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کمیسیون مستقل اصلاحات اداری و خدمات ملکی
Independent Administrative Reform and Civil Service Commission

Activity Report

1396 [2017/18]

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Introduction

The Independent Administrative Reforms and Civil Service Commission (IARCSC) was established pursuant to the Bonn Agreement, through a legislative decree issued by the Chairman of the Afghan Interim Authority. The IARCSC has a mandate to ensure good governance; recruit civil servants on the basis of capacity, merit and expertise; provide civil service job analysis and; regulate civil service personnel affairs.

In the year 1396 [2017/18] the IARCSC leadership changed and new commissioners were introduced. The Board of Commissioners was established as the highest decision-making body within the IARCSC.

During the last year, the IARCSC has worked in the areas of administrative reforms, monitoring and evaluation (M&E), legal reform, civil servant training, complaints handling, civil service appointments and other areas in accordance with the applicable laws. This report presents a summary of the IARCSC performance during the past year.

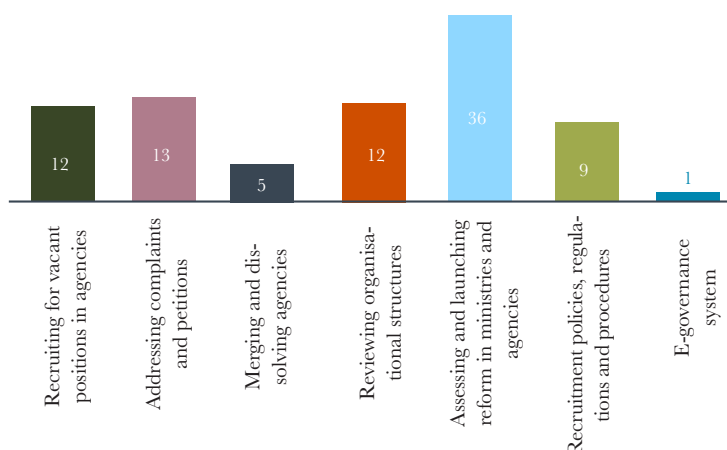
Administration Reform

Administration reform falls within the mandate of the IARCSC. The following reform has been undertaken according to presidential instructions with a view to fulfilling the IARCSC mandate.

Written presidential instructions on reform in government agencies

In the year 1396 [2017/18] the IARCSC received 28 written instructions from the President on reforms in Afghanistan's public administration following assessments by the relevant agencies. A number of these instructions are concerned with reform in and assessment of the institutional capacity of government ministries and agencies. Other instructions are pertaining to staff capacity development, personnel change, ministry and agency performance appraisal, provincial personnel assessment, evaluation of organisational structures, recruitments, dissolution and merging of agencies. The implementation of these instructions is under way.

List of presidential instructions



Coordination to create a sense of ownership of reforms among decision-makers in government ministries and agencies

The IARCSC leadership held productive working meetings with ministers, deputy ministers and agency heads of the Ministries of Foreign Affairs, Public Health, Mines and Petroleum, Commerce and Industry, Refugees and Repatriation, Hajj and Endowment, Energy and Water, Counter Narcotics, Education, Rural Rehabilitation and Development, and Labour, Social Affairs, Martyrs and Disabled, the Independent Directorate of Local Governance (IDLG), the Kabul Municipality, the Central Statistics Organisation (CSO) and the Afghanistan National Standards Authority (ANSA). The meetings discussed problems in the relevant ministries and agencies, and decisions were made and implemented on the following issues:

- The need-based review of the organisational structures of the ministries and agencies
- Launching substantial reforms in the aforesaid ministries and agencies
- Addressing the problems of the Capacity-Building for Results (CBR) programme and accelerating the process for recruitment of professional and experienced personnel through this programme in the relevant ministries and agencies in accordance with the new IARCSC procedure



Signing MoU on pay scale in Afghanistan Petroleum Authority



Signing an MoU on simplifying MoPH procedures

- Recruiting for the above-mentioned ministries and agencies according to the applicable laws, rules and instructions
- Modifying educational requirements in job descriptions in the ministries and agencies
- Balancing the pay scale
- Assessing the civil servants pay scale
- Developing, reviewing and specifying 7,231 job descriptions in civil service

In the year 1396 [2017/18] the head and commissioners of the IARCSC Appointments Board held separate meetings with deputy ministers for administration and finance and, human resource directors of ministries and agencies on conducting mass recruitment exams for procurement positions, 17,000 teacher and civil servants and, recruitment for grades 1 to 4 positions.

