



Islamic Republic of Afghanistan
Independent Administrative Reform and Civil Service Commission
Management Capacity Program (MCP)

Vacancy No: ARTF/CDS/MCP/120/03/09
Post title: Director, Oversight Department
Employer: High Office of Oversight for the Implementation of Anti-corruption Strategy
Duration: 2 years with possibility of extension
Date announced: 2009-03-31
Closing date: 2009-04-13

Background to the Programme:

The establishment of strong state institutions at central and sub-national levels capable of achieving measurable improvements in the delivery of services of all Afghans is at the core of the Afghanistan National Development Strategy (ANDS). The Government's Public Administration Reform (PAR) strategy encompasses a range of reforms needed to achieve this objective, including financial and economic management and civil service reform. A core element of this strategy is to continue with capacity building within the civil service so as to create a modern, well functioning and affordable administration. Reforms underway include the restructuring of ministries and other government bodies and introducing changes in the way human resources are mobilized and managed.

The long-term nature of the tasks ahead is recognized. In the interim, government policy is to recruit highly qualified persons at higher levels of remuneration than those presently available within the civil service. This is necessary in order to compete with the salaries and benefits paid to national staff by international organizations already working in country, as well as to make it possible for expatriate Afghans with relevant managerial experience to return to contribute their skills at home.

The Independent Administrative Reform Civil Service Commission Capacity Development Secretariat (IARCS-CDS) has been occupied with several programmes aimed at channelling the available resources. With assistance from Afghanistan Reconstruction Trust Fund (ARTF) an Afghanistan-based lateral entry programme (LEP) has been operating, as also an Afghan Expatriate recruitment programme (AEP). A Capacity for Afghan Public Service (CAP) programme has added to the flow with assistance from the European Union and UNDP. The Capacity Development Secretariat is responsible implementing all of these programmes, including now its flagship Management Capacity Programme (MCP).

The Management Capacity Programme

With assistance from the Afghan Reconstruction Trust Fund, the new Management Capacity Programme aims to build on the experience of the earlier initiatives so as to draw on Afghan expertise already in country, in the near-abroad (largely in Pakistan and Iran) as well as internationally. The purpose is to identify and recruit experienced managers who are able and willing to provide leadership in government line positions so as to build capacity, better utilise the available budgetary resources, and

drive forward the reform agenda. This should result in improved services for the people of Afghanistan especially at sub-national level.

MCP will concentrate its efforts on supporting the government's common functions, including financial management, human resource management, policy and regulatory design, and administration. Within these areas a wide range of positions will become available at senior and upper-middle levels; specific openings have already been advertised and others will follow as the organs of government lodge requests for assistance. Priority will be given to needs at sub-national level and in key service delivery ministries where performance has been lagging.

Recruitment and Engagement

The MCP operates with high standards in terms of recruitment, contract, and performance management. The recruitment and contracting of candidates is to be undertaken in a manner that is consistent with Government of Afghanistan and the World Bank procedures for selection based on merit. Programme policies ensure levels of remuneration that are competitive with the best available in Afghanistan and with benefits that should also be attractive to Afghans settled abroad.

Appointees will be engaged under contracts issued by the IARCSC and endorsed by the requesting ministries or other government bodies. For professional development appointees will serve as members of a corps supported by the IARCSC-CDS. Appointees will be expected work together to develop their own skills as well as those of their counterparts. For all of these reasons, the MCP represents is an unusual and exciting opportunity for Afghan professionals to make a worthwhile contribution to national development.

Interested candidates may submit an application to be considered for any of the posts that will become available under the Programme. Alternatively or in addition, candidates may apply for specific advertised vacancies. In all cases applications must be made using the prescribed application form: submissions of curriculum vitae alone can not be considered.

For any one appointment the long listing of candidates will take place soon after the advertised closing date. To make the long list, a candidate must meet the minimum requirements in terms of educational qualifications and experience, as set out in the advertised Job Description. The short listing of candidates takes into account the desirable attributes that appear in the same job description. The final selection process includes a written test and a face-to-face interview with the selection panel. The written test and the interview are conducted in the languages required for the job. References may be taken up after interview. Any educational qualifications submitted in support of an application are subject to validation by the IARCSC-CDS. Appointees are expected to take up their duties as soon as possible but in any case within two months of contact signature.

