

## PAST PERFORMANCE

# MBA CORPS MANAGEMENT

USAID/WIE - June 2017

## ABOUT DAI

DAI is a company that was created in 1970. Since then, DAI implements development programs that are funded by international donors, national governments, and private corporations to mitigate essential socio-economic problems and overcome the problems that are caused by inefficient markets, impotent governance, and uncertainty. Those programs are implemented in different parts of the world including Afghanistan, the Middle East, Southern Africa, Pakistan, and the Philippines by supporting civil society organizations (CSOs), local institutions, and development-oriented programs.

## BACKGROUND

As a part of PROMOTE, DAI was awarded USAID-funded project Women in the Economy (WIE) in Afghanistan.



20 MBAs  
20 Businesses

**WIE program was implemented across five major provinces (Kabul, Herat, Mazar, Jalalabad, and Kandahar) in Afghanistan to increase women's participation in the formal economy and to advance their careers, by supporting businesses that were owned by women.**

With the main focus on private sector development, WIE intended to help educated women with the skills and resources to enter and contribute to the workforce/economy and provide support in the growth of businesses that are women-owned or have 10% or more women as their workforce in five major regional economic zones. One of the challenges defined as an obstacle in the development of the Micro, Small, and Medium Enterprises (MSMEs) is the lack of professional management skills and expertise. WIE wanted to demonstrate the value of trained professionals and recruit MBA graduates based on a cost-shared model with the private sector. WIE implemented the project's first session of the MBA Corps program in Kabul. DAI contacted Moore Afghanistan to deliver MBA Corps Program Management services to support project implementation. The assignment required high-level training for MBAs and host business monitoring and business action plan.

## OUR ROLE

**Moore Afghanistan is a leading professional service provider in Afghanistan and employs over 300 full-time, highly qualified Afghans.**

Moore Afghanistan is a full member firm of Moore Global, which is a worldwide accountancy and consulting network of more than 260 independent firms. Formerly known as Moore Stephens, the organization traces its roots back to more than a century.

Given Moore Afghanistan's 11 years of experience serving 700 organizations across Afghanistan, our team has grown, and so has our list of services in managing similar projects. We provide integrated and turn-key professional business services in Afghanistan. These include financial (Taxation, Payroll, Audit, Systems Development), compliance (entity registration, Visas, Work Permits, and Weapon Permits) Translation Services, technology (Mobile Apps, ERP Implementation, Digital Media, and Systems Development) human resource, research, project management (Vendor Management, Facility Management, Labor Management), and internet services.

DAI was committed to enable Afghan women and increase their

participation in the mainstream, formal economy. After receiving the required training, the MBA graduates were required to be hired by an SME employer directly. However, the primary goal was the growth of the SMEs, contributing to knowledge transfer to the current informally trained managerial staff. Moore Afghanistan understood the context of the problem technically; the goal of the project was to enhance Afghan women's participation in the formal economy and specifically to help SMEs boost their revenue by utilizing professional services of a fresh MBA graduate under the mentorship of an expert organization.

Moore Afghanistan's tax team with years of experience provided training to MBA graduates on Afghan tax laws and different tax obligations businesses have. Our BD team assisted them with proposal writing and other fundraising programs. Moreover, the compliance team provided a training and mentoring program on business license renewal and new business registration process. Meanwhile, the HR and payroll teams provided training on HR and payroll aspects of the business. The finance team provided them training on finance and QuickBooks software.

## THE HOLISTIC APPROACH

Moore Afghanistan is one of Afghanistan's premier consultancies that provides high-quality professional business services in Afghanistan. DIA-WIE's MBA Corps management Service was a project with components focusing on workforce and private sector development. It required the input of different experts, divisions, and organizations. Moore Afghanistan applied best practices and handy use of technology in establishing and maintaining communication with all stakeholders to have regular access

to information. Moore Afghanistan's mentors, who have their feet firmly planted in the industry and the Afghan business market, provided practical advice that supplements what MBAs learned in business school. Moore Afghanistan mentors offered technical support to MBAs and business owners on how to work out a medium-term and long-term business development strategy that could ensure the sustainability of the business and its expansion.

**In the MBA-Corps Management Services Program, Moore Afghanistan, under the promote Afghan Women in the Economy (WIE), placed 20 MBA graduates in 20 businesses either owned by a woman or the workforce of which comprise 10% women.**

Moore Afghanistan consistently provided MBA graduates with quality mentorship and training to meet the needs of the host businesses. The goal of the project was to improve the companies' bottom line, position them to expand their products and services further.

Moore Afghanistan's business incubator program assisted businesses on how to establish a robust and efficient business structure addressing business-related activities, mobilization of resources, marketing strategies, usage of updated technologies, customer care, financial projections, forecasting and many other related activities.

The project was successfully implemented, and the MBAs and host businesses received quality training and mentorship programs through Moore Afghanistan's technical teams.

Because of the efficient placement system and mechanism applied by Moore Afghanistan, MBA Corps received an in-depth understanding, knowledge, and hands-on practical industry experience under the direct supervision of Moore Afghanistan

mentors. Accordingly the business owners experienced new knowledge from MBA graduates under the direct guidance of Moore Afghanistan, resulting in further private sector development.



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