The chair and commissioners of the IARCSC Appeals Board dealt with complaints lodged by the gender department of the Ministry of Economy and audit department of the Afghanistan Independent Land Authority (ARAZI) as well as complaints about allocating gender departments to the Ministry of Education to women in the capital and provinces. The Appeals Board also met with the Ministry of Agriculture, Irrigation and Livestock, Ministry of Information and



Meeting the Minister of Labour and Social Affairs on implementing reform programmes in that ministry



Signing an MoU on demilitarising MoIA support departments

Culture, Ministry of Refugees and Repatriation, Ministry of Public Health and Ministry of Education and, the IDLG on implementing the decisions of the Board.

These meetings and discussions have led to changes in the ways in which civil servants perform their duties. For instance, job descriptions for civil servant positions will from now on be determined on the basis of needs, while they were previously developed once recruitments had been done.

Simplifying complicated and time-consuming processes

Processes at MoPH's National Medicine and Health Products Regulatory Authority (NMHRA) processes

- Process to open pharmaceutical wholesalers in the provinces
- Process to transfer pharmacies in the provinces
- Process to open new pharmacies in the provinces

Processes at the Ministry of Urban Development and Housing (MUDH)

- Process to license private companies
- Process to handle urban development sketching
- Process to manage housing distribution

Processes at the Ministry of Information and Culture (MoIC)

- Process to license print media
- Process to license audio-visual media in the capital
- Process to license audio-visual media in the provinces

Processes at the Ministry of Interior Affairs (MoIA)

- Process to demilitarise MOI's support departments
- Process to manage the recruitment, operationalisation and pay for 10,000 positions that are demilitarised

Efforts to increase women's participation in the civil service

During the last year the IARCSC worked to expand women's presence in Afghanistan's public administration. The IARCSC's efforts include the launch of the Policy on Increasing Women's Participation in the Civil Service, the cre-



Meeting attended by the First Lady on increasing women's participation in the civil service

ation of an association of women in the civil service, raising women's awareness about job opportunities, the launch of a gender strategy in government agencies, holding informational meetings for educated women in the provinces, training women on civil service-related laws and regulations and, organising meetings with government officials, departments of women's affairs, women's rights institutions and other relevant provincial authorities on women-related issues.

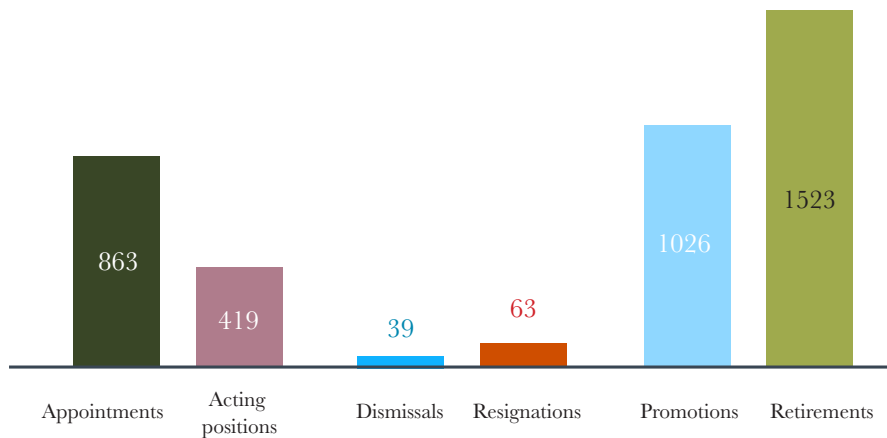
Flexibility in the recruitment of women through CBR

In the past a positive discrimination score of 5 was given to women applicants in the second stage of the recruitment process (i.e. the oral exam). From now on, this score will be awarded in the first stage (i.e. the written exam). Previously less than adequate working experience of women applicants for civil service positions was not accepted, but a new policy of the IARCSC will waive a three-month shortage of working experience for women applicants.

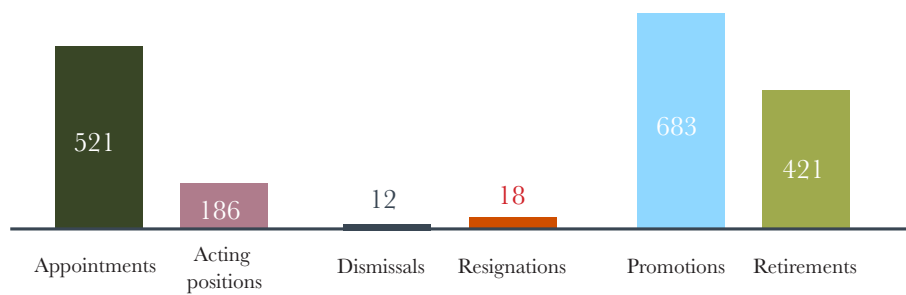
Activities related to personnel affairs

So far the IARCSC has addressed 5,784 petitions lodged by government ministries and agencies. Once approved by the Administrative Office of the President, the petitions have been referred to the relevant institutions. The petitions are related to matters of appointments, acting positions, promotions, retirements, resignations, dismissals and promotions of contracted staff.

