



PAST PERFORMANCE

FINANCIAL MANAGEMENT SYSTEM

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ABOUT THE CLIENT

The Ministry of Counter Narcotics leads the coordination, policy making, monitoring and evaluation of all counter-narcotics activities and in Afghanistan.

The Bureau of International Narcotics Matters (INM) was created in 1978 to reduce drug trafficking into the United States from Latin America. INM's mission soon expanded beyond combating drugs to supporting stabilization efforts in the Balkans, and to fighting corruption and transnational crime around the world. To reflect its expanded mission, INM was re-established as the Bureau of International Narcotics and Law Enforcement Affairs (INL) in 1995.

Today, INL uses a wide range of tools to counter crime, illegal drugs, and instability abroad, including foreign assistance, bilateral diplomacy, multilateral engagement, and reporting, sanctions, and rewards. INL has two complementary core competencies: helping partner governments assess, build, reform, and sustain competent and legitimate criminal justice systems, and developing and implementing the architecture necessary for international drug control and cross-border law enforcement cooperation. INL works with

partner nations, international and regional organizations, non-governmental organizations, U.S. federal, state, and local criminal justice entities to achieve its mission.

BACKGROUND

The Bureau of International Narcotics and Law Enforcement Affairs (INL), through completing a Public Financial Management Risk Assessment (PFMRA), previously assessed the financial management system of the Afghan Ministry of Counter Narcotics. Based on the remediation plan developed by INL as a result of this assessment, twenty-four (24) weaknesses and vulnerabilities were identified in budgeting & accounting, internal controls, procurement, human resource management system, and personnel and payroll management. To address these issues, INL contracted Moore Afghanistan to complete this project. That task required high-level coordination between different stakeholders that included INL, MCN and other government entities in Afghanistan.

KEY TO SUCCESSFUL IMPLEMENTATION

The U.S. Government committed to channel at least 50% of its assistance funds through the Afghan government's budget. However, this

was conditional on reforms in the government financial management system. Moore Afghanistan understands that the efficiency and effectiveness of foreign aid is greatly dependent on the functionality of the systems within the government. Therefore, INL wanted MCN to enact the reforms necessary to strengthen its public financial management system.

Given Moore Afghanistan's over 10 years of experience working with key government offices of Afghanistan, we totally understand the context of the problem—both technically and politically. Moore Afghanistan also understands the value and importance of this system for MCN, Afghan Government and the general public. Systems like these ensure taxpayers' money is spent effectively and efficiently.

Our experience has shown that technical know-how, per se, cannot guarantee successful implementation of projects of this nature. Working with the Government of Afghanistan requires a high-level coordination, and a thoroughly thought out change management plan.

There are always factors that are resistant to change. For that, Moore Afghanistan understood how to create a high sense of urgency within MCN, build a coalition, create and communicate the vision. In addition



to that, Moore Afghanistan had to define the business processes that helped to achieve the goal of the project.



THE HOLISTIC APPROACH

Moore Afghanistan provides high quality professional business services in Afghanistan. MCN's project was not mere system development. It was a complicated project that required the inputs of different experts, divisions, and organizations. For example, business processes and analysis had to come from

divisions such as Finance, Human Resources, Procurement, Audit, and more. These processes then had to translate into a system that required the inputs of Technology Division. In implementing this project, we had to coordinate project activities with different stakeholders, some of which were strongly against this change—which is normal.

Moore Afghanistan has extensive experience in developing financial management systems. In addition, Moore Afghanistan has a vibrant technology team that can translate business processes into systems, software, mobile applications and web portals. Moore Afghanistan combined the resources from all the required divisions—HR, Finance, Audit, Technology, Procurement—that were led by a Team Leader to deliver this project. Our Team Leader's managerial and leadership skills coupled with Moore Afghanistan's incredible experience enabled the team to coordinate, implement, and complete the project work within the given resources. The team took great care of the requirements of all the

stakeholders involved in this project.

As a result, MCN received a world class MIS and Standard Operating Procedures (SOPs). These newly developed mechanisms reduced risks of fraud and abuse of public funds and streamlined the ministry's operations.



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