High Office of Oversight for the Implementation of Anti-corruption Strategy

Taking into consideration the importance of combating corruption for economic reconstruction of Afghanistan, President Karzai in July 2008, adopted a Decree establishing a High Office for Oversight (HoO) for the Implementation of Anti-Corruption Strategy. The High Office of Oversight for the Implementation of Anti-Administrative Corruption Strategy shall be the highest office for the coordination and monitoring of the implementation of the Anti-Administrative Corruption Strategy and procedure for administrative reform in the country. The High Office of Oversight is mandated to

unifying oversight function and to coordinate, supervise and support all anti-corruption efforts in Afghanistan. The High Office of Oversight shall be the nodal point for overseeing policy development and implementation of anti corruption strategies related to prevention, combating and elimination of all forms of corruption in the country.

This office shall be independent in carrying out its duties and shall be responsible to the President. The High Office of Oversight as an independent budgetary unit consists of Director General, Deputy/Deputies, central and regional directors and professional and administrative members.

Principal activities:

- Within six weeks of joining he/she shall develop an action plan for revamping the system for better quality services delivery and also a work plan in agreement with his supervisor
- Develop mechanism and carry out regular monitoring and assessment of progress in the implementation of national, provincial, sectoral and institutional anti-corruption strategies, action plans, work plans, laws, decrees and other legislative documents related to anti-corruption.
- Identify focal points within relevant institutions to ensure effective communication and follow-up actions.
- Responsible for monitoring and evaluating preventive anti-corruption measures taken by all offices falling within the mandate of the High Office of Oversight (government ministries and institutions and the central and sub-national level, banks and private enterprises, and international bodies)
- Analyse anti-corruption measures currently in place to determine their appropriateness and effectiveness.
- Responsible for monitoring the timely implementation of instructions and recommendations given to government institutions by the Prevention Department of the High Office of Oversight:
- Ensure the implementation and observance of the United Nations Convention against Corruption is fully implemented.
- Ensure the implementation and observance of laws, decrees and other legislative documents related to anti-corruption:
- Develop mechanism and formats for reporting on the implementation and observance of laws, decrees and other legislative documents related to the fight against corruption.
- When necessary, draft relevant legislation related to anti-corruption and Review legislation drafted by other institutions when relating to anti-corruption
- Management and supervision of daily activity of staff of the Oversight Department.
- Responsible for any other task as authorized by senior management related to field of work of the Oversight Department.

- Ensure that he/she transfers knowledge and skills to other individuals and working teams in an effective regular manner in order to improve technical ability, motivation and confidence

Results expected:

- Action Plan implemented.
- Proper mechanism for regular monitoring established and reports and documents regarding the regular monitoring exist.
- Proper communication system with different agencies established.
- Proper reporting mechanism is in place.
- Proper and effective management system for better operation of the oversight department is in place.
- Existence of mechanism for monitoring of implementation of approved laws, regulations and UN conventions in government agencies.

Reporting and supervisory role:

The Director, Oversight Department, will report to the Deputy Director General Policy and Oversight.

Qualifications and experience:

Minimum requirements

1. A Master degree in Law, Public Administration, Business Administration, or Economics with 4 years of relevant experience in Sr. positions at national and international organizations.
2. A Bachelor degree in the mentioned subjects with 7 years of relevant experience.
3. Written and spoken in Dari, Pashto and English languages.
4. Computer skills, MS office packages, such as Word, Excel and PowerPoint.

Desirable attributes

- ✓ Ability to formulate strategies and policies, and create innovative approaches.
- ✓ Ability to translate general corporate strategies into time-bound strategic action plans and specific operational work plans and field activities.
- ✓ Strong ability to prioritize workload and meet simultaneous and competing deadlines.
- ✓ Strong communication and organization skills.
- ✓ professional demeanour and exhibit a strong sense of responsibility, reliability and ethical posture
- ✓ Ability to use Microsoft office applications and the internet

Notice of revision

These terms of reference may be revised subject to operational needs.

Submission Guideline:

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Independent Administrative Reforms and Civil Service Commission
Civil Service Capacity Development Secretariat
Share Naw, Char Rahi Haji Yaqoob,
Shansab Street, Kabul
Telephone: 075-2023637
Email: jobs@afghanexperts.gov.af

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Female candidates are highly encouraged to apply

جمهوری اسلامی افغانستان
کمیسیون مستقل اصلاحات اداری و خدمات ملکی



د افغانستان اسلامي جمهوریت
د ادارې اصلاحاتو او ملکی خدمتونو خپلواک کمیسیون

Islamic Republic of Afghanistan

Independent Administrative Reform and Civil Service Commission

Management Capacity Program (MCP)

Vacancy No: ARTF/CDS/MCP/118/03/09
Post title: Director of Public Administration Reform Implementation
Employer: Independent Administrative Reform and Civil Service Commission
Duration: 2 years with possibility of extension
Date announced: 2009-03-30
Closing date: 2009-04-12

Background to the Programme

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The Management Capacity Programme

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willing to provide leadership in government line positions so as to build capacity, better utilise the available budgetary resources, and drive forward the reform agenda. This should result in improved services for the people of Afghanistan especially at sub-national level.