No. of approved petitions on ministry personnel affairs

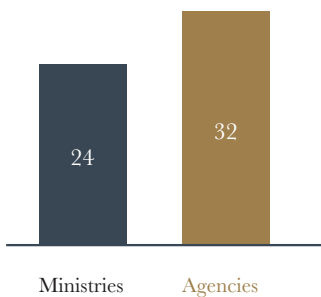


No. of approved petitions on agency personnel affairs

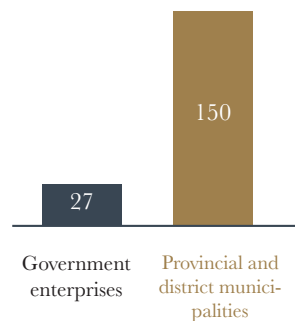


Approved organisational structures

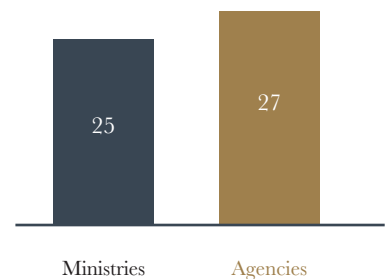
Approved organisational structures of ministry and agency procurement departments for fiscal year 1396 [2017/18]



Approved organisational structures of provincial and district municipalities and government enterprises for fiscal year 1396 [2017/18]



Approved organisational structures of ministries and agencies for fiscal year 1397 [2018/19]



Reforms in the IARCSC

In addition to carrying out its other missions and working to bring effective reforms in Afghanistan's public administration, in the year 1396 [2016/17] the IARCSC also implemented a process of internal reforms including:

1. Specifying job descriptions of its staff;
2. Conducting a preliminary assessment of all IARCSC departments and divisions;
3. Unifying the IARCSC's seven separate units that acted independently into one coherent and coordinated body;
4. Bringing preliminary reforms in the Afghanistan Civil Service Institute (ACSI);
5. Reforming the procedure and coordinating the vision of the IARCSC tashkil (organisational structure);
6. Reforming the process to manage the fellowships/scholarships outside the country;
7. Bringing structural and executive reforms in the IARCSC Appointments Board;
8. Reforming and developing human resources;
9. Reforming the procedures of the IARCSC Appointments Board;
10. Bringing wide-ranging reform in the IARCSC Appeals Board and reducing the average time for complaints handling from nine months to maximum three weeks;
11. Reforming the IARCSC's administrative, procurement and financial systems;
12. Merging two CBR units into one that is structurally smaller and organisationally more effective;
13. Reforming CBR recruitment procedure and timing that have led to effective results in different programmatic areas;
14. Strengthening the internal mechanism of addressing complaints and staff conflict resolution;
15. Dismantling six websites and instead creating one rich and effective website;
16. Motivating work at all levels to achieve the IARCSC's key goal;
17. Contributing to the creation of a citizen-centred and motivational culture on different levels;
18. Assessing the capacity of the IARCSC's provincial offices;
19. Strengthening the monitoring capacity of the IARCSC's Appointments Board;
20. Transforming the Board of Commissioners into the IARCSC decision-making body and holding its regular meetings;
21. Optimising the IARCSC work space physically and socially;
22. Changing the IARCSC logo: the new IARCSC logo is appropriate and distinguished from the previous one. This logo can better convey the IARCSC message.

E-reform

E-governance: To reduce human interference in recruitment processes and civil service personnel affairs the IARCSC has drawn on e-governance. E-governance covers all mass recruitment processes including online application, biometric registration and mass examination.

E-recruitment: For the first time an e-recruitment system has been created in all civil service agencies. Through this system all recruitment processes are conducted online. To monitor this process the IARCSC has opened a monitoring account specific to civil society and media organisations.

Human Resources Management Information System (HRMIS): Accurate statistical information on civil servants was lacking in the past. The Civil Service Management Department (CSMD) lacked accurate figures of its staff. In some cases, there were also ghost positions. The HRMIS records accurate information about civil servants in the capital and provinces as well as information about personnel affairs. The IARCSC has recently purchased 80 biometric registration kits to record civil servants' information.

Computer-based exam: The IARCSC has adopted a system to take online exams and announce exam results immediately after.

