

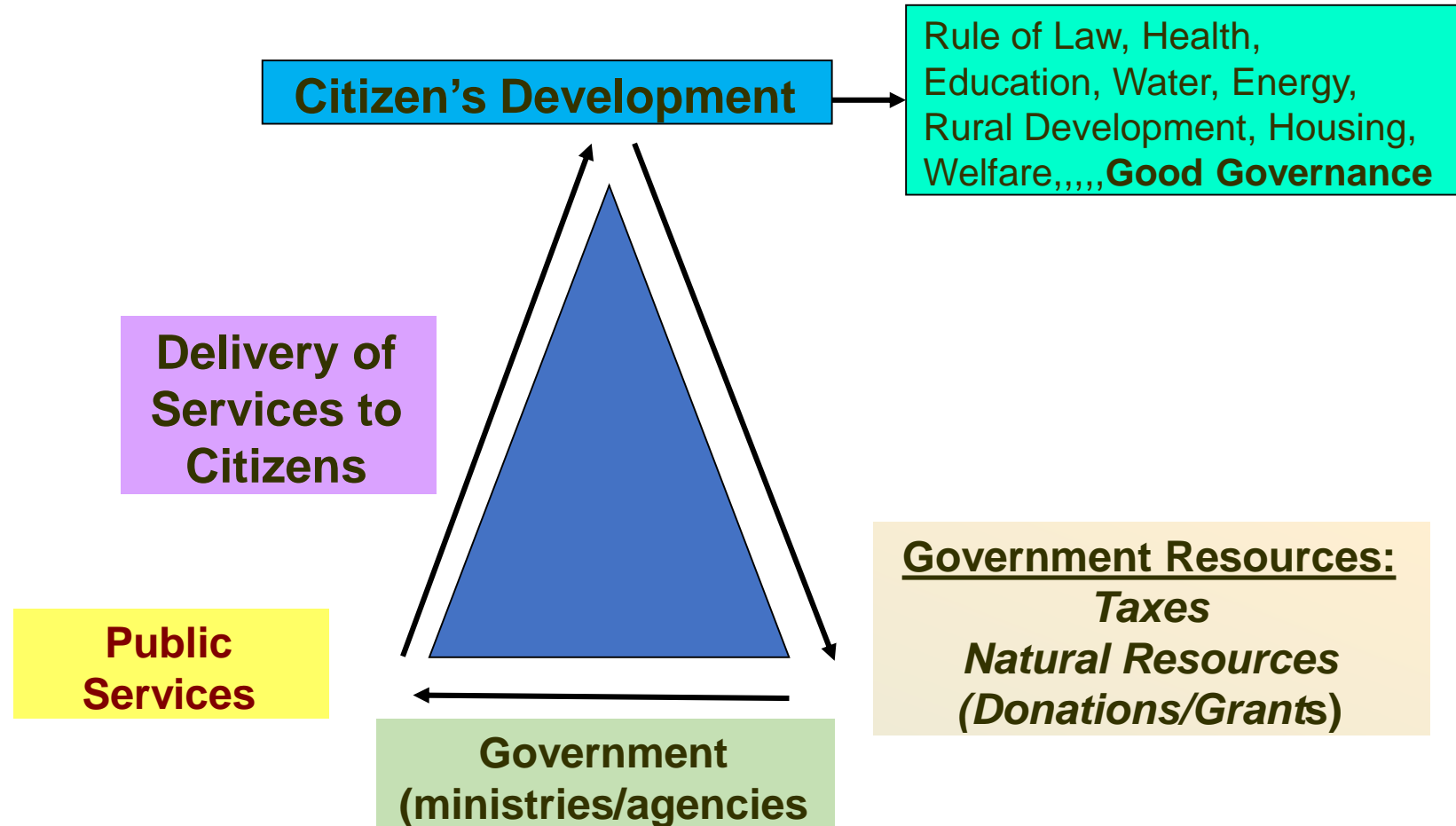
Functional Review of Government Ministries/agencies

Methodology and Concept

Kick-Off Presentation

February 2017

Government Functions toward Citizen's Development



Goals of the Operation

Identify and Analyze

- Overall functions distribution of presently 48 top level units
- Detailed functions, structures and resources of selected units (like IARCSC, IDLG, MOF, MOEC, MAIL, MoEdu, MoPH, MRRD and MOPW)
- Overall functions, structures, of general provincial administration, district administration and decentral units of Ministries
- Key vertical processes and lines of command

Optimize and Create

- Horizontal optimization of distribution and clustering of functions
- Vertical optimization of distribution and clustering of functions between top level and lower levels
- Optimization of top-down lines command and processes
- Create instruments for managing functions, structures, resources

Categorization of Functions

What are the Units doing ?

