.
- Monitors inventory of office supplies and the purchasing of office equipment and supplies.
- Oversees facilities services, vehicles and maintenance activities.
- Manages effective information technology and communications for the AICP.



- Manages the security and safety of the AICP staff and workplace.
- Assists in managing the AICP administration and HRM budget in consultation with the finance manager.
- Facilitates information flow, coordinates schedules and manages other logistic arrangements.
- Facilitates the preparation and organisation of meetings, workshops, seminars and training programs.
- Ensures daily administrative and secretarial support to the AICP including daily communications, maintenance of record keeping system, printing and photocopying.
- Prepares recurring reports as scheduled and special reports as required for budget preparation, audits or other reasons.
- Maintains delivery records and inventory of AICP assets.
- Plans and coordinates the acquisition, development, maintenance and use of computer and telecommunication systems within the AICP.
- Supervises the programme vehicles, drivers, security, messengers and cleaners as per AICP guidelines and procedure manuals.

Human Resources

The AHRM is responsible for providing the AICP with central leadership and management of Human Resources. The AHRM purpose is to facilitate the learning, performance and development of AICP staff and to ensure the AICP has the right people in the right place at the right time.

Reporting to the CFO of the AICP, the key HRM responsibilities of the AHRM are outlined as follows:

- Develop, design and manage systems, policies and procedures to guide working in the AICP.
- Direct and coordinate all human resource management activities including performance management, recruitment, training and professional skills development.
- Analyse statistical data and drafts reports to management on the status of the workforce with recommendations for improvement where necessary.
- Develop and facilitate workforce planning strategies with AICP management to identify immediate and longer-term staff requirements.
- Interpret and advise on employment legislation. Develop and implement policies on a variety of workplace issues including change management, disciplinary procedures, attendance management, working conditions, performance management and equal opportunities.



- Design and implement staff performance management systems in keeping with the AICP/Pillar programme requirements and facilitate high levels of motivation, commitment, capacity, and teamwork.
- Maintain records and compile statistical reports concerning staff movements and HRM issues.
- Draft and administer employment contracts.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and should this arise, it must be declared.

KEY RESULT AREAS

- AICP workforce plan for 2017.
- AICP Performance Management Framework.
- AICP HRD strategy.

PERSON SPECIFICATION

Education

Master's Degree in Human Resource Management, Organisational Development or related field from a recognised university.

Experience:

- Minimum of 5 years as a Human Resource Manager, preferably within a development programme.
- Experience in developing and drafting HRM policy and procedures.
- Experience in maintaining a workforce database and Human Resource Management Information Systems.
- Experience analysing performance and development data and drafting HRM reports for management.
- Experience in office management and administration support.
- Experience in drafting and managing employment contracts.

Knowledge:

- Knowledge of and experience in implementing HRM practices and processes including workforce planning, recruitment, training and performance management.



- Knowledge of principles and methods of workforce planning and demonstrated experience in developing a strategic workforce plan.
- Demonstrable proficiency with Microsoft Word, Excel, PowerPoint, Access and a HRMIS.
- Management of budgets and ability to prepare timely, complete and accurate reports.

Personal Skills & Abilities:

- Strong organisational and problem-solving skills with analytic approach.
- Strong office equipment and IT skills.
- Exceptional interpersonal communication, relationship building and networking skills.
- Good command of English, both written and spoken.
- Knowledge of change management principles, processes and techniques.
- Demonstrated interviewing and presentation skills
- A high level of interpersonal and advising skills.
- Ability to work in a dynamic and responsive environment.
- Ability to work under pressure and respond to multiple tasks.
- Strong planning and organisational skills, and analytical and evaluation abilities.
- Ability to allocate and review priorities and meet deadlines.
- Ability to work in a team environment.
- Professional presentation and approach.

BACKGROUND INFORMATION

Harakat is a multi-donor funded programme. The lead donor is the UK. Harakat is an Afghan-managed non-profit organisation operating as a grant-management facility. It has inherited a 7-year legacy from its predecessor (Harakat-AICF) of delivering projects aimed at improving barriers to private sector investments in the country. This was achieved through its partnerships with the Government of Afghanistan, private sector, civil society and NGOs. By facilitating a healthy and competitive investment climate as part of its vision, Harakat-AICF sector-specific interventions have supported direct job creation, revenue generation, laws and regulations, and other programs contributing to the private sector's ease of doing business in Afghanistan.

Harakat has identified a program management approach to achieving the objectives of fostering an enabling environment for private sector investments in the country by concentrating on four programme pillars: (1) Public Private Partnerships; (2) Legal and Regulatory Reform; (3) Investor Protection; (4) Women's Economic Empowerment.



Through the design of these specific areas of intervention for these programme pillars and linking them to measurable outcomes and indicators, Harakat aims to impact the country's business-enabling environment by attracting viable foreign direct investments and domestic investments, increasing the confidence of the private sector at large, creating employment opportunities and generating revenue. By the time Harakat completes its mandate in 2023, it expects to have contributed to significant economic transformation of Afghanistan's economic growth terrain.

Harakat shall serve as a trusted partner to the Government of Afghanistan, the Private Sector and Civil Society by supporting and promoting the private sector development and business economic reform agenda of the country through sustainable and measurable impact.

AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Administration Officer	Occupant	Vacant
Reports to	Managers of Administration and HR (AHRM), Finance (FM) and Procurement (PM)	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension.	Authorised by	AICP Board

PURPOSE OF THE POSITION

The role of the Administration Officer (AO) is to assist the managers in the execution of their duties. The AO will be required to be knowledgeable in the application of AICP administration, finance, programme and procurement procedures to support day-to-day AICP operations.

JOB SPECIFICATION

Administration

The AO will assist the AHRM to ensure the AICP office is operationally efficient and effective. The AO assists the PM in managing administrative functions, human resources and facility needs. Administrative assistance to the PM will include:

- Maintaining personnel and other administrative records.
- Monitoring inventory of office supplies and the purchasing of office equipment and supplies.
- Managing office facilities, vehicles and maintenance activities.
- Coordinating schedules and other logistical arrangements.
- Preparing and organising meetings, workshops and secretarial support to the AICP.
- Coordinating maintenance and use of computers and telecommunications within the AICP.
- Administration of support staff and vehicles.

Procurement

Procurement is the key functional responsibility of the PM. The AO will be required to support the PM in the application of procurement procedures and perform purchasing duties to support AICP operations. The AO will be required to perform duties within sole sourcing and quotation processes



to allow the PM a level of separation of duties for auditability and governance. Procurement and purchasing activities will include:

- Providing benchmarked pricing to aid purchase requests.
- Receiving purchase requests and raising payment requests for approval by the PM.
- Reviewing Supplier List for specific supplier of commodities and procuring items.
- Reconciling with the PM by submitting receipts attached to approved payment requests and receiving clearance for advances.
- Assisting PM to update and maintain the AICP asset register.
- Completing the Standard Quotation Request Form (SQRF) with all the relevant details required to inform the suppliers of purchasing requirements.
- Forwarding SQRFs to the selected suppliers and recording bid responses on the RFQ Tracker.
- Raising payment requests for approval by CFO.
- Procuring items and securing official invoices from selected suppliers.
- Securing approvals to raise cheques from PM.
- Delivering signed cheques to supplier and securing receipts after confirming receipt of cheques.
- Submitting payment vouchers with complete documents to the PM for posting into the accounting system.
- Providing the necessary information for the PM to update the asset register.
- Submitting payment vouchers with complete documents to PM for posting into Accounting System.
- Preparing minutes of public tender openings and providing copies upon request to consultants who submitted proposals or to the Donor/Investor.

Finance

The AO will assist the FM in activities associated with:

- Coordinating AICP payroll administration.
- Maintaining financial and administrative records and monitoring systems to record and reconcile expenditures, balances, payments, statements and other data for day-to-day transactions and reports.
- Providing administrative support to the management including administration of budgets.
- Monitoring costs and expenses to assist in budget preparations and providing regular reports to the CFO.



- Implementing controls of the supporting documents for payments and financial reports for AICP activities.
- Maintaining delivery records and making programme transactions.
- Maintaining inventory of AICP assets.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

Administration, procurement and finance activities are delivered to the satisfaction of the CFO.

PERSON SPECIFICATION

Education

Tertiary qualifications from a recognized university that includes business administration.