Facilitating centre-provinces communication through Voice over Internet Protocol (VoIP): This system will be inaugurated in two months and will facilitate communications between the IARCSC headquarters and its field

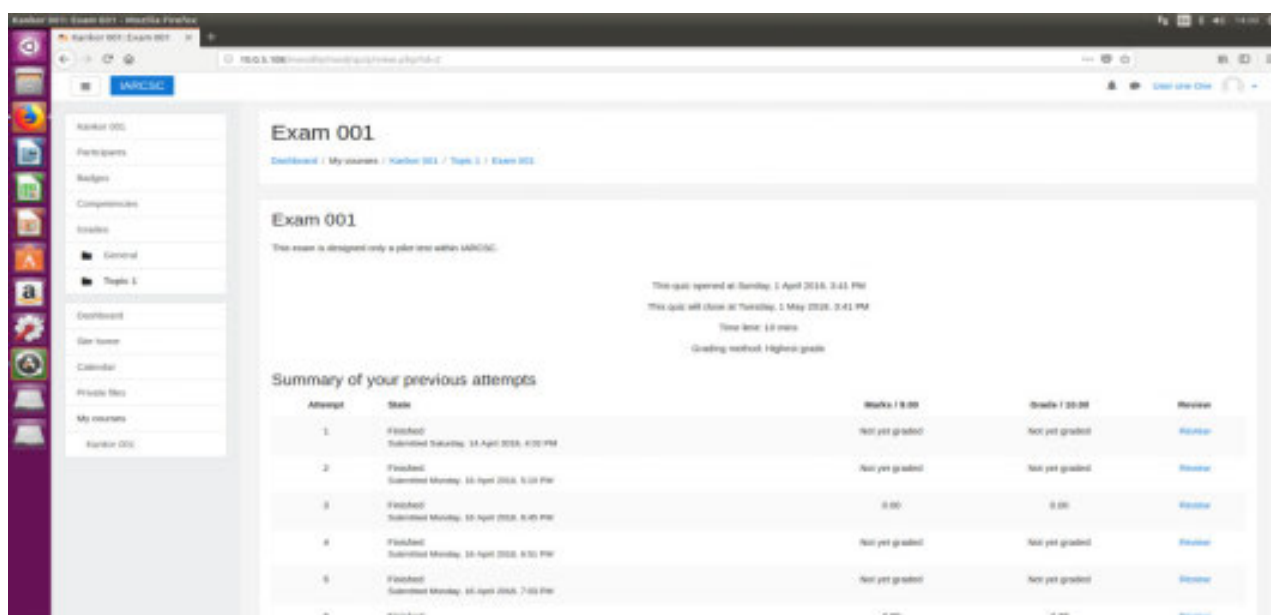


Image of computer-based exam software

offices.

Reforming super scales

In the past super scales were implemented without having a clear procedure in place, paving the way for different forms of interference. There is now one specific procedure in place on super scales.

According to the previous procedure, the IARCSC addressed all the proceedings related to the determination of super scales. According to the new procedure, super scales determination-related proceedings are managed by the human resources departments of the relevant agencies and the IARCSC only monitors the process.

Government ministries and agencies select and nominate their qualified staff on the basis of the provisions contained in the new procedure. Going through the stages required in the determination of super scales, the nominated staff will take an exam through the IARCSC and, if successful, will be included in super scales. The IARCSC will notify the Ministry of Finance (MoF) about the new staff and their super-scale salaries will be paid through the code 900009.

Of 4,217 civil servants covered by super scales, 364 have been included as per quotas for ministries and agencies in the last fiscal year 1396 [2017/18].

Reforming the IARCSC tashkil for the fiscal year 1397 [2018/19]

To eradicate overlaps, duplications and cases of latent unemployment, the revised IARCSC tashkil for the fiscal year 1397 [2018/19] was presented to and approved by the president.

To develop staff capacity, the IARCSC introduced 17 staff members for educational and training programmes.

Summary of implemented super scales for civil servants

New super scales through code 900009	Modified super scales through relevant budgets	Total
364 people	339 people	703 people

Meetings of the IARCSC leadership with the public

The IARCSC leadership holds face-to-face meetings with citizens every Monday. In these meetings that usually last up to eight hours, citizens share their problems and complaints and the IARCSC explores legal ways to address them and convince the plaintiffs. Citizens often complain about lack of consistency in the implementation of laws in government ministries and agencies, corruption, lack of commitment among authorities, rising unemployment among the educated, excessive bureaucracy in government agencies and other shortcomings.

The first IARCSC leadership's face-to-face meeting with people was held on Monday, 5 Qaus 1396 (26 November 2017), has been followed by sixteen other meetings and continue to date. So far 1,227 people from across the country have participated in these meetings. Eight percent of participants in these meetings are women.