- **(P)** for policy making and policy support functions,
- **(L)** for legislation,
- **(C)** for controlling of subordinate institutions,
- **(R)** for regulation and enforcement of rules,
- **(S)** Services for citizen and businesses,
- **(A)** for internal self-administration

Top level should concentrate on P, L, C + own A

Lower levels concentrate on R, S + own A

Questions to be answered (1)

- What are the responsibilities of the involved unit (s)
- Which concrete functions are derived from the responsibilities
- How are the functions categorized (P, L, C, R, S, A)
- Are there horizontal overlaps of functions between units of the same level? (between ministries, but also on provincial level and district level institutions)
- How are functions vertically distributed and which key vertical business processes exist?
- How are cross-cutting functions organized (like finance, human resources, logistics, ICT)

Questions to be answered (2)

- Are there options for reassignment of functions and changes of function clusters on the same level, for decentralization / deconcentration / devolution, for privatization, for elimination.
- Are there options for a general reformulation of function clusters (for example by merging or dividing of institutions or creating new institutions)
- If feasible: How are resources assigned to responsibilities and functions ?
- If feasible: Tail-to-teeth ratio

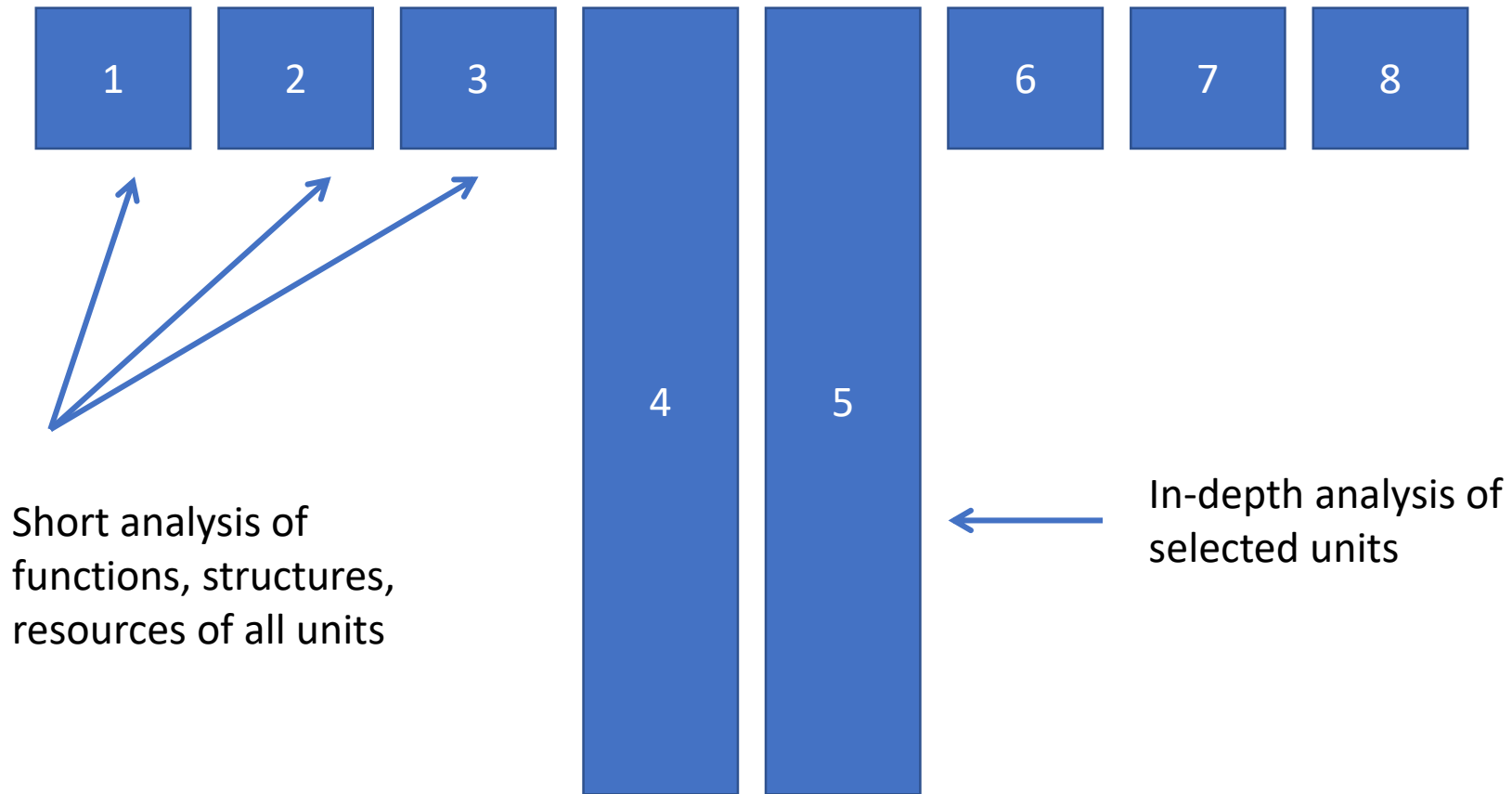
High Number of Units Leads to a Selective Approach for Functional Analysis