Experience:

- Minimum of 2 years' experience in an administrative capacity.
- Experience using and maintaining office equipment.
- Experience in record keeping for administration and personnel records.

Knowledge:

- Knowledge of basic bookkeeping or accounting.
- Understanding of purchasing process requirements.

Personal Skills & Abilities:

- Strong organisational and problem-solving skills.
- Strong IT skills.
- High level of interpersonal communication and team skills.
- Ability to communicate with persons of various cultures and disciplines.
- Excellent written English skills.
- Ability to work in a dynamic and responsive environment.
- Ability to work under pressure and respond to multiple tasks.
- Professional presentation and approach.



BACKGROUND INFORMATION

Harakat is a multi-donor funded programme. The lead donor is the UK. Harakat is an Afghan-managed non-profit organisation operating as a grant-management facility. It has inherited a 7-year legacy from its predecessor (Harakat-AICF) of delivering projects aimed at improving barriers to private sector investments in the country. This was achieved through its partnerships with the Government of Afghanistan, private sector, civil society and NGOs. By facilitating a healthy and competitive investment climate as part of its vision, Harakat-AICF sector-specific interventions have supported direct job creation, revenue generation, laws and regulations, and other programs contributing to the private sector's ease of doing business in Afghanistan.

Harakat has identified a program management approach to achieving the objectives of fostering an enabling environment for private sector investments in the country by concentrating on four programme pillars: (1) Public Private Partnerships; (2) Legal and Regulatory Reform; (3) Investor Protection; (4) Women's Economic Empowerment.

Through the design of these specific areas of intervention for these programme pillars and linking them to measurable outcomes and indicators, Harakat aims to impact the country's business enabling environment by attracting viable foreign direct investments and domestic investments, increasing the confidence of the private sector at large, creating employment opportunities, and generating revenue. By the time Harakat completes its mandate in 2023, it expects to have contributed to significant economic transformation of Afghanistan's economic growth terrain.

Harakat shall serve as a trusted partner to the Government of Afghanistan, the Private Sector and Civil Society by supporting and promoting the private sector development and business economic reform agenda of the country through sustainable and measurable impact.



AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Chief Executive Officer	Occupant	Vacant
Reports to	Harakat Board	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date January 2017</i>	Location	Kabul, Afghanistan
Period	3 years	Authorised by	AICP Board

PURPOSE OF THE POSITION

The CEO provides dynamic, strategic leadership and direction for Harakat organisation as it manages the development and implementation of outsourced pillar programme interventions.

JOB SPECIFICATION

The CEO maintains strong relationships with a diverse range of stakeholders, including but not limited to the Government of Afghanistan, international donor community, private sector and civil society. The CEO is responsible and accountable for internal and external interactions by exemplifying values of high ethical standards, integrity, and fairness and ensuring that these values prevail across the organisation's culture and its contractors.

The CEO reports to the Harakat Board and shall work closely with the Investors Committees and Board in carrying the following primary responsibilities:

Operational Management:

- Ensure that Harakat's organisational structure, operational policies and other business procedures effectively deliver on the strategic objectives and mandate as defined by the Board.
- Exercise authority over staffing and human resource matters with the objective of strengthening performance management by tracking key performance indicators across the organisation.
- Deliver on the key performance indicators and ensure their timely delivery.
- Maintain a positive, dynamic and results-driven work environment that centres on collaboration and information sharing while attracting, retaining and motivating diverse talent in the organisational internal and external work force.
- Lead Harakat as the mechanism for ensuring aligned internal leadership and implementation of its governance and operational framework.



- Act as a key spokesperson for Harakat and effectively communicate and market Harakat's vision, mandate and progress across all its functions.
- Add value to Harakat by contributing to the strategic decision-making of the organisation by providing new perspectives and examining alternative strategies.
- Oversee the coordination of the Performance Management Framework for staff members.
- Oversee the implementation of human resources (HR) policies and procedures as set out in the Harakat Operations Manual and report on all relevant HR issues to the Board.
- Exercise leadership in providing and implementing oversight to Harakat's communications and PR strategy, IT systems, knowledge and programme management systems and any other mechanisms that will ensure optimum performance of Harakat under its mandate.

Stakeholder Engagement

- Represent Harakat and its work with external stakeholders to build effective partnerships with public and private entities to support the work of the Harakat in creating an enabling environment for private sector growth and development.
- Engage in fundraising to attract investment into Harakat AICP and increase the funding portfolio.
- Interact with government at the highest political level to advocate for an appropriate level of national resources to be directed to at risk populations.
- Maintain effective communications with all stakeholders, especially on possessing a solid command of all programme pillars and their progress.
- Directly manage the Stakeholder Engagement and Communications Manager to ensure effective and productive stakeholder engagement that will also broker and promote stakeholder partnerships where appropriate.

Programme Pillar Strategic Management

- Provide guidance and oversight on implementing the specific programme pillars, identify risks while developing and implementing requisite risk mitigation mechanism including by seeking additional authorities from the Board as may be needed to address risks that arise proactively and effectively.
- Ensure the accurate and timely maintenance of operational databases containing information on projects, performance and impact indicators, stakeholders, contacts, consultants, and investment climate initiatives.
- Provide oversight to programme pillar deliverables against financial payments to implementing contractors and programme results indicators.
- Effectively oversee the management of risk in the portfolio of each programme pillar including, but not limited to, the development of rigorous management and communications systems to



ensure the implementation of and strict adherence to Board decisions, Harakat policies, and results frameworks as they relate to the Programme Pillars.

- Ensure meaningful and well-coordinated M&E of Harakat programme pillars, performance and provision of accurate analysis and routine reporting on the impact and performance of Harakat AICP's pillar programme portfolios.
- In close collaboration with the Independent Monitoring Agent, External Internal Auditors and the Audit Committee of the Board, ensure compliance with fiduciary controls to monitor the use of Harakat resources.
- Directly manage Programme Managers to exercise effective delivery of pillar plans.
- Directly manage M&E Manager to discharge duties of coordinated M&E with outsourced M&E support, DFID, IMA, and IEA.

Financial Management

- On direction of the Board, appoint external auditors for Harakat.
- Prepare annual programme budgets.
- Prepare quarterly and annual financial reports.
- Commission external parties, as required by investors, to undertake financial and operational reviews of Harakat's progress and performance.
- Ensure that activities supported by Harakat adhere to strict financial controls, and compliance regimes.
- Ensure Harakat policies and procurement procedures are firmly in place and strictly implemented and adhered to.
- Work closely with the Chief Financial Officer to ensure that all relevant tasks are being completed efficiently and effectively with adherence to fraud control procedures.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of Harakat.
- Act honestly and with the utmost integrity in all the affairs of Harakat and avoid all actual and perceived conflicts of interest and, should this arise, immediately declare them to the CEO, Chairman, Board and Investors.
- It is essential that the CFO does not seek to make a profit from Harakat or engage in transactions that provide personal profit or advantage.

KEY RESULT AREAS

- Effective management of the day-to-day operations of the Harakat.



- Harakat delivery against the key performance indicators set by the Board.

PERSON SPECIFICATION

Education

PhD or Master's level education in the areas of law, international development, international business, international economics, or a related field.

Experience, knowledge and skills

The CEO will be able to demonstrate the following experience, knowledge and abilities:

- Strong administrative skills and capable of overseeing the various operational elements of the organisation, which includes skills associated with budgeting and procurement.
- Success in leadership roles in any of the following areas: legal, government service, nongovernmental organisations or banking.
- Existing relationships of trust within government and/or global institutions and organisations or private sector consulting firms and command a solid understanding of Afghanistan's economic growth, legal and regulatory reform and business enabling environment.
- Ability to communicate proficiently in Dari, Pashtu and English and has excellent written English.
- A proven track record in writing and producing substantive proposals, reports and policy-related documents that are on par with international standards.
- A minimum of ten years working in Afghanistan, specifically in the areas of commercial and economic reform.
- Leads by example, has a very strong programme design, management and implementation skills, and is an innovative and strategic thinker who understands how to facilitate rapid growth in a small organisation.
- Ability to effectively communicate and market Harakat's vision, mandate, and progress across all its functions.
- Ability to maintain the focus of the organisation on achieving key strategic goals and has the ability to recognize new opportunities and trends to ensure that Harakat is at the forefront of business environment reform and contributing to economic growth and transformation.
- A leadership style that motivates and engages beneficiaries, partners, staff and stakeholders to make their best contribution, and engenders collaborative efforts to achieve shared goals.
- Ability to develop and maintain external relationships with strategic governmental and institutional donors, and the Government of Afghanistan entities Harakat serves through its Programme Pillars and overall Programme mandate.
- Ability to build new relationships with additional international organisations, governments, and private sector providers, with the goal of creating an enabling environment for private sector



growth, strengthening the private sector in Afghanistan, and engaging in substantive and measurable business environment reform.