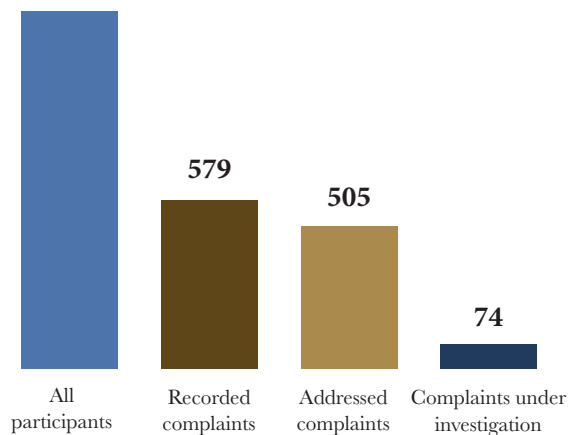
Some complaints are lodged in group. For instance, one participant talks on behalf of 16 people. Some complaints can be addressed during the meeting.

579 complaints have been recorded thus far, of which 505 have been addressed and the remaining 74 are being investigated.



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IARCSC leadership's meeting with people



The creation of one stop shops

To help its clients, the IARCSC has created one stop shops. These centres offer multiple services to those who refer to the IARCSC. From Qaus to end-Hout 1396 (December 2017 to March 2018), 14,876 people visited and received information from the IARCSC's one stop shops.



One stop shop

Monitoring and Evaluation

From Hamal to Hout 1396 (March/April 2017 to February/March 2018)

Monitoring recruitment processes in government ministries and agencies

The IARCSC monitors the recruitment of high- and low-ranking employees in the civil service ministries and agencies. Of 4,797 applicants for high-ranking positions, 264 were recruited. Also, of 134,312 applicants for low-ranking positions, 5,363 were employed in the capital Kabul and 15,773 were recruited in the provinces.



High-ranking positions in government ministries and agencies

- 4,797 applicants
- 264 recruited



Low-ranking positions in government ministries and agencies

- 134,312 applicants
- 5,363 recruited in Kabul
- 15,773 recruited in the provinces

Monitoring and evaluating reform implementation

1. Assessing the institutional capacity of ministries and local administration

Pursuant to a presidential decree, the IARCSC assessed the institutional capacity of the Ministry of Public Health (MoPH). The assessment report addressed challenges and inadequacies related to organisational structure, capacity, infrastructure, human resources management, procurement and programme/project management and monitoring. The report also recommended remedial measures to improve institutional capacity and deliver higher-quality health services. In addition, the High Council on the Rule of Law has assigned the IARCSC to assess the institutional capacity of ten ministries. The assessment procedure has been finalised and will be implemented in the year 1397 [2018/19]. It will begin once the provincial evaluation is completed.

2. Provincial evaluation

The IARCSC has, in coordination with IDLG, conducted a comprehensive evaluation of public administration in nine provinces. The detailed provincial evaluation report will be released soon. The evaluated provinces include Logar, Nangarhar, Badakhshan, Kunduz, Kandahar, Khost, Herat, Bamiyan and Balkh.

This evaluation is unprecedented and comprehensive identifying structural gaps, professional overlaps and capacity issues in the local administration and making remedial recommendations.

The evaluation also discusses sources and causes of national revenue losses and appraises the performance of high-ranking local administration officials.

3. Appraising the performance and assessing the effectiveness of the IARCSC regional offices

The IARCSC assessed the performance of its offices in the seven regions of the country based on indicators such as the

level of citizens' satisfaction and communications between its regional offices and the provincial administration. The IARCSC made recommendations aimed at improving the performance of its regional offices.



Assessment of IARCSC office in the eastern region

4. Membership in committees assigned to investigate cases of corruption in government ministries and agencies

The IARCSC was a member of committees formed to investigate cases of alleged corruption in the Ministry of Labour, Social Affairs, Martyrs and Disabled; Afghan Red Crescent Society; Deputy Education Minister's Office for Technical and Vocational Training; Afghan Film Directorate; General Directorate of Pension Treasury; Afghanistan's General Consulate in Bonn in Germany and; Department of Refugees and Repatriation in Nangarhar province. There were also representatives from the Attorney-General's Office, the National Directorate of Security, the Ministry of Finance and other relevant agencies in these committees.

The allegations were made about legal violations and abuse of power with regard to human resources management, finance and administration, procurement, project implementation and service delivery.

The IARCSC presented recommendations with a view to addressing problems and inadequacies in the relevant ministries and agencies.

5. Semi-annual and annual monitoring of reforms implementation in 40 government ministries and agencies

The IARCSC monitored the implementation of reforms programmes in government ministries and agencies in order to identify problems and challenges as well as to make remedial recommendations.

The IARCSC report provides a big and clear picture on the status of reform implementation in the government.

Legal Reform

In the year 1396 [2017/18], the IARCSC responded to around 1,300 legal requests made by various government agencies. 800 requests were made to seek legal advice and the remaining 500 were concerned with legal and policy development issues.