MCP will concentrate its efforts on supporting the government's common functions, including financial management, human resource management, policy and regulatory design, and administration. Within these areas a wide range of positions will become available at senior and upper-middle levels; specific openings have already been advertised and others will follow as the organs of government lodge requests for assistance. Priority will be given to needs at sub-national level and in key service delivery ministries where performance has been lagging.

Recruitment and Engagement

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THE INDEPENDENT ADMINISTRATIVE REFORM CIVIL SERVICE COMMISSION

The IARCSC is leading the government's efforts to reform and improve public administration in Afghanistan so as to meet the development needs of the country. Since 2003 considerable progress has been made. Even so, the complexity of the task and the many separate initiative that have been launched have resulted in arrangements that are far from complete and often lacking in integration. The current focus lies in introducing a clear and transparent system for making appointments based on merit; supporting the restructuring of government ministries; assisting in the re-grading of civil servants according to a new pay scale; the introduction of personnel performance reviews; and launching administrative reforms in such areas as monitoring, programme coordination, financial management, procurement, communications and capacity development. Of serious importance to the Commission is meeting the benchmarks relating to civil service management that are set in the Afghanistan Compact which resulted from London Conference on Afghanistan, 2006.

Principal activities:

1. Within six weeks of joining he/she shall develop an action plan for revamping the system in accordance with rules and regulations for better quality services delivery and also a work plan in agreement with his/her supervisor (Chair man of IARCSC).
2. Establish an effective management system for the department to manage and lead the employees and the activities of department in a standard manner.
3. Establish a proper planning, organizing and coordination system for PAR implementation department. Develop procedures and guidelines for effective direction of public administration reform Implementation
4. Work to with other IARCSC departments to implement PAR in ministries at national and sub-national level as well as municipalities.
5. Efficient utilization of experiences of other best practices in terms of implementing the reform and countering the administrative corruption.
6. Work in joint efforts with the pay and grading department to evaluate the performances, the JEGS and classification of positions in the Ministries/agencies. Review of the Ministries' structure and provide corrective recommendations.
7. Work with the international advisors to improve the system in the department and transfer of knowledge to national staff.
8. Establish a sound coordination system with other departments related to the IARSCS especially working with the finance and administration department to prepare the annual budget of the department and mid term review of budget.
9. Develop an evaluation and reporting system for the department. Transfer knowledge and skills to other individuals and working teams in an effective regular manner in order to improve technical ability, motivation and confidence.
10. Perform other activities assigned by supervisors.

Results expected

- Implementation of the action plan.
- Effective management system for controlling of routine activities established.
- Proper planning and organizing system for the department established.
- Close coordination system with other ministries for implementation of PAR established.
- Procedures and Manuals for orientation of better restructuring reform in place.
- Established and maintained coordination with pay and grading department to evaluate the performances.

- Established standard procedures for efficient utilization of experiences of foreign countries in terms of implementing the reform and countering the administrative corruption.

Reporting and supervisory role:

The Director of Public Administration Reform Implementation, will report to the Chairman of IARCSC and will supervise PAR Team.

Qualifications required:

1. Master's degree in Management , Business Administration, Development Studies , Social Sciences , Public Administration, Public Policy or political Science.
2. At least having 4 years of working experience in senior related positions.
3. Bachelor degree in the mentioned subjects with 7 years relevant experience.
4. Have good Communication skills both written and verbal in Dari, Pashto and English languages.
5. Computer skills in MS. Office are required.

Desirable attributes

1. Ability to work independently and effectively under pressure;
2. Experience of leading and motivating teams of people towards the achievement of agreed ends;
3. Excellent analytical, report writing and presentation skills
4. Good writing skills, with experience in preparing precise and detailed narrative reports;
5. Willing to devote his or her out of office time to join with other MCP appointees in developing professional skills in leadership and public service management.