- Proven complex programme management experience to be able to lead multi-disciplinary teams (including outsourced services).
- Strong command and understanding of Afghanistan’s economic growth, business environment reform and creating an enabling environment for private sector growth
- Strong command of Afghanistan’s local commercial, business, and cultural norms, languages and governance terrain.
- Good understanding of barriers to business enabling reform in Afghanistan.
- Track record for strategy planning and ability to respond to changing post conflict environment.
- Able to travel internationally to attend meetings and events for and on behalf of Harakat.

BACKGROUND INFORMATION

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Through the design of these specific areas of intervention for these programme pillars and linking them to measurable outcomes and indicators, Harakat aims to impact the country’s business enabling environment by attracting viable foreign direct investments and domestic investments, increasing the confidence of the private sector at large, creating employment opportunities, and generating revenue. By the time Harakat completes its mandate in 2023, it expects to have contributed to significant economic transformation of Afghanistan’s economic growth terrain.

Harakat shall serve as a trusted partner to the Government of Afghanistan, the Private Sector and Civil Society by supporting and promoting the private sector development and business economic reform agenda of the country through sustainable and measurable impact.



AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Chief Financial Officer	Occupant	Vacant
Reports to	CEO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment. <i>Anticipated start date January 2017</i>	Location	Kabul, Afghanistan
Period	3 years following 3-month probation	Authorised by	AICP Board

PURPOSE OF THE POSITION

The CFO provides overall financial coordination of Harakat in fulfilling its fiduciary mandate and supports the CEO in the effective management of the day-to-day operations as it relates to compliance with the financial and procurement manuals and sound financial measures.

JOB SPECIFICATION

The CFO shall be responsible for the overall fiduciary oversight and financial controls of Harakat's operational, financial and administrative functions. The CFO shall implement the financial strategy of organisation as approved by the Board and Investors, and ensure compliance with all financial controls, manuals and processes of Harakat. She/he is accountable for the key performance indicators as set forth by the Board and contained in the Harakat log frame as they relate to financial controls, budget expenditures and programme budget financial monitoring.

The CFO reports to the Harakat CEO and where necessary to the Chairman of the Board. She/he shall work closely with the CEO, Investors, and Board in carrying the following primary responsibilities:

Financial Management

- Ensure that Harakat's financial structure, policies and other procedures effectively deliver on the strategic objectives and mandate as defined by the Board.
- Review and provide financial oversight of all grant requests, RFPs, EOIs and institutional operations, and prepare financial work plans with grantees including preparation of annual operating budgets and regular financial monitoring and reporting.
- Provide leadership for in-house capacity building through monitoring reports and financial policy procedures, and arrange presentations for staff, the Board and Investors.



- Systematically monitor, analyse, and evaluate the performance of all financial related activities across all Harakat functions, including its programme pillars, as they relate to accomplishing programme and organisation objectives.
- Assist programme staff in reporting these results to the Board, investors, and where necessary to implementing partners within GIROA, Civil Society and the private sector.
- Prepare financial statements as per GAAP and BTF accounting policies, and facilitate regular auditing of programme and operational finances.
- Work closely with external and internal auditors, the IMA, and any other agents appointed by the Board and/or Investors.
- Keep the organisation informed on pertinent financial issues and regulatory matters, and develop internal mechanism through which financial input provisions for program review and evaluation are achieved.
- Maintain contact with professional peers, investment specialists (specifically within Programme Pillars), donors, and government agencies, and keep abreast of professional developments through regular specialized training and professional interaction.
- Ensure that Harakat's organisational structure, operational policies and other business procedures effectively deliver on the strategic objectives and mandate as defined by the Board.
- Strengthen performance management and management of Harakat by linking key performance indicators across the organisation to financial and budget expenditures.
- Deliver on the key performance indicators set forth by the Board for the CFO and those that relate to the financial management of the programme pillars.
- Contribute to a positive, dynamic and results-driven work environment that centres on collaboration and information sharing while attracting, retaining and motivating diverse talent in the finance unit, and internal and external work force.
- Add value to Harakat by contributing to the strategic decision-making of the organisation by providing new perspectives and examining alternative strategies as they relate to the business and financial administration of Harakat.
- Contribute to the process of selection of staff members of Harakat, lead the procurement processes and ensure compliance of all internal manuals and SOPs.
- Manage the performance of the staff members within the finance unit.
- Provide implementing oversight to Harakat's financial management systems and any other mechanisms that will ensure optimum performance of Harakat under its mandate.

- Monitor new technical information, policy developments, and trends related to investment management. Maintain tax exemption in the countries where the endowment is invested, and facilitate biennial independent reviews of investment performance.
- In close collaboration with the IMA, EIA and the Audit Committee of the Board, ensure compliance with fiduciary controls to monitor the use of Harakat resources.

Programme Pillar Financial Management

- Provide prudent oversight of the investments made by Harakat across its programme pillars, specifically as they relate to expenditures against actual delivery by working closely with Harakat programme managers.
- Develop internal financial control and reporting mechanisms across all programme pillars and ensure their compliance by implementing contractors.
- Directly oversee formulation and compliance with procurement manual, financial policies, and guidelines.
- Provide oversight to asset allocation and risk mitigation using quantitative models.
- Develop and oversee financial benchmarks and portfolio risk controls, analysis of performance, and efficient expenditure mechanisms with due risk mitigation through appropriate operational and policy measures.
- Support the CEO with recruitment and supervision of staff performance, especially as they relate to financial activities.
- Monitor the financial related activities of fund expenditures undertaken by Director in charge of pillar management and implementing contractors. The CFO shall be responsible for communicating the policies related to fund expenditures to all relevant parties.
- Effectively oversee the financial management of risk in the portfolio of each programme pillar, including, but not limited to, the development of rigorous financial controls and systems to ensure the implementation of and strict adherence to Board decisions, Harakat policies, and results frameworks as they relate to the programme pillars.

Operational Management

- Directly supervise all finance and administration personnel, support staff and relevant finance and investment consultants.
- Develop key performance indicators for personnel being supervised, annually evaluate performances in writing to recommend salary increases or disciplinary action, oversee the hiring and training of new staff and termination of non-performers.
- Direct all procurement and payroll administration and management of physical assets.



- Ensure strict policies with respect to anti-money laundering and terrorist-funding through policy development, SOPs, and any other mechanisms necessary for fiduciary controls, including but not limited to supervising such with implementing contractors and partners.
- Directly supervise all procurement related activities.
- Work in close contact with external auditors for Harakat.
- Prepare annual programme budgets.
- Prepare quarterly and annual financial reports.
- Commission external parties, as required by investors, to undertake financial and operational reviews of Harakat's progress and performance.
- Ensure that activities supported by Harakat adhere to strict financial controls, and compliance regimes.
- Ensure Harakat financial policies and procurement procedures are firmly in place and strictly implemented and adhered to.
- Work closely with the Finance Manager to ensure that all relevant tasks are being completed efficiently and effectively with adherence to fraud control procedures.
- Establish and maintain contacts with local government and non-government colleagues, donors, professional peers, auditors, and finance and investment consultants.

Board Engagement

- Support the CEO with raising funds for the Harakat from international donors and any other parties determined by the Board.
- In addition to reporting to the CEO on all activities under its jurisdiction, the CFO shall also have a separate line of communication to the Chairman on matters determined by the Board.
- Attend Harakat Board Meetings, ensuring timely submission of Board documents, maintaining requisite communications with Investors, Board Directors, and Chairman, and adhering to the corporate governance and bylaws of the organisation.
- Prepare and submit monthly, quarterly and annual work plans to the Board and Investors.
- Provide input to the Board using knowledge, expertise, and judgment to contribute to the success of Harakat and its initiatives.
- Report to the Board on the financial aspects of Harakat at each Board Meeting.
- Ensure that the Board is made aware, in a timely way, of key strategic and other material operational challenges the Secretariat encounters in the course of its work.
- Communicate relevant Board decisions to Harakat's staff and other relevant stakeholders.