- Developing and drafting the Administrative Procedure Law;
- Policy on increasing women's participation in government agencies by two per cent
- Policy on beneficial voluntary retirement of civil servants

Finalising the following procedures:

Procedure on super scales, procedure on mass recruitment exams, procedure on performance appraisal of IARCSC regional offices, procedure on staff recruitment for Afghanistan's Customs Department, procedure on staff recruitment for the Ariana Afghan Airlines, procedure on staff recruitment for the Afghan Milli Bus Enterprise, policy on reforms in the Ministry of Foreign Affairs, procedure on appointment of mayors in provincial centres and grade 2 mayors in district centres

- Developing general and management processes on the duties of deputy provincial governors and district governors;
- Amending articles 3, 6, 8, 9, 10, 11, 16, 23, 28 and 30 and annex III of the Law on Civil Servants;
- Draft Law on the Organisation and Jurisdiction of the Judiciary and the Afghanistan National Justice Programme;
- Monitoring the implementation of legislative decrees on civil service;
- Need assessment for developing a law on government civic responsibilities for the protection of citizen rights;
- Research on at least 206 complicated legal cases filed by central and local agencies;
- Developing four policies on mass recruitment procedure, recruitment of deputy provincial governors and district governors, recruitment of cultural attachés and policy on staff absence before and after public holidays and sending them to the relevant authorities



Civil Servant Training

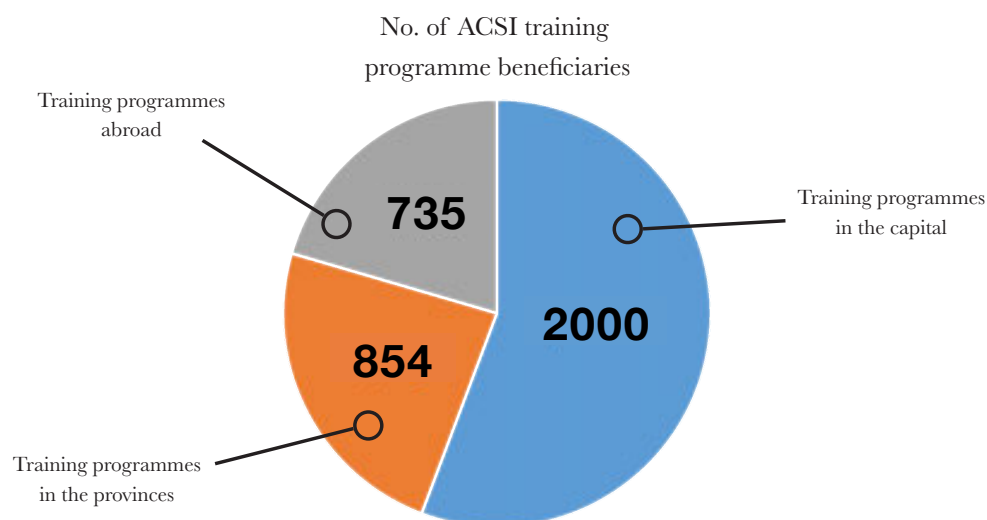
As a scientific and educational institution and based on educational needs assessment, the Afghanistan Civil Service Institute (ACSI) trained over 2,000 management- and operational-level civil servants from various government agencies through 73 different training courses. These trainings were in areas of change management and conflict resolution, human resources management, procurement, policy and strategy, leadership, office skills, principles of administration and management, legal awareness, computer skills and English language during the last year in the capital Kabul. The ACSI also trained 894 operational-level civil servants through 35 training courses in applied management that included topics of planning, report-writing, letter-writing, performance appraisal and filing, in Baghlan, Helmand, Paktia, Balkh and Ghor provinces.



Completion of first round of MMD training in ACSI

During the last year the ACSI also sent 735 civil servants from various government agencies to India, Japan, Malaysia, Singapore, Thailand and Indonesia for training in areas of leadership, finance, human resources management, anti-corruption, health, energy, agriculture, mines and industries, English language proficiency and computer skills. These civil servants were selected on the basis of open competition and training needs assessment.

In the past year the ACSI began implementing a CBR-funded 14-month middle management development (MMD) training programme for 100 mid-ranking civil servants. Additionally, to enhance the effectiveness of its training programmes, the ACSI plans to conduct a comprehensive review of its mandate, structure and processes. Assisted by the relevant international institutions, the review will evaluate the state of training at ACSI and contribute to the better design and implementation of quality strategic plan and training programmes for civil servants in the coming years. Preparations for this evaluation began in late 1396 [2017/18] and is set to be completed in the second half of the year 1397 [2018/19].

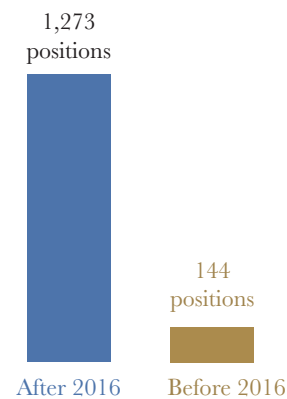


Capacity-Building for Results (CBR) Programme

Consolidation of CBR programme

The implementation framework of the CBR programme was previously regulated in two support units with one based within the MoF and the other at IARCSC. Based on a presidential decree, to eliminate overlaps and increase effectiveness, these two support units were merged into one and transferred to the IARCSC.