Submission Guideline:

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Islamic Republic of Afghanistan

Independent Administrative Reform and Civil Service Commission

Management Capacity Program (MCP)

Vacancy No: ARTE/CDS/MCP/108/03/09
Post title: Director of Media and Communication
Employer: Independent Administrative Reform and Civil Service Commission
Duration: 2 years with possibility of extension
Date announced: 2009-03-26
Closing date: 2009-04-08

Background to the Programme:

The establishment of strong state institutions at central and sub-national levels capable of achieving measurable improvements in the delivery of services of all Afghans is at the core of the Afghanistan National Development Strategy (ANDS). The Government's Public Administration Reform (PAR) strategy encompasses a range of reforms needed to achieve this objective, including financial and economic management and civil service reform. A core element of this strategy is to continue with capacity building within the civil service so as to create a modern, well functioning and affordable administration. Reforms underway include the restructuring of ministries and other government bodies and introducing changes in the way human resources are mobilized and managed.

The long-term nature of the tasks ahead is recognized. In the interim, government policy is to recruit highly qualified persons at higher levels of remuneration than those presently available within the civil service. This is necessary in order to compete with the salaries and benefits paid to national staff by international organizations already working in country, as well as to make it possible for expatriate Afghans with relevant managerial experience to return to contribute their skills at home.

The Independent Administrative Reform Civil Service Commission Capacity Development Secretariat (IARCS-CDS) has been occupied with several programmes aimed at channeling the available resources. With assistance from Afghanistan Reconstruction Trust Fund (ARTF) an Afghanistan-based lateral entry programme (LEP) has been operating, as also an Afghan Expatriate Programme (AEP). A Capacity for Afghan Public Service (CAP) programme and Placement of Afghan Professional from European Union countries (PAEP-EU) has added to the flow with assistance from the UNDP and European Union respectively.

The new Management Capacity Programme (MCP) aims to build on experience and unite these former efforts into one service that will draw on Afghan expertise already in country, in the near-abroad as well as internationally. The purpose is to identify and recruit experienced managers who are able and willing to provide leadership in government line positions so as to build capacity, better utilize the available budgetary resources, and drive forward the reform agenda. This should result in improved services for the people of Afghanistan, especially at sub-national level.

MCP will concentrate its efforts on supporting the government's common functions, including financial management, human resource management, policy and regulatory design, project management, procurement and administration. Within these areas a wide range of positions will become available at

senior and upper-middle levels; specific openings have already been advertised and others will follow as the organs of government lodge requests for assistance. Priority will be given to needs at sub-national level and in key service delivery ministries where performance has been lagging.

The MCP operates with high standards in terms of recruitment, contract, and performance management. The recruitment and contracting of candidates is to be undertaken in a manner that is consistent with Government of Afghanistan and the World Bank procedures for selection based on merit. Programme policies ensure levels of remuneration that are competitive with the best available in Afghanistan and with benefits that should also be attractive to Afghans settled abroad. Appointees will be engaged under contracts issued by the requesting ministries or other government bodies but will serve as members of a unified corps supported by IARCSC-CDS. Appointees will work together to develop their own skills as well as those of their counterparts. For all of these reasons, the MCP represents an unusual and exciting opportunity for Afghan professionals to make a worthwhile contribution to national development.

THE INDEPENDENT ADMINISTRATIVE REFORM CIVIL SERVICE COMMISSION

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Reporting and supervisory role:

The Media and Communication Director will report to the Director General, ARS and will supervise the Media and Communication department staff.

Principal activities:

1. Within six weeks of joining her/she shall develop an action plan for revamping the system in accordance with rules and regulations for better quality services delivery and also a work plan in agreement with his/her supervisor.
2. Assess and organize the affairs related to coordination and implementation of communication strategy based on media policy of the government
3. Develop a public relations strategy for the IARCSC and facilitate the implementation of that strategy working with other departments of the IARCSC.
4. Develop, coordinate and run campaigns on the work programs of the IARCSC
5. Provide recommendations, opinions and useful comments for the purpose of improving the work system of the relevant department and provide a good reflection of the activities of IARCSC departments to the outsiders
6. Publicize the activities of the commission to attract international donors' support and ensure

close relations with donor institutions

7. Undertake the overall responsibility of publications (newsletters, brochures, magazines and other publications)
8. Arrange meetings and workshops when required to publicize and disseminate information on the activities and performance of the IARCSC
9. Participate in regular gatherings and meetings or in press conferences with journalists and raise the awareness of media and the public on the relevant issues
10. Act as the spokes person to the Chairman of the IARCSC as when required
11. Establish a close work relations with all ministries, government agencies and other local and international organizations.
12. Create public platforms for the IARCSC that enable it to articulate the GoA's CN strategy, activities and achievements.
13. Transfer knowledge and skills to other individuals and working teams in an effective regular manner in order to improve technical ability, motivation and confidence.
14. Perform other duties are required by the job.