Professional Conduct



- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of Harakat.
- Act honestly and with the utmost integrity in all the affairs of Harakat and avoid all actual and perceived conflicts of interest and, should this arise, immediately declare them to the CEO, Chairman, Board and Investors.
- It is essential that the CFO does not seek to make a profit from Harakat or engage in transactions that provide personal profit or advantage.

KEY RESULT AREAS

- Draft full budget 2017–23 for AICP programmes.
- Set up AICP Asset Register.
- Develop financial management performance tools and procedures for Board consideration.
- Review and finalise financial procedures and reporting to meet new program requirements.

PERSON SPECIFICATION

Education

PhD or Master's degree in economics, finance, or business management from a globally reputed university.

Experience

- Possess at least ten years of practical work and proven track record in project management, budgeting and human resource management.
- Prior experience in development and fund management, strong quantitative skills in programme financial analysis, and significant financial management.
- Demonstrated history of exemplifying values of high ethical standards, integrity, and fairness and ensuring that these values prevail across an organisation's culture and its contractors, especially in exercising fiduciary duties with donor funds.
- Demonstrated success in leadership roles in legal, government service, nongovernmental organisations or banking.
- Have a proven track record in writing and producing substantive reports and policy related documents that are in par with international standards.
- Possess a background in working in a multi-faceted work and cultural environment with the proven experience in overseeing and delivering across different functions in a timely fashion.
- Have a proven complex financial management experience to be able to lead multi-disciplinary teams (including outsourced services).



- Demonstrated experience in procurement and asset management.
- Experience in reporting at Board Level.
- Demonstrated success in financial planning and ability to respond to changing post conflict environment.
- Experience working with development NGOs

Knowledge

- A sound knowledge of accounting principles (i.e. petty cash accounts, reconciliations, bank statements and invoicing for accountable grants), including those relating to government.
- Demonstrated knowledge of cost management and control.
- Demonstrated knowledge of contracting procedures, including financial aspects of contract implementation.
- A working knowledge of computer applications for financial accounting.
- Experience in financial management systems in development environments.
- Strong command and understanding of Afghanistan’s economic growth, business environment reform and creating an enabling environment for private sector growth is preferred.
- Strong command of Afghanistan’s local commercial, business, and cultural norms, languages and governance terrain is preferred.

Personal Skills & Abilities

- Possesses strong financial management skills and is able to oversee the various financial management elements of the organisation.
- Demonstrates personal integrity, strong leadership and management skills, excellent technical analysis, and oral and written communication skills.
- Possesses strong programme financial management and implementation skills, and is an innovative and strategic thinker who understands how to facilitate rapid growth in a small organisation.
- Can effectively communicate and market Harakat’s vision, mandate, and progress across all its functions.
- Possesses a leadership style that motivates and engages clients, partners, staff, and stakeholders to make their best contribution, and engenders collaborative efforts to achieve shared goals.



- Able to develop and maintain external relationships with strategic governmental and institutional donors, and the Government of Afghanistan entities Harakat serves through its programme pillars and overall programme mandate.
- Able to build new relationships with additional international organisations, governments, and private sector providers, with the goal of creating an enabling environment for private sector growth, strengthening the private sector in Afghanistan, and engaging in substantive and measurable business environment reform.

BACKGROUND INFORMATION

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Through the design of these specific areas of intervention for these programme pillars and linking them to measurable outcomes and indicators, Harakat aims to impact the country's business enabling environment by attracting viable foreign direct investments and domestic investments, increasing the confidence of the private sector at large, creating employment opportunities, and generating revenue. By the time Harakat completes its mandate in 2023, it expects to have contributed to significant economic transformation of Afghanistan's economic growth terrain.

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AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Communications Assistant	Occupant	Vacant
Reports to	Stakeholder Engagement and Communications Manager	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension	Authorised by	AICP Board

PURPOSE OF THE POSITION

The Communications assistant will be responsible for supporting the Stakeholder Engagement and Communications Manager (SECM) and promoting AICP business objectives by providing communications advice, service and support. The position will assist the SECM develop and implement external and internal communications strategies that enhance the work and deliverables of the AICP. The Communications Assistant will actively build and maintain relationships with clients, media, staff and stakeholders for the benefit of the AICP.

Reporting to the SECM, the key responsibilities and accountabilities of the Communications Assistant are to assist the SECM to:

- Develop, maintain, update and implement the communications strategy for AICP with the aim of building the organisation's profile and understanding of its role and deliverables with clients and stakeholders.
- Ensure an integrated approach to all communications activities across all AICP functions.
- Ensure an integrated approach to building and enhancing the work of the AICP and identify opportunities to increase stakeholder understanding and commitment to AICP and ensure representation by AICP at relevant meetings, launches, conferences and workshops.
- Disseminate information and profile the AICP.
- Develop and maintain systems and policies that ensure consistent, high quality internal and external communications processes, tools and products.
- Research, develop and maintain communications content and tools for AICP, including:
 - Website



- Promotional materials including advocacy and engagement tools, media kits, investor relation information kits
- Online photography library
- Project description sheets
- Other related items.
- Manage AICP's interface with the media, including media/public relations, including press office management and media monitoring.
- Conduct public information and media campaigns for AICP.
- Actively advocate and generate support for AICP and AICP's specific programmes across all widely used social media.
- Develop specific tools and reports for gauging the perception of AICP's major stakeholder groups.
- Any other responsibilities as may be reasonably required by the SECM.

PERSON SPECIFICATION

Education

Bachelor's Degree in Communications, Journalism, Marketing or related field from a recognised university.

Experience

- Demonstrated experience in marketing, communications and public affairs.
- Demonstrated experience implementing internal and external communications strategies that support business and programme objectives.
- Demonstrated experience researching, writing and producing multimedia publications, promotion and marketing materials.
- Active user of social media tools in previous positions.
- Prior experience working within an NGO facility preferred.
- Experience working in cross-functional teams would be highly regarded.

Knowledge

- Demonstrated understanding of cultural issues and suitability of content and tools in developing countries.
- Ability to facilitate and engage with people of different nationalities.
- Demonstrated knowledge of the international development sector.



Personal Skills & Abilities

- Highly developed research skills and an understanding of evaluation and measurement approaches.
- Demonstrated ability to write for a range of purposes including publications, web and business reports.
- Exceptional interpersonal communication, relationship building and networking skills.
- Ability to communicate with persons of various cultures and disciplines.
- Ability to allocate and review priorities and meet deadlines.
- Ability to communicate in English, Dari and Pashto.
- Ability to effectively communicate at senior levels in Afghan Government and private sector.

BACKGROUND INFORMATION

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Harakat shall serve as a trusted partner to the Government of Afghanistan, the Private Sector and Civil Society by supporting and promoting the private sector development and business economic reform agenda of the country through sustainable and measurable impact.



AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Director of Pillars	Occupant	Vacant
Reports to	CEO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment. <i>January 2017 – 31 December 2019</i>	Location	Kabul, Afghanistan
Period	2-Years with possible extension	Authorised by	AICP Board

PURPOSE OF THE POSITION

The purpose of the position is to establish, manage and coordinate the delivery AICP pillar programmes and ensure the successful delivery of pillar outcomes and management of their inter-dependencies. The Director of Pillars is responsible on behalf of the CEO for establishing the AICP new programme implementation model and for the overall integrity and coherence of pillar programmes. The Director of Pillars will develop and maintain the programme approach and support individual pillar programme managers to deliver pillar outcomes.

JOB SPECIFICATION

Reporting to the CEO of the AICP, the key responsibilities and accountabilities of the Director of Pillars are outlined as follows.

Pillar Programme Management and Coordination

- Ensures effective quality assurance and overall integrity of pillar programmes focussing on internal consistency of pillar programmes and coherence with planning and interfaces between programmes and AICP governance and technical standards.
- Determines pillar programme resource requirements in conjunction with programme managers and other AICP Managers.
- Defines the pillars governance framework including resource management, monitoring and control, quality, risk management, and stakeholder engagement.
- Ensures pillar interventions are carried out in accordance with logical frameworks.
- Maintains the overall integrity and coherence of the pillars and maintains the programme environment to support individual programmes within it.