No. of recruited positions (before 2016 and after)



Shortening CBR recruitment process

In the past recruitment for a CBR position took an average of eight months. The recruitment process was considerably shortened following the amendment of the CBR procedure. According to the new procedure, recruitment for a CBR position takes 38 working days. Although this timeframe seems slightly far-fetched, the IARCSC's experience with recruitments at the Attorney-General's Office shows that it is feasible.

World Bank report on structural assessment of the IARCSC

To clarify its mandate and structure, the IARCSC's leadership asked the World Bank to offer technical support in conducting a structural assessment of the commission. carried out in collaboration with the CBR programme, this assessment led to the production of a 30-page report with recommendations that will be implemented.

Main CBR achievements

- Increased clarity in terms of reference and responsibilities of the government ministries and agencies covered by the CBR programme;
- Simplifying and enhancing the effectiveness of processes for improving public service delivery;
- Developing the domestic capacity of ministries and agencies in order to improve performance and reduce dependence on off-budget domestic and foreign consultants;
- Supporting civil service professionalization;
- Adjusting the organisational structures of ministries and agencies to enhance their increased effectiveness, while taking their responsibilities into account;
- Increasing the execution of development budget by ministries and agencies.

Middle Management Development (MMD) programme

The CBR programme has designed a Middle Management Development (MMD) programme to create quick growth opportunities and build the capacity of middle management staff in Afghanistan's civil service. According to the operational guidelines of the programme, each MMD training round will have 100 participants, of which 50 per cent will be women. The first round was successfully completed and its assessment was done by a third party. The assessment deemed the programme results positive and satisfactory.

The second round of MMD training was launched in Dalv 1396 [January/February 2018] and will continue for 14 months. Over 850 civil servants (grades 3 and 4) from 33 government ministries and agencies had applied to take part in this round, of which 100 (50 men and 50 women) were admitted through an application process consisting of written exams and oral interview as well as based on ministry and agency quotas. The 100 successful applicants are currently receiving training in four classes at ACSI.



Exam for MMD admissions in ACSI

Reform in CBR

The following reform has been undertaken under the CBR programme:

- Developing specific criteria for including positions in CBR
- Amending CBR procedure
- Accelerating the recruitment process
- Making human resources officers, observers and other recruitment stakeholders accountable
- Developing flexible provisions to increase the recruitment of women
- Increasing the effectiveness of the HR Firm
- Developing performance indicators for recruited staff
- Creating online reform schemes

Recruitment Quality Control and M&E Units

After an economic analysis, the contract of the recruited M&E unit was rescinded due to the unresponsiveness of its performance to the program needs.

The HRFIRM has offered technical support and advice to the programme implementation unit on recruitment quality control, new performance management and training mechanisms since 2013. The available statistics show that the effectiveness of the unit has increased considerably in the past year. This increase is the result of transformation in the management and optimal utilisation of available resources – objectives that have been emphasised and directed by the programme steering committee.



Commitments in the US-Afghanistan Strategic Partnership Agreement

The IARCSC has made the following four commitments to contribute to the achievement of the commitments of the Afghan government in the area of governance:

- | | | |
|--|---------|--|
| 1. Comprehensive assessment of the mandate and structure of the IARCSC | — — — — | This commitment has been fulfilled. |
| 2. Creation of new recruitment mechanisms in the civil service | — — — — | To fulfil this commitment, new mechanisms such as the procedure on civil service mass recruitment and procedure on mass recruitment in light of the principles of transparency and recruitment process acceleration have been created and are currently being implemented. In addition the IARCSC has developed and used a new e-recruitment system. |
| 3. Development and approval of the Administrative Procedure Law and amendment of the Civil Service Law | — — — — | Both commitments have been fulfilled. |
| 4. Design and development of the Human Resources Management Information System (HRMIS) | — — — — | The fulfillment of this commitment is under way. |

