

THEORY OF CHANGE

AFGHANISTAN CAPACITY BUILDING FOR RESULTS (CBR) PROGRAM



Project Development Objective: Strengthening capacity and improving performance of priority line ministries and independent agencies in selected reform areas

INPUTS

Direct:

- Technical Assistance
- Human Resources (Recruitment of Grade 1-4 positions)
- Part-Financing/Training through LMAs' CBRPs

Strategic Enablers:

- Broader political support for CBR
- Reformist Government
- Wider donors support
- Strategic Alignment



ACTIVITIES

Program Supports:

- Facilitate the formulation of CBRPs
- Facilitate merit based recruitment
- Monitoring and Oversight
- Advocacy and Outreach
- Quality Control-Compliance

Line Ministries and Agencies:

- Formulation and Implementation of CBRPs
- Recruitment and Training
- Business processes identification



OUTCOMES

- More efficient and effective governance
- More accountable civil service
- Improved public spending (coming from budget execution and improved procurement)
- Improved policy implementation



OUTPUTS

- Reform program adopted and implemented
- Mandate Clarified
- Structures Rationalized
- Parallel Structures Migrated
- Business Processes (Core and Common) Simplified
- Qualified human resource recruited
- Increased program awareness



IMPACTS

- Improved service delivery
- Greater self-reliant and responsive government

RISKS AND ASSUMPTIONS

Risks

- Lost of Political Will / Determination
- Poorly Conceived Reform Plans
- Weak Implementation/Coordination
- Weak oversight and accountability

Assumptions

- The government maintains its commitment to reforms
- The budgeting process and tashkeel at process gets aligned with the reform programs
- Oversight of the program at the center of government remains consistent
- Good and bad performance is being accounted for
- Commitment to depoltization of the civil service is in place
- Parallel supports get phased out
- CBR stays until 2021



MONITORING & EVALUATION

COLLECT DATA + ANALYSE + INTERPRET +
KNOWLEDGE SHARING + IMPROVE PROGRAM
CONTENT & DELIVERY

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AFGHANISTAN CAPACITY BUILDING FOR RESULTS (CBR) PROGRAM



The overall objective of the Capacity Building for Results (CBR) program is to **strengthen capacity** and **improve the performance** of priority line ministries and independent agencies in selected reform areas. To meet this objective, participating entities formulate Capacity Building for Results Proposals (CBRPs), which are subsequently approved, implemented and progress in meeting results monitored.

CBR aims at shifting the status quo towards more corporatized public services and business plan oriented governance, where the citizen, civil society and private sector benefit from economic growth and human and social development services. With the introduction of the Self-Reliance through Mutual Accountability Framework (SMAF), around which the Afghan Development Framework has been developed, CBR must therefore be linked to the National Priority Programs (NPPs) and the initiatives such as the Citizen's Charter.

In its simplest form, the CBR program provides targeted resources (**inputs**), to facilitate and finance a selected number of actions (**activities**), to deliver a set of deliverables (**outputs**), which in turn enables the program to meet a set of immediate and intermediate objectives (**outcomes**) which combined lead to an impact on services, accountability and increased self reliance. While CBR could be a **whole-of-government** reform program, instead it prioritizes the strengthening of core and common functions, to improve citizen and private sector access to services, as outlined below:

Inputs: CBR provides direct support in the form of technical assistance, human resources (of Grade 1-4 positions) and part-financing/training through CBRPs, while also investing in a set of strategic enablers (change management actions), including broader political support for reform, reformist government, wider donors support for reforms and strategic alignment (common objectives). These are supported by automation to improve program efficiency.

Activities: Inputs lead to a set of targeted activities. The CBR Program Support Units (PSUs) in the Ministry of Finance (MoF) and Independent Administrative Civil Service Reform Commission (IARCSC) facilitates the formulation of reform programs (CBRPs), recruitment, training, monitoring and evaluation, advocacy and outreach, and quality control and compliance around program standards. Line ministries and agencies formulate their own reform plans, recruit and train senior management groups and identify business process priorities (PROCESSES; for example, application for streamlining a public service; introducing product certification for the private sector to increase export potential; improved regulatory enforcement of quality education; work flow reforms; tax and revenue reforms, enforcement of environmental standards, new sector Public Private Partnership (PPP) model; new credit arrangement for farmer extension packages, removing duplicative or obsolete processes etc.).

Outputs: Inputs and activities lead to outputs. Outputs include the adoption and endorsement of reform programs, clarification of mandates and the rationalization of structures. In addition, outputs include the migration of externally funded technical Assistance, simplification of targeted **core** (policy formulation and execution) and **common** (HR, audit, finance, procurement etc.) functions, simplification of business processes, and placement of qualified human resources in key management positions.

Outcomes: Inputs, activities and outputs lead to a set of objectively verifiable outcomes. The CBR Steering Committee endorses LMA reform plans, established clear investment priorities and functional assignments (roles and responsibilities), in order to promote more efficient and effective governance. Similarly, at the outcome level, the aim is to internalize external support, improve Service Delivery Models (SDM) and Standard Operating Procedures (SOPs), while promoting improved access to services.

Impact: CBR will institutionalize the reform modernization process, with lessons learned from practical implementation being further replicated and multiplied beyond the life of the program. Impacts are only measured in terms of improved service delivery, more responsive government leading to greater self-reliance.

Such a program comes with a set of risks, but with strong political support, clearly defined reform plans and strong leadership and coordination, it can deliver important successes. Moreover, an automated online process has been developed, explaining all of the above, including introducing a Manual of Operations alongside learning and impact products, as well as Questions and Answers (Q&A).

Please visit <http://www.cbr.gov.af> for more information.