- Ensures that the delivery of outputs and services from the programmes meets pillar requirements.
- Ensures that security considerations are assessed and implicated in programme conception.
- Mentors and assists programme managers in planning, execution and delivery of programmes, ensuring the best practice programme management processes are incorporated.
- Works closely with the programme managers to identify potential programme-cost overruns, time delays or quality deficiencies and implements actions for rectification.
- Analyses programme results and interprets these results into recommendations for the AICP CEO to assist in reporting to the AICP Board.
- Ensures that clear communications and good relationships are developed and maintained within the pillar programmes, with AICP support units and with external parties such as service providers, the GIRoA Ministry of Finance and donors.
- Plans, develops, coordinates, communicates and directs the internal policies and procedures of pillar programme operations.
- Works closely with programme managers to provide timely and accurate programme tracking, analysis of outputs and reporting.
- Develops and drives a culture of continuous improvement and performance optimisation across all programme pillars.
- Works closely with the M&E Manager and programme managers to establish performance measures, risk assessments and mitigation plans.
- Assists programme managers to initiate activities and other management interventions wherever gaps in programme implementation or issues are identified.
- Maintains a systematic filing system of all programme and support documents with off-site backup for continuity security and in line with audit requirements specific to programme agreements.

Financial Management

- Oversees pillar programme budgeting and resource planning.
- Prepares and submits for approval, revenue and expenditure forecasts based on established financial goals and against delivered and realised benefits as programmes progress.
- Supervise and maintain financial and administrative records and monitoring systems to record and reconcile programme pillar expenditures, balances, payments, statements and other data for day-to day transactions and reports

Procurement



- Ensure pillar programmes procurement practices are timely, effective and according to guidelines outlined in the AICP procurement manual.
- Ensure completion and submission of current programme pillar assets and maintain an Asset Register.
- Undertake additional financial management and procurement duties as required by the CFO or APM.

Pillar Development

- Develops current and future for pillar programme development according to AICP strategic objectives.
- Researches, identifies and introduces appropriate new systems, processes and technologies to improve programme implementation across pillars.
- Identifies and develops potential new business partner opportunities.
- Develops and maintains close working relationships with donors, government ministries, service providers and other stakeholders.

Human Resource Management

- Oversees all staffing issues as required by the demands of pillar programmes including security and duty of care.
- Manages the performance and conducts performance review of pillar programme managers in accordance with AICP HR policies and procedures.
- In conjunction with programme managers, identifies and recruits appropriate programme staff.
- Encourages and develops the technical and programme management skills of pillar programme staff.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREA

The AICP programme pillars are delivered to the satisfaction of the AICP Senior Management, MOF, beneficiaries, and stakeholders in compliance with donor requirements.

PERSON SPECIFICATION

Education



- Advanced university degree, preferably in Business Administration, Public Administration, Engineering, or related field.
- PRINCE2®, Project Management Institute PMP or equivalent programme management training and certification are highly desirable.

Experience

- Minimum of 10 years' experience in project management roles with at least 5 years' experience in programme development and management.
- Substantial field-based experience and demonstrated ability to deliver aid development programmes in post-conflict situations.

Knowledge:

- Good knowledge of techniques for planning, monitoring and controlling programmes.
- Good understanding of the procurement process including negotiation with third parties.
- Demonstrated knowledge of contracting procedures, including financial aspects of contract implementation.
- Good knowledge of budgeting and resource allocation procedures.

Personal Skills & Abilities

- Strong skills in programme and project management with proven competencies in related tools and methodologies.
- Excellent financial and situational analytical skills and knowledge of analysis techniques.
- Strong contract formation and negotiation skills.
- Demonstrated ability to maintain existing client relationships and develop new ones.
- Excellent presentation skills with the ability to address senior management, business and technical audiences.
- Exceptional leadership, interpersonal communication, relationship building and networking skills.
- Ability to communicate with persons of various cultures and disciplines.
- Excellent written communications skills.
- Ability to work in a dynamic and responsive environment.
- Ability to work under pressure and respond to multiple tasks.
- Ability to give solution oriented advice and assistance to staff, clients and stakeholders.
- Ability to allocate and review priorities and meet deadlines.



- Ability to work in a team environment.
- Professional presentation and approach.

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AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Finance Manager	Occupant	Vacant
Reports to	Chief Financial Officer	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension	Authorised by	AICP Board

PURPOSE OF THE POSITION

The role of the Financial Manager (FM) is to assist the Chief Financial Officer (CFO) in the execution of their duties. This includes responsibility for general accounting, programme accounting, auditing, fraud control, cost accounting, budgetary control and reporting.

JOB SPECIFICATION

Reporting to the CFO of the AICP, the key responsibilities and accountabilities of the Finance Manager are outlined as follows.

- Implementing and monitoring budgetary and accounting plans and processes in consultation with other managers.
- Coordinating the implementation and monitoring of accounting systems.
- Coordinating AICP payroll administration.
- Maintaining financial and administrative records and monitoring systems to record and reconcile expenditures, balances, payments, statements and other data for day-to-day transactions and reports.
- Providing administrative support to the management including administration of budgets.
- Monitoring costs and expenses to assist in budget preparations and providing regular reports to the CFO.
- Implementing controls of the supporting documents for payments and financial reports for AICP activities.
- Maintaining delivery records and make programme transactions.
- Maintaining inventory of AICP assets.



- Assisting the CFO in preparing annual programme budgets.
- Assisting the CFO in preparing monthly, quarterly and annual reports.
- Assisting the CFO in ensuring activities supported by AICP adhere to strict financial controls and compliance regimes.
- Ensuring strict adherence to policies and standard operating procedures related to anti-money laundering and terrorist funding.
- Monitoring the financial performance of programme inputs.
- Conducting reviews and audits as required.
- Designing and developing appropriate financial management reports and prepare all reports to an acceptable level of quality.
- Reviewing and supporting the development of financial management procedures and processes.
- Implementing new project budgets and Chart of Accounts at the inception of new programmes and monitor for each financial year.
- Providing financial information and advice for the costing of programme proposals where required.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

- Budgetary management of all AICP programmes.
- Conduct reviews and audits as required by the CFO.
- Quality and timely management reporting.
- Provision of quality advice the costing of programme proposals.
- Effective, timely and financially efficient procurement practice.

PERSON SPECIFICATION

Education

- Tertiary qualification in Accounting, Finance or Commerce.
- Professional Accounting qualification.



Experience

- Demonstrated experience in the management and development of accounting systems.
- Proven experience in the design and production of management and company and project budgets and financial reports.

Knowledge

- A sound knowledge of accounting principles (i.e. petty cash accounts, reconciliations, bank statements and invoicing), including those relating to government.
- Demonstrated knowledge of cost management and control.
- A working knowledge of computer applications for financial accounting.

Personal Skills & Abilities

- Exceptional interpersonal communication, relationship building and networking skills.
- Ability to communicate with persons of various cultures and disciplines.
- Excellent written communications skills.
- Ability to work in a dynamic and responsive environment.
- Ability to work under pressure and respond to multiple tasks.
- Ability to give solution oriented advice and assistance to staff, clients and stakeholders.
- Ability to allocate and review priorities and meet deadlines.
- Ability to work in a team environment.
- Ability to communicate in English, Dari and Pashto.
- Professional presentation and approach.

BACKGROUND INFORMATION

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AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Monitoring and Evaluation Manager	Occupant	Vacant
Reports to	CEO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension	Authorised by	AICP Board

PURPOSE OF THE POSITION

The Monitoring and Evaluation (M&E) Manager has overall responsibility for providing coordination and leadership for M&E of AICP performance.

JOB SPECIFICATION

The M&E Manager will be responsible for ensuring accurate and comprehensive data collection and analysis of results to report on progress towards AICP objectives. He/she will work with AICP Managers to develop appropriate indicators, targets and methods for collecting information on AICP activities and assist with analysis for evidence-based decision making for operational improvements.