Results expected:

- Sound and professional media relations and communication system are in place
- Strategic communication plan
- IARCSC vision, mission, goals, objectives and programs are well communicated to ministries, civil society, international community and achievement reports are documented.
- Communication between IARCSC and different audiences improved using different communication tools.
- Documents of creation of different public platforms exist.
- Professional standards, system and procedures are in place.
- Performance evaluation system of employees are in place
- Reports on the results of areas, recommendations and comments.

Qualification and Experience :

Minimum requirements:

1. Candidate must be an Afghan National
2. A Master degree in Communication, Journalism, literature or similar qualification.
3. Four years of relevant experience in Sr. positions
4. A Bachelor degree in above mentioned subjects with 7 years of relevant experience .
5. Excellent communication skills, both written and spoken, in English, and Dari/Pashto

Desirable attributes:

1. Ability to work independently and effectively under pressure;
2. Experience of leading and motivating teams of people towards the achievement of agreed ends;

3. Excellent analytical, report writing and presentation skills
4. Good writing skills, with experience in preparing precise and detailed narrative reports;
5. Willing to devote his or her out of office time to join with other MCP appointees in developing professional skills in leadership and public service management.

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Islamic Republic of Afghanistan
Independent Administrative Reform and Civil Service Commission
Management Capacity Program (MCP)

Vacancy No: ARTF/CDS/MCP/115/03/09
Post title: Human Resources Director
Employer: Ministry of Justice
Duration: 2 years with possibility of extension
Date announced: 2009-03-29
Closing date: 2009-04-11

Background to the Programme:

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Reporting and supervisory role:

The Human Resources Director, will report to the (Minister or Deputy Minister) and will supervise (Human Resources team)

Principal activities:

- Within six weeks of joining he/she shall develop an action plan for revamping the system in accordance with rules and regulations for better quality services delivery and also a work plan in agreement with his/her supervisor (Minister or Deputy Minister).
- Manage and advise on all the activities related Human Resources of the Ministry.
- Oversee the duties of the Human Resource Managers, ensuring that Human Resources rules and regulations are completed correctly. Support the HR staff in the execution of their duties.
- Develop and coordinate, in association with the IARCSC, all MoJ Recruitment Programs, approve the description of duties and responsibilities and the job classification.
- Review, monitor, and evaluate the effectiveness of the selection process in meeting affirmative action goals and objectives.
- Oversee the duties of Manager Training, training plans and facilities are provided as and when required to MOJ Staff and that training reports are completed in a timely manner, and review them before they are passed to the Deputy Minister.
- Ensure that all HR staff members have monthly activity plans and that Monthly reports of staff members of the HR Directorate are received before the deadline and make sure that proper follow up and advice is provided to staff members.
- Ensure that all MoJ staff adheres to the HR rules and regulations of the MoJ.
- Supervise the routine Human Resources coordination meetings.
- Monitor and supervise the work of the officers in Human Resources Directorate, and provide direction to any changes and reform processes.
- Supervise, and assist where appropriate, the Managers in the development of Human Resources/Training Guidelines and Policies, and supervise their effective and efficient implementation.
- Delegate tasks to his/her subordinates to take effective, efficient and timely action.
- Review and audit staff performance within the ministry and in the provinces, and recommend for incentives or advice on further improvements in connection with HR laws, HR code of conduct and staff appraisals, in association with the IARCSC.
- Ensure that he/she transfers knowledge and skills to other individuals and working teams in an effective regular manner in order to improve managerial ability, motivation and confidence.

Results expected:

- A sound Administration and Human Resources Management system in place.
- Implementation of the action plan.
- Human Resources Management Policies, Procedures; and necessary system are in place.
- Establish coordination system for Recruitment Programs in association with the IARCSC.
- HR Reporting tools are in place.
- Review, monitor, and evaluate process for selections are in place.
- Establish an effective coordination system of development programs/projects.

Qualifications and experience:**Minimum requirements:**

1. Candidate must be an Afghan National
2. A Master degree in Human Resources Management, Business Administration, Business Development, Public Administration with 4 years of relevant experience in Sr. positions at national and international organizations.
3. A Bachelor degree in the mentioned subjects with 7 years of relevant experience.
4. Written and spoken in Dari, Pashto and English languages.
5. Computer skills, MS office packages, such as Word, Excel and PowerPoint.