Quantitative Basis

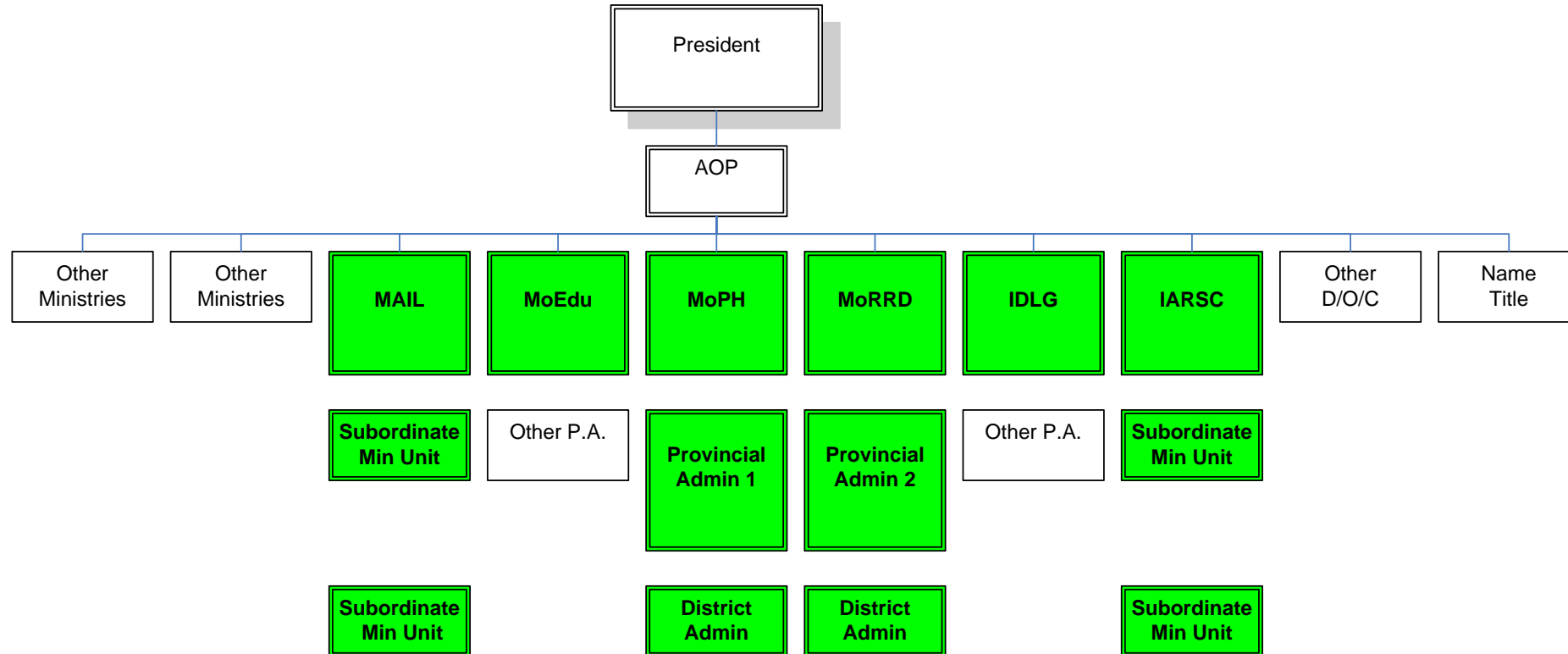
Selection

<ul style="list-style-type: none"> • 48 Top Level units (21 Ministries, 6 Directorates, 15 Independent offices, 6 Commissions) 	<p>4 – 9 Top level Institutions for in-depth analysis; Up to 48 units for global analysis</p>
<ul style="list-style-type: none"> • 34 Provincial Administrations and unknown number of subordinate ministerial units on provincial level 	<p>1-2 provincial administrations (1x A and 1x B) for in-depth analysis Subordinate ministerial units in the area as far as available. Projection of results to other provinces</p>
<ul style="list-style-type: none"> • About 400 District Administrations and unknown number of subordinate ministerial units on district level 	<p>1-2 district administrations in selected province(s) + subordinate ministerial units on district level Projection of results to other units</p>