The key responsibilities and accountabilities of the M&E Manager are outlined as follows:

- Review the management information systems of the AICP and agree on resources to ensure that data quality standards are monitored and met.
- Review the quality of existing data sources, the methods of collecting them and the degree to which they will provide good baseline data for mid-term and end of year evaluations. Based on this review, consult AICP management to develop approaches to address identified gaps.
- Prepare Terms of Reference (TOR) for baseline, mid-term, and end-line surveys including methodology preparation, sample selection and staff training and provide overall technical direction for the conduct of the surveys.
- Develop an M&E framework for AICP in coordination with the AICP management.
- Initiate regular reviews of the AICP M&E framework in coordination with the AICP programme managers.



- Develop a results-oriented monitoring plan inclusive of performance management plan (PMP) indicators.
- Organisation of the AICP to track, report, and update objectives, activities, key indicators, and results over a two-year period.
- Contribute to the development of the AICP annual work plan, ensuring alignment with strategy, agreement on annual targets and inclusion of M&E activities in the work plan
- Oversee and execute M&E activities included in the AICP Annual Work Plan, with focus on results and impacts as well as in lesson learning.
- Prepare quarterly and annual reports for the CEO.
- Assist in planning and oversee AICP M&E activities ensuring effective use of data in decision-making.
- Ensure proper understanding and awareness of M&E framework and the roles and responsibilities of AICP units.
- Foster participatory planning and monitoring by training and involving AICP staff in the M&E of activities.
- Support the AICP Programme Pillar Manager in design of Programme Pillars ensuring all AICP funded activities have measurable results identified that are consistent with Pillar objectives.
- Ensure that reliable baseline data is collected and available.
- Develop Pillar programme specific M&E frameworks in coordination with the AICP Programme Management Team (PMT).
- Prepare regular updates, reports and presentations to AICP Management and Board
- Ensure that the M&E deliverables meets the quality standards, expectations and objectives of AICP.
- Ensure data quality and timely reporting of M&E data.
- Develop, review and Implement an evaluation plan for AICP and its funded programmes.
- Facilitate evaluation function of AICP. Ensure that evaluations are timely planned and coordinated with relevant AICP Units and stakeholders.
- Ensure that the evaluation reports meet the quality standards, expectations and objectives of AICP.
- Ensure that lessons learned and key recommendations are applied for improvements.
- Coordinate with donors on their evaluation plan for AICP and facilitate inputs from the AICP management where needed.

- Plan and manage supervision missions from the AICP management, donors and other stakeholders to AICP and its funded programmes. Verify project progress reports.

- Provide early warnings of issues and deficiencies and facilitate solutions for improvements.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

- An M&E Framework that meets the standards required by the AICP Senior Management, MOF, beneficiaries, and stakeholders in compliance with Donor requirements.

PERSON SPECIFICATION

Education

Master's Degree in Administration, Information Management, Project Management, Engineering, Finance or other relevant academic background.

Experience

- At least 5 years' experience in the design and implementation of M&E/MIS in development projects.
- Experience in designing tools and strategies for data collection, analysis and production of reports.
- Expertise in analysing data using statistical software.
- Experience in a non-governmental organisation or aid donor programme.

Skills

- Proven ICT skills especially in the development of MIS software using database software.
- Good level of proficiency in Windows Excel and quantitative analysis.
- Ability to design M&E tools, surveys, surveillance systems, and evaluations.
- Demonstrated ability to train and build capacity of others.
- Strong interpersonal skills.
- Excellent knowledge of monitoring and the application of methodology; good understanding of capacity assessment methodologies; excellent ability to identify significant capacity building opportunities.



- Ability to lead implementation of new systems for programme M&E and affect staff behavioural/attitudinal change.

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AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Procurement Manager	Occupant	Vacant
Reports to	CFO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension	Authorised by	AICP Board
Special Conditions		Reference	

PURPOSE OF THE POSITION

The purpose of the position is to plan, organise and coordinate the procurement functions for the AICP. The PM is responsible for defining the best strategy for transparent, rule-compliant and results-oriented procurement of goods and services for AICP pillar programme operations.

JOB SPECIFICATION

The PM manages the tasks of sourcing and procurement for the AICP and its programme pillars. He/she will supervise the procurement process from the initial selection of suppliers to the purchase of goods and services. The primary responsibilities of the PM include organizing the procurement of services for programmes, budget distribution and the implementation of successful purchasing practices that ensure reduced costs and improved productivity.

Reporting to the CFO of the AICP, the key responsibilities and accountabilities of the PM are outlined as follows:

- Managing day-to-day procurement operations of the programme pillars in accordance with the procurement manual.
- Maintaining and updating the procurement manual.
- Timely and accurate preparation of procurement plans for the AICP and programmes and monitoring of their implementation.
- Maintaining, recording, and retaining evidence of each purchase and procurement action for future audit reviews.



- Monitoring programme pipelines to identify future requirements and plan early supply/partner engagement.
- Contributing to the development of MoUs between AICP and a key service delivery partners.
- Finalising and advertising Expression of Interest, (EoI) notices to the market, dependent upon value of opportunity.
- Assisting the Programme Management Team (PMT) to develop Terms of Reference for procurement opportunities that require competitive bidding.
- Implementing proper monitoring and control of procurement processes, including organisation of specifications and terms of reference to ensure completeness, accuracy and compliance with quality standards and processes specified in the Procurement Manual.
- Receiving requests with specifications from pillar programme managers for the provision of goods and services, preparing tender documents, developing a procurement plan and opening a tender file.
- Advertising opportunities, issuing tender documents, and responding to supplier questions.
- Developing evaluation matrices with end users of procurement.
- Receiving quotations, bids or proposals compliant with Non-Conflict of Interest declarations.
- Organising tender opening, producing evaluation documentation for the Technical Evaluation Committees (TECs).
- Facilitating the effective performance of the TECs in evaluating bids against criteria and weightings to good governance procedure.
- Notifying qualifying and non-qualify bidders, including the date, time, and place set for opening the financial proposals.
- Organising assessments of capacity and capability of suppliers.
- Organising the awarding of contracts including negotiations with the supplier on the Terms of Reference, delivery methodology, staffing, AICP inputs, and any special conditions of the contract.
- Managing the payment of supplier or contractor invoices including ensuring that goods/services meet with the terms of contract.
- Managing the procurement contracts and, upon delegation of responsibility, performing the functions of purchase order approval.
- Implementing the internal control system, which ensures that purchase orders are accurately prepared and dispatched. Taking timely corrective actions on POs with errors.
- Preparing cost-recovery bills for procurement services provided by the AICP to other Agencies.



- Implementing harmonized procurement services, analysis of requirements and elaboration of proposals on common services expansion in the AICP.
- Overseeing common/general procurement services rendered to the pillar programmes and projects.
- Ensuring the development and implementation of operational strategies including sourcing strategy, supplier selection and evaluation, quality management and supplier relationship management.
- Developing and managing rosters of suppliers, processes for supplier selection and evaluation, quality and performance measurement.
- Providing training in procurement processes for procurement and AICP staff.
- Implementing policies on anti-fraud, bribery, corruption, assessing money laundering and terrorist financing risks.
- Contributing to the development of a Risk Management Framework.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

- Detailed work plan for 2017.
- Responsibility for AICP procurement.
- Procurement objectives, strategy and implementation plan.
- Framework for measuring whether procurement objectives have been achieved.
- AICP procurement procedures manual.

PERSON SPECIFICATION

Education

Tertiary qualifications from a recognized university that includes principles and methods of supply chain management.

Experience

- Extensive experience (5 to 7 years) within the field of supply chain management (procurement, tendering, contracting) and asset management.
- Experience with donor-specific procedures related to logistics.



Knowledge

- Knowledge of procurement and supply chain processes and systems.
- Good understanding of donor aid programme and procurement environments.
- Management of budgets and ability to prepare timely, complete and accurate reports.

Personal Skills & Abilities

- Strong organisational and problem-solving skills with analytic approach.
- Strong IT skills.
- Exceptional interpersonal communication, relationship building and networking skills.
- Ability to communicate with persons of various cultures and disciplines.
- Excellent written communications skills.
- Ability to work in a dynamic and responsive environment.
- Ability to work under pressure and respond to multiple tasks.
- Ability to give solution-oriented advice and assistance to staff, clients and stakeholders.
- Ability to allocate and review priorities and meet deadlines.
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AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Programme Manager – Public Private Partnership Pillar	Occupant	Vacant
Reports to	CEO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension	Authorised by	AICP Board

PURPOSE OF THE POSITION

The Programme Manager is responsible for the effective management of the service provider contract to implement the agreed operational plan to meet pillar objectives and scope of services.