Desirable attributes:

- ✓ Ability to work independently and effectively under pressure;
- ✓ Experience of leading and motivating teams of people towards the achievement of agreed ends;
- ✓ Excellent analytical, report writing and presentation skills
- ✓ Willing to devote his or her out of office time to join with other MCP appointees in developing professional skills in leadership and public service management.
- ✓ Experience of contract development and monitoring.
- ✓ Must have the knowledge to demonstrate fairness, encourage innovation, achieve results, and demonstrate awareness of the demands and sensitivities of working within a public organization.
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Civil Service Capacity Development Secretariat
Share Naw, Char Rahi Haji Yaqoob,
Shansab Street, Kabul
Telephone: 075-2023637
Email: jobs@afghanexperts.gov.af

Applications would not be accepted/considered after closing date. Only short-listed candidates whose applications meet the above criteria will be contacted for the interview.

Female candidates are highly encouraged to apply



Islamic Republic of Afghanistan
Independent Administrative Reform and Civil Service Commission
Management Capacity Program (MCP)

Vacancy No: ARTE/CDS/MCP/113/03/09
Post title: Human Resources Director
Employer: Ministry of Finance
Duration: 2 years with possibility of extension
Date announced: 2009-03-29
Closing date: 2009-04-11

Background to the Programme:

The establishment of strong state institutions at central and sub-national levels capable of achieving measurable improvements in the delivery of services of all Afghans is at the core of the Afghanistan National Development Strategy (ANDS). The Government's Public Administration Reform (PAR) strategy encompasses a range of reforms needed to achieve this objective, including financial and economic management and civil service reform. A core element of this strategy is to continue with capacity building within the civil service so as to create a modern, well functioning and affordable administration. Reforms underway include the restructuring of ministries and other government bodies and introducing changes in the way human resources are mobilized and managed.

The long-term nature of the tasks ahead is recognized. In the interim, government policy is to recruit highly qualified persons at higher levels of remuneration than those presently available within the civil service. This is necessary in order to compete with the salaries and benefits paid to national staff by international organizations already working in country, as well as to make it possible for expatriate Afghans with relevant managerial experience to return to contribute their skills at home.

The Independent Administrative Reform Civil Service Commission Capacity Development Secretariat (IARCSC-CDS) has been occupied with several programmes aimed at channelling the available resources. With assistance from Afghanistan Reconstruction Trust Fund (ARTF) an Afghanistan-based lateral entry programme (LEP) has been operating, as also an Afghan Expatriate recruitment programme (AEP). A Capacity for Afghan Public Service (CAP) programme has added to the flow with assistance from the European Union and UNDP. The Capacity Development Secretariat is responsible implementing all of these programmes, including now its flagship Management Capacity Programme (MCP).

The Management Capacity Programme

With assistance from the Afghan Reconstruction Trust Fund, the new Management Capacity Programme aims to build on the experience of the earlier initiatives so as to draw on Afghan expertise already in country, in the near-abroad (largely in Pakistan and Iran) as well as internationally. The purpose is to identify and recruit experienced managers who are able and willing to provide leadership in government line positions so as to build capacity, better utilise the available budgetary resources, and drive forward the reform agenda. This should result in improved services for the people of Afghanistan especially at sub-national level.

MCP will concentrate its efforts on supporting the government's common functions, including financial management, human resource management, policy and regulatory design, and administration. Within these areas a wide range of positions will become available at senior and upper-middle levels; specific openings have already been advertised and others will follow as the organs of government lodge requests for assistance. Priority will be given to needs at sub-national level and in key service delivery ministries where performance has been lagging.

Recruitment and Engagement

The MCP operates with high standards in terms of recruitment, contract, and performance management. The recruitment and contracting of candidates is to be undertaken in a manner that is consistent with Government of Afghanistan and the World Bank procedures for selection based on merit. Programme policies ensure levels of remuneration that are competitive with the best available in Afghanistan and with benefits that should also be attractive to Afghans settled abroad.

Appointees will be engaged under contracts issued by the IARCSC and endorsed by the requesting ministries or other government bodies. For professional development appointees will serve as members of a corps supported by the IARCSC-CDS. Appointees will be expected work together to develop their own skills as well as those of their counterparts. For all of these reasons, the MCP represents is an unusual and exciting opportunity for Afghan professionals to make a worthwhile contribution to national development.

Interested candidates may submit an application to be considered for any of the posts that will become available under the Programme. Alternatively or in addition, candidates may apply for specific advertised vacancies. In all cases applications must be made using the prescribed application form: submissions of curriculum vitae alone can not be considered.