Civil Service Appointments

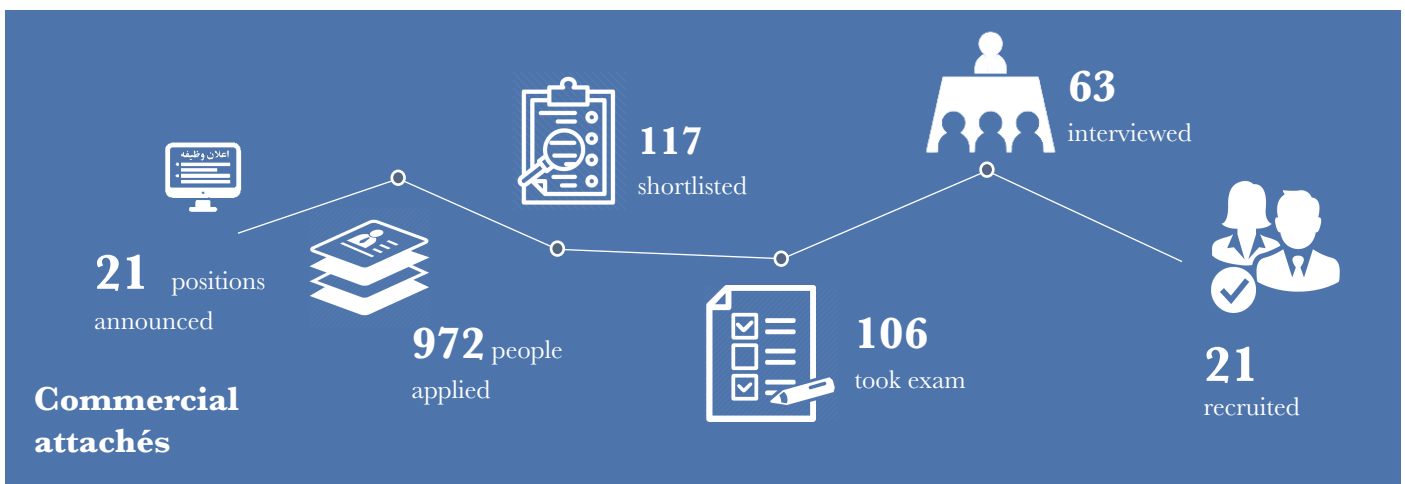
The IARCSC has worked to ensure rigour and effectiveness in recruiting human resources for the Afghan public administration. Human resources should be recruited on the basis of a predefined mechanism and criteria such as expertise, capacity, integrity, motivation and programmatic goals.

These efforts have increased public satisfaction with and trust in the IARCSC, reduced bureaucratic corruption and helped bridge the gap between the people and the government.

The IARCSC's Appointments Board has launched several mass recruitment exams. These include exams for positions in the electronic tazkera (national identify card) authority, procurement positions in government ministries and agencies, commercial attaché positions in the Ministry of Commerce and Industry, teachers and low-ranking civil servant positions in government ministries and agencies, among others.

In three mass recruitment exams the IARCSC processed and assessed over one million applications. Additionally the IARCSC is due to take mass exams for 6,682 vacant grades 3 and 4 positions and 18,000 Ministry of Education teacher positions by drawing on the e-recruitment system.

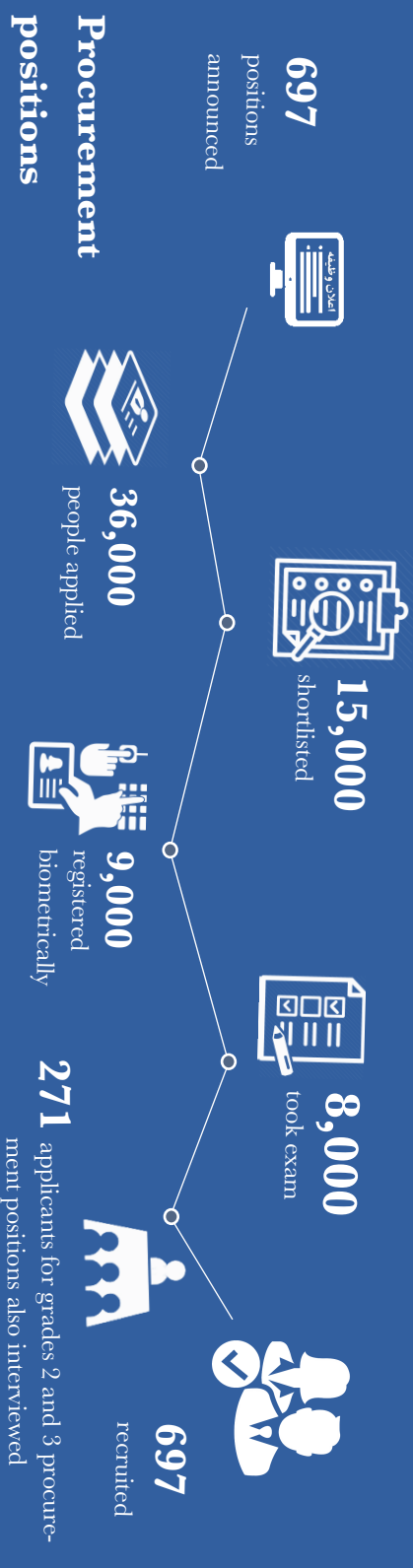