JOB SPECIFICATION

Reporting to the Director of Pillars, the Programme Manager manages the programme management cycle to meet AICP PPP pillar objectives. He/She will facilitate the effective working relationship between the beneficiary, service provider and other stakeholders. The Programme Manager, with emphasis on results through contracting, will ensure contractual obligations are met, services are delivered efficiently, and commercial risks are identified and managed. He/She will be responsible for the effective application of AICP resources and processes in support of this.

The key responsibilities and accountabilities of the Programme Manager PPP Pillar are outlined as follows:

Pre-Contract

As a key member of the Programme Management Team contribute to:

- Assessments of how an organisation has performed similar activities in the past.
- Assessments of an organisation's capacity to undertake and successfully deliver the programme, ensuring an organisation has the right mix of skills, experience and sufficient staffing levels to implement the programme.
- Assessments of how an organisation will manage the program and how often progress and variance reports will be provided.



- Assessment as to whether an organisation can properly discharge its security and safety responsibilities considering any foreseeable risks.
- Assessment of an organisation's commitment to dealing with fraud, bribery and corruption, including what policies are in place, policy content and how messages are communicated to staff.
- Assessment of an organisation's current financial strength and financial management, including future commitments, current processes, systems and controls to effectively manage and account for our funds.
- Identifying service provider and beneficiaries' objectives and drivers and establishing an effective working relationship with all parties.
- Analyse and recommend PPP risk allocation and contribute to an appropriate risk profile for the project.

Start-up Assistance to Service Provider and Beneficiaries Planning

- Facilitate beneficiaries and service provider to identify and agree upon roles, responsibilities and processes for working together.
- Provide oversight of the preparation of the beneficiaries and service provider annual operational plans.
- Ensure AICP method and process requirements are understood and accepted.

Contract Management

- Provide quarterly quantification and qualification of service provider services and progress against contract obligations.
- Ensure completion and submission of current AICP assets and maintain a programme Asset Register.
- Monitor the establishment and operation of the service provider's purchase and asset registers.
- Oversee service provider financial administration, including the preparation of financial statements, budgets and forecasts.
- Ensure service provider financial management reports are to an acceptable level of quality.
- Ensure processes are followed for the management of financial compliance to meet governance requirements.
- Monitor expenditure against budget, providing weekly reports to the CFO.
- Ensure the implementation of procedures to protect against anti-fraud, bribery, corruption, money laundering and terrorist financing risks.
- Assist external auditors.

- Undertake additional financial management and procurement duties as directed by the Director of Pillars.
- Contribute to the development of a Risk Management Framework.
- Ensure there is regular dialogue with the service provider to discuss progress and risk management issues.
- Work closely with the service provider to identify potential cost overruns, time delays or quality deficiencies and implements actions to remedy.
- Undertake additional M&E activities as directed by the AICP M&E Manager.
- Facilitate negotiations and agreements between the service provider and beneficiaries.
- Oversee the service provider's responsibility for Duty of Care for staff and sub-contractors and the provision of suitable security arrangements for their domestic and business property.

Programme Management and Coordination

- Coordinate the working relationship between the AICP, programme beneficiaries, service provider and other stakeholders.
- Develop and implement Standard Operating Procedures for the PPP programme pillar.
- Determine programme resource requirements in conjunction with the Director of Pillars CFO and other AICP Managers.
- In conjunction with the Director of Pillars, develop the programme's governance framework (resource management, monitoring and control, quality and risk management and stakeholder engagement).
- Handle day-to-day management of the programme and oversees the delivery of all services and outputs in terms of quality, costs and time.
- Ensure the delivery of new services or outputs meets the programme's requirements.
- Provide timely and accurate programme tracking, analysis of outputs and reporting.
- Advise on any other emerging issue in implementing the programme pillar and identifies necessary mitigating and corrective actions.
- Initiate activities and other management interventions wherever gaps in the programme are identified or issues arise.
- Manage AICP resources and ensure effective implementation of AICP methodologies/requirements for financial management, procurement, M&E.
- Maintain a systematic filing system of all programme and support documents with off-site backup for continuity security and in line with audit requirements specific to the PPP agreements.

- Monitor the service provider performance to ensure honesty in all the affairs of contract implementation and avoidance of conflict of interest and, should this arise, it is declared.

Communication Functions

- Report to the Director Pillars regarding all matters concerning the delivery of the PPP.
- Manage the development, operation and maintenance of the Programme Management Information System, including databases.
- Develop and maintain an updated list of key stakeholders in public and private sectors.
- Publish in hard copy a quarterly newsletter and circulate it amongst the key stakeholders.
- Contribute to the AICP website that provides background information, contact details, programme updates, guideline documents, and electronic copies of the newsletter.
- Act as the focal point for interaction with the AICP and media on PPP implementation.
- Assist the beneficiaries in preparing presentations, proposals and other communications.

Knowledge Sharing

- Contribute to the application of innovative PPP structures and approaches within the GIRoA Ministry of Finance.
- Maintain knowledge of emerging best practices on enhancing private sector development and PPPs, including good practice examples, and guidelines through internal and external networks. Keep abreast of latest trends and developments in addressing PPP related issues. Ensure comparability of the Pillar operations to best practices.
- Participate in and contribute to internal and external training programmes and conferences on private sector development and PPPs.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

1. The PPP programme is delivered to the satisfaction of the AICP Senior Management, MOF, beneficiaries, and stakeholders in compliance with donor requirements.
2. All contracts are systematically and efficiently managed from contract creation, to execution and analysis to maximise operational and financial performance and minimise risk.

PERSON SPECIFICATION



Education

- Advanced university degree, preferably in Business Administration, Public Administration, Engineering, or related field.
- PRINCE2®, Project Management Institute PMP or equivalent programme management training and certification are highly desirable.

Experience:

- Minimum of 10 years' experience in project management roles with at least 5 years' experience in programme development and management.
- Substantial field-based experience and demonstrated ability to deliver aid development programmes in post-conflict situations.

Skills & Abilities:

- Strong skills in programme and project management with proven competencies in related tools and methodologies.
- Excellent financial and situational analytical skills and knowledge of analysis techniques.
- Strong contract formation and negotiation skills.
- Demonstrated ability to maintain existing client relationships and develop new ones.
- Excellent presentation skills with the ability to address senior management, business and technical audiences.

BACKGROUND INFORMATION

Harakat is a multi-donor funded programme. The lead donor is the UK. Harakat is an Afghan-managed non-profit organisation operating as a grant-management facility. It has inherited a 7-year legacy from its predecessor (Harakat-AICF) of delivering projects aimed at improving barriers to private sector investments in the country. This was achieved through its partnerships with the Government of Afghanistan, private sector, civil society and NGOs. By facilitating a healthy and competitive investment climate as part of its vision, Harakat-AICF sector-specific interventions have supported direct job creation, revenue generation, laws and regulations, and other programs contributing to the private sector's ease of doing business in Afghanistan.

Harakat has identified a program management approach to achieving the objectives of fostering an enabling environment for private sector investments in the country by concentrating on four programme pillars: (1) Public Private Partnerships; (2) Legal and Regulatory Reform; (3) Investor Protection; (4) Women's Economic Empowerment.

Through the design of these specific areas of intervention for these programme pillars and linking them to measurable outcomes and indicators, Harakat aims to impact the country's business enabling environment by attracting viable foreign direct investments and domestic investments, increasing the confidence of the private sector at large, creating employment opportunities, and



generating revenue. By the time Harakat completes its mandate in 2023, it expects to have contributed to significant economic transformation of Afghanistan's economic growth terrain.

Harakat shall serve as a trusted partner to the Government of Afghanistan, the Private Sector and Civil Society by supporting and promoting the private sector development and business economic reform agenda of the country through sustainable and measurable impact.

AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Programme Officer	Occupant	Vacant
Reports to	Pillar Programme Manager	Project	Afghanistan Investment Climate Programme
Status	Contract appointment. <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension.	Authorised by	AICP Board

PURPOSE OF THE POSITION

The role of the Programme Officer (PO) is to assist the Programme Managers (PM) in the execution of their duties. The PO will be required to assist in the application of AICP programme and contract management policies and processes to support pillar programme implementation.