For any one appointment the long listing of candidates will take place soon after the advertised closing date. To make the long list, a candidate must meet the minimum requirements in terms of educational qualifications and experience, as set out in the advertised Job Description. The short listing of candidates takes into account the desirable attributes that appear in the same job description. The final selection process includes a written test and a face-to-face interview with the selection panel. The written test and the interview are conducted in the languages required for the job. References may be taken up after interview. Any educational qualifications submitted in support of an application are subject to validation by the IARCSC-CDS. Appointees are expected to take up their duties as soon as possible but in any case within two months of contact signature.

Reporting and supervisory role:

The Human Resources Director, will report to the (Minister or Deputy Minister) and will supervise (Human Resources team)

Principal activities:

- Within six weeks of joining he/she shall develop an action plan for revamping the system in accordance with rules and regulations for better quality services delivery and also a work plan in agreement with his/her supervisor (Minister or Deputy Minister).
- Manage and advise on all the activities related Human Resources of the Ministry.
- Oversee the duties of the Human Resource Managers, ensuring that Human Resources rules and regulations are completed correctly. Support the HR staff in the execution of their duties.
- Develop and coordinate, in association with the IARCSC, all MoF Recruitment Programs, approve the description of duties and responsibilities and the job classification.
- Review, monitor, and evaluate the effectiveness of the selection process in meeting affirmative action goals and objectives.
- Oversee the duties of Manager Training, training plans and facilities are provided as and when required to MOF Staff and that training reports are completed in a timely manner, and review them before they are passed to the Deputy Minister.
- Ensure that all HR staff members have monthly activity plans and that Monthly reports of staff members of the HR Directorate are received before the deadline and make sure that proper follow up and advice is provided to staff members.
- Ensure that all MoF staff adheres to the HR rules and regulations of the MoF.
- Supervise the routine Human Resources coordination meetings.
- Monitor and supervise the work of the officers in Human Resources Directorate, and provide direction to any changes and reform processes.
- Supervise, and assist where appropriate, the Managers in the development of Human Resources/Training Guidelines and Policies, and supervise their effective and efficient implementation.
- Delegate tasks to his/her subordinates to take effective, efficient and timely action.
- Review and audit staff performance within the ministry and in the provinces, and recommend for incentives or advice on further improvements in connection with HR laws, HR code of conduct and staff appraisals, in association with the IARCSC.
- Ensure that he/she transfers knowledge and skills to other individuals and working teams in an effective regular manner in order to improve managerial ability, motivation and confidence.

Results expected:

- A sound Administration and Human Resources Management system in place.
- Implementation of the action plan.
- Human Resources Management Policies, Procedures; and necessary system are in place.
- Establish coordination system for Recruitment Programs in association with the IARCSC.
- HR Reporting tools are in place.
- Review, monitor, and evaluate process for selections are in place.
- Establish an effective coordination system of development programs/projects.

Qualifications and experience:**Minimum requirements:**

1. Candidate must be an Afghan National
2. A Master degree in Human Resources Management, Business Administration, Business Development, Public Administration with 4 years of relevant experience in Sr. positions at national and international organizations.
3. A Bachelor degree in the mentioned subjects with 7 years of relevant experience.
4. Written and spoken in Dari, Pashto and English languages.
5. Computer skills, MS office packages, such as Word, Excel and PowerPoint.

Desirable attributes:

- ✓ Ability to work independently and effectively under pressure;
- ✓ Experience of leading and motivating teams of people towards the achievement of agreed ends;
- ✓ Excellent analytical, report writing and presentation skills
- ✓ Willing to devote his or her out of office time to join with other MCP appointees in developing professional skills in leadership and public service management.
- ✓ Experience of contract development and monitoring.
- ✓ Must have the knowledge to demonstrate fairness, encourage innovation, achieve results, and demonstrate awareness of the demands and sensitivities of working within a public organization.
- ✓ Must be reliable, honest, objective and hard working.

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Female candidates are highly encouraged to apply



Islamic Republic of Afghanistan

Independent Administrative Reform and Civil Service Commission

Management Capacity Program (MCP)

Vacancy No: ARTF/CDS/MCP/116/03/09
Post title: Human Resources Director
Employer: High Office Oversight for the Implementation of Anti-Corruption Strategy
Duration: 2 years with possibility of extension
Date announced: 2009-03-29
Closing date: 2009-04-11

Background to the Programme:

The establishment of strong state institutions at central and sub-national levels capable of achieving measurable improvements in the delivery of services of all Afghans is at the core of the Afghanistan National Development Strategy (ANDS). The Government's Public Administration Reform (PAR) strategy encompasses a range of reforms needed to achieve this objective, including financial and economic management and civil service reform. A core element of this strategy is to continue with capacity building within the civil service so as to create a modern, well functioning and affordable administration. Reforms underway include the restructuring of ministries and other government bodies and introducing changes in the way human resources are mobilized and managed.