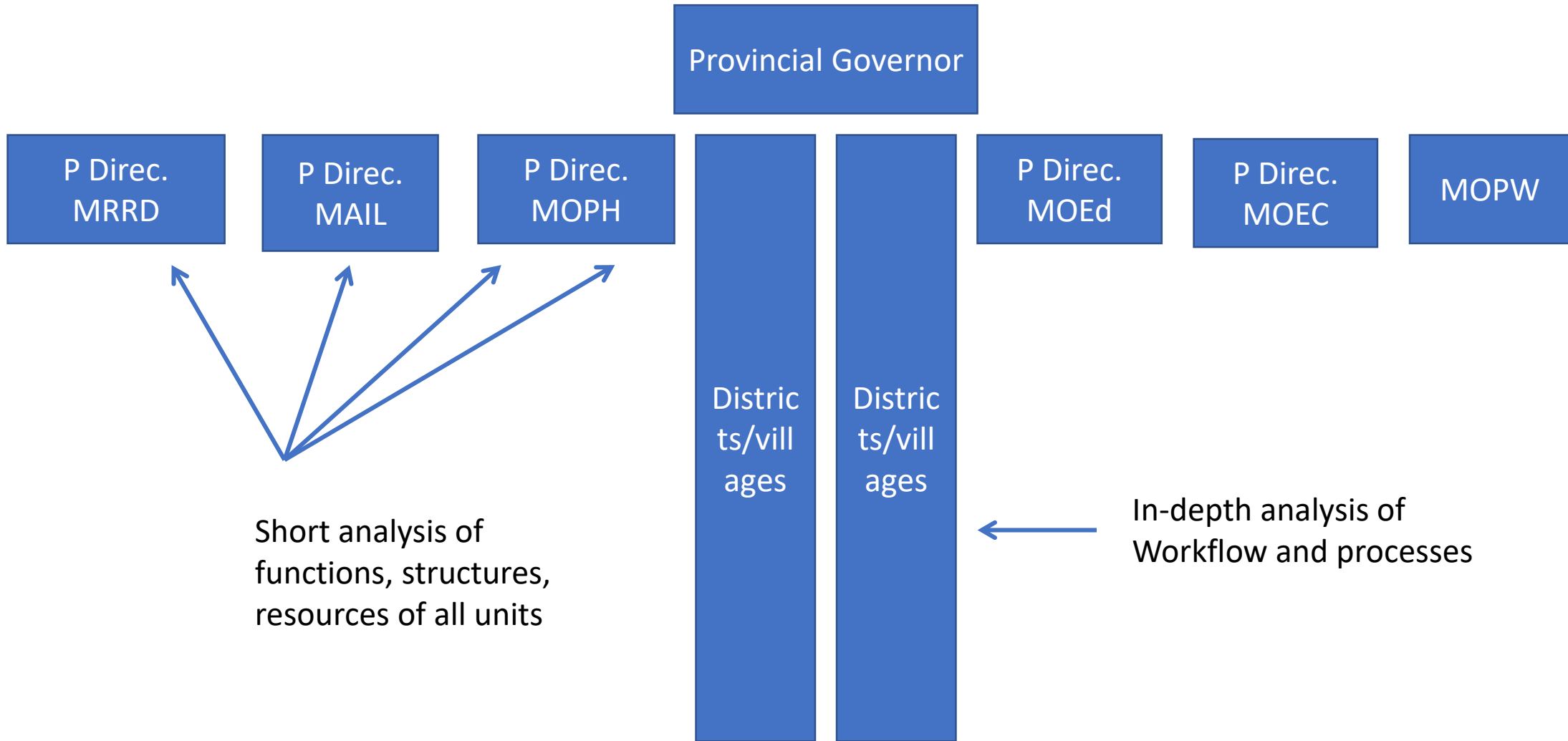
The “T” Approach: General Outline



The T-Approach: Afghan Government Structures



Provincial Level “T” Approach



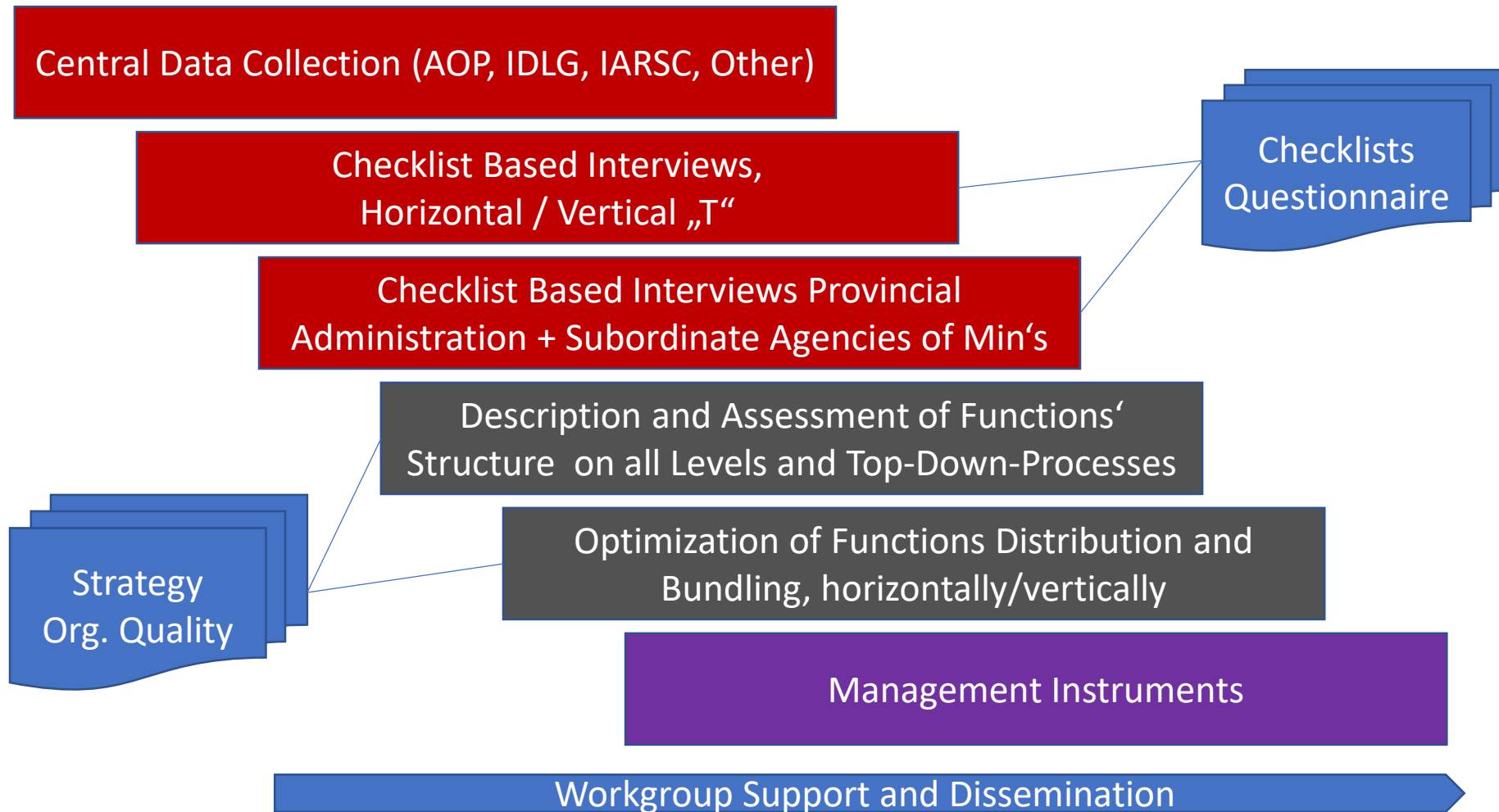
Work Process (1): Data Collection

- **Exploration**
- **Data Collection on Ministry Level**
 - Desk Research
 - Interviews and checklist driven overall data collection
 - Interviews and questionnaire based in-depth data collection for selected units
- **Data Collection on Province Level**
 - Interviews and checklist driven data collection in provincial administration
 - Interviews and checklist driven data collection in subordinate units of ministries on provincial level
- **Data Collection on District Level according to options**

Work Process (2): Analysis and Reporting

- **Analysis and Assessment, based on**
 - strategic goals and policies
 - organizational quality criteria
 - legal, technological, regional, cultural context
 - criteria for optimal vertical distribution of functions
- **Concept and recommendations**
 - concrete optimization of weak point
 - Proposal of a future generalized organizational manual
- **Dissemination of results and support of existing workgroups**

Graphic Model of Functional Review Implementation



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