JOB SPECIFICATION

The PO will assist the PM to ensure contractual obligations are met, services are delivered efficiently, and commercial risks are identified and managed. The PO will assist the PM to carry out the following responsibilities.

- Identify service provider and beneficiaries' objectives and drivers and establishing an effective working relationship with all parties.
- Conduct assessments of service provider's capacity and capability to successfully deliver programme requirements.
- Identify service provider and beneficiaries' objectives and drivers.
- Ensure AICP method and process requirements are understood by beneficiaries and suppliers.
- Provide quarterly quantification and qualification of service provider services and progress against contract obligations.
- Ensure there is regular dialogue with the service provider to discuss progress and risk management issues.
- Work closely with the service provider to identify potential cost overruns, time delays or quality deficiencies.
- Undertake additional M&E activities as directed by the AICP M&E Manager.



- Oversee the service provider's responsibility for Duty of Care for staff and sub-contractors and the provision of suitable security arrangements for their domestic and business property.
- Provide day-to-day management of the programme and oversee the delivery of all services and outputs in terms of quality, costs and time.
- Manage AICP resources and ensure effective implementation of AICP methodologies/requirements for financial management, procurement, M&E.
- Maintain a systematic filing system of all programme and support documents with off-site backup for continuity security and in line with audit requirements.
- Monitor the service provider performance to ensure honesty in all the affairs of contract implementation and avoidance of conflict of interest.
- Provide timely and accurate programme tracking, analysis of outputs and reporting.
- Advise on any other emerging issue in implementing the programme pillar.
- Manage the development, operation and maintenance of the Programme Management Information System, including databases.
- Develop and maintain an updated list of key stakeholders in public and private sectors.
- Publish in hard copy a quarterly newsletter.
- Contribute to the AICP website.
- Assist the beneficiaries in preparing presentations, proposals and other communications.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

Programme Management activities are delivered to the satisfaction of the Director of Pillars and Programme Manager.

PERSON SPECIFICATION

Education

Tertiary qualifications from a recognised university that includes business administration or project management.

Experience:

- Minimum of 2 years' experience in project management, M&E.



- Experience in organisational assessment and development.
- Experience in drafting project progress reports.
- Procurement and contract management experience desirable.

Knowledge:

- Programme and project management cycles.
- Logical framework methodology
- Organisational development principles and practices.

Personal Skills & Abilities:

- Strong organisational and problem-solving skills.
- Strong IT skills.
- High level of interpersonal communication and team skills.
- Excellent written English and report writing skills.
- Ability to work in a dynamic and responsive environment.
- Ability to work under pressure and respond to multiple tasks.
- Professional presentation and approach.

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AFGHANISTAN INVESTMENT CLIMATE PROGRAMME

JOB & PERSON SPECIFICATION

Title	Stakeholder Engagement and Communications Manager	Occupant	Vacant
Reports to	CEO	Project	Afghanistan Investment Climate Programme
Status	Contract appointment. <i>Anticipated start date February 2017</i>	Location	Kabul, Afghanistan
Period	12 Months with possible extension.	Authorised by	AICP Board

PURPOSE OF THE POSITION

The purpose of this position is to build and maintain relationships with key stakeholders and ensure stakeholders are recognised as partners in the development and delivery of AICP programme pillars objectives. The position will develop and implement external and internal communications strategies that enhance the work and deliverables of the AICP. The Stakeholder Engagement and Communications Manager (SECM) will actively build and maintain and relationships with clients, media, staff and stakeholders for the benefit of the AICP and its programmes.

JOB SPECIFICATION

The SECM provides support and advice to the CEO, Director of Pillars and respective Pillar Programme Managers. This position is responsible for working collaboratively with the AICP partners and programmes to help deliver programme specific communication strategies and action plans. Reporting to the CEO, the key responsibilities and accountabilities of the SECM are outlined as follows.

Stakeholder Engagement

The SECM supports the implementation of a range of stakeholder engagement and media relations strategies by:

- Working with AICP executive and programme managers, funding partners, beneficiaries, contractors and key stakeholders to implement stakeholder engagement and media relations strategies for the AICP and pillar programmes.
- Assisting in the coordination of consultation activities including stakeholder information sessions.



- Providing advice to programme managers on managing complex and sensitive issues.
- Assisting with the development and review of AICP stakeholder engagement strategies, plans and procedures.
- Assisting with measurement and evaluation of communications and stakeholder engagement activities against strategy objectives.
- Undertaking research activities as required.
- Providing regular reports on stakeholder interests, positions and emerging issues.
- Providing programme administration support to ensure good documentation of stakeholder contact to assist with programme reporting.
- Preparing advertisement copy and placing advertisements in consultation with other AICP staff.

Communications

The SECM supports the implementation of a range of communications strategies by:

- Writing and managing the production of a wide range of communications materials including newsletters, display materials, and website content and ensuring material is made available in Dari, Pashto and English where appropriate.
- Writing for publication as required.
- Developing of web content and strategies.
- Writing general correspondence.
- Preparing presentations.
- Producing other communications collateral as required or as directed.
- Undertaking research and evaluation to assist the ongoing development of strategies to support the achievement of programme objectives.

Programme Management

The SECM supports the delivery of communication and external relations activities for each programme by:

- Developing and implementing effective programme management processes and procedures.
- Applying project management principles to manage multiple deadlines.
- Maintaining accurate programme records including updating and managing the relevant programme stakeholder contact databases.
- Providing accurate and timely information about communication activities to programme managers to enable organisational reports to be produced, as required.

Media



- The SECM works closely with the AICP managers to ensure effective liaison with the media and to provide accurate and timely information about the respective programmes.
- Supporting AICP managers in the creation of media responses as required.
- Preparing draft media releases, media responses, speeches, and other communications materials.
- Assisting the programme managers in the development and delivery of a media schedule for each programme.

Professional Conduct

- Comply with personal legal liabilities and fiduciary requirements of diligence and care in carrying out the duties of the AICP.
- Act honestly in all the affairs of the AICP and avoid conflict of interest, and, should this arise, it must be declared.

KEY RESULT AREAS

Develop and implement the stakeholder engagement and communications strategy for the AICP including:

- Providing timely, relevant and engaging information about the AICP to ensure that each stakeholder is aware of the AICP and understands its role and activities.
- Developing and producing high quality, targeted communication tools and resources.
- Generating opportunities for stakeholders to participate in the work of the AICP and build meaningful knowledge, advocacy and business-based relationships with AICP programmes.
- Build capacity and understanding of domestic and international media around economic growth and security and its link to security and long-term stability in Afghanistan.
- Develop and maintain systems and policies that ensure consistent, high quality internal and external communication processes, tools and products.
- Provision of quality advice on communications to the CEO and AICP managers.

PERSON SPECIFICATION

Education

Master's Degree in Communications, Journalism, Marketing or related field from a recognised university.

Experience:

- Demonstrated experience in marketing, communications and public affairs.



- Demonstrated experience in developing and implementing internal and external communication strategies that support business and programme objectives.
- Demonstrated experience in providing communications advice to senior management.
- Demonstrated experience in researching, writing and overseeing production of multimedia publications, promotion and marketing materials.
- Active user of social media tools in previous positions.
- Prior experience of working within an NGO facility preferred.
- Experience in working in cross-functional teams would be highly regarded.

Knowledge:

- Demonstrated understanding of cultural issues and suitability of content and tools in developing countries.
- Ability to facilitate and engage with people of different nationalities.
- Demonstrated knowledge of the international development sector.

Personal Skills & Abilities:

- Highly developed research skills and an understanding of evaluation and measurement approaches.
- Demonstrated ability to write for a range of purposes including publications, web and business reports.
- Exceptional interpersonal communication, relationship building and networking skills.
- Ability to communicate with persons of various cultures and disciplines.
- Experience in producing and implementing communication and stakeholder engagement strategies and plans.
- Ability to think creatively, to work under pressure and recognise and respond to sensitive issues.
- Ability to allocate and review priorities and meet deadlines.
- Ability to communicate in English, Dari and Pashto.
- Ability to effectively communicate at senior levels in Afghan Government and private sector.

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