The long-term nature of the tasks ahead is recognized. In the interim, government policy is to recruit highly qualified persons at higher levels of remuneration than those presently available within the civil service. This is necessary in order to compete with the salaries and benefits paid to national staff by international organizations already working in country, as well as to make it possible for expatriate Afghans with relevant managerial experience to return to contribute their skills at home.

The Independent Administrative Reform Civil Service Commission Capacity Development Secretariat (IARCSC-CDS) has been occupied with several programmes aimed at channelling the available resources. With assistance from Afghanistan Reconstruction Trust Fund (ARTF) an Afghanistan-based lateral entry programme (LEP) has been operating, as also an Afghan Expatriate recruitment programme (AEP). A Capacity for Afghan Public Service (CAP) programme has added to the flow with assistance from the European Union and UNDP. The Capacity Development Secretariat is responsible implementing all of these programmes, including now its flagship Management Capacity Programme (MCP).

The Management Capacity Programme

With assistance from the Afghan Reconstruction Trust Fund, the new Management Capacity Programme aims to build on the experience of the earlier initiatives so as to draw on Afghan expertise already in country, in the near-abroad (largely in Pakistan and Iran) as well as internationally. The purpose is to identify and recruit experienced managers who are able and willing to provide leadership in government line positions so as to build capacity, better utilise the available budgetary resources, and drive forward the reform agenda. This should result in improved services for the people of Afghanistan especially at sub-national level.

MCP will concentrate its efforts on supporting the government's common functions, including financial management, human resource management, policy and regulatory design, and administration. Within these areas a wide range of positions will become available at senior and upper-middle levels; specific openings have already been advertised and others will follow as the organs of government lodge requests for assistance. Priority will be given to needs at sub-national level and in key service delivery ministries where performance has been lagging.

Recruitment and Engagement

The MCP operates with high standards in terms of recruitment, contract, and performance management. The recruitment and contracting of candidates is to be undertaken in a manner that is consistent with Government of Afghanistan and the World Bank procedures for selection based on merit. Programme policies ensure levels of remuneration that are competitive with the best available in Afghanistan and with benefits that should also be attractive to Afghans settled abroad.

Appointees will be engaged under contracts issued by the IARCSC and endorsed by the requesting ministries or other government bodies. For professional development appointees will serve as members of a corps supported by the IARCSC-CDS. Appointees will be expected work together to develop their own skills as well as those of their counterparts. For all of these reasons, the MCP represents is an unusual and exciting opportunity for Afghan professionals to make a worthwhile contribution to national development.

Interested candidates may submit an application to be considered for any of the posts that will become available under the Programme. Alternatively or in addition, candidates may apply for specific advertised vacancies. In all cases applications must be made using the prescribed application form: submissions of curriculum vitae alone can not be considered.

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THE INDEPENDENT ADMINISTRATIVE REFORM CIVIL SERVICE COMMISSION

The IARCSC is leading the government's efforts to reform and improve public administration in Afghanistan so as to meet the development needs of the country. Since 2003 considerable progress has been made. Even so, the complexity of the task and the many separate initiatives that have been launched have resulted in arrangements that are far from complete and often lacking in integration. The current focus lies in introducing a clear and transparent system for making appointments based on merit; supporting the restructuring of government ministries; assisting in the re-grading of civil servants according to a new pay scale; the introduction of personnel performance reviews; and launching administrative reforms in such areas as monitoring, programme coordination, financial management, procurement, communications and capacity development. Of serious importance to the Commission is meeting the benchmarks relating to civil service management that are set in the Afghanistan Compact which resulted from the London Conference on Afghanistan, 2006.

Reporting and supervisory role:

The Human Resources Director, will report to the (Minister or Deputy Minister) and will supervise (Human Resources team)

Principal activities:

- Within six weeks of joining he/she shall develop an action plan for revamping the system in accordance with rules and regulations for better quality services delivery and also a work plan in agreement with his/her supervisor (Minister or Deputy Minister).
- Manage and advise on all the activities related Human Resources of the Ministry.
- Oversee the duties of the Human Resource Managers, ensuring that Human Resources rules and regulations are completed correctly. Support the HR staff in the execution of their duties.
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- Monitor and supervise the work of the officers in Human Resources Directorate, and provide direction to any changes and reform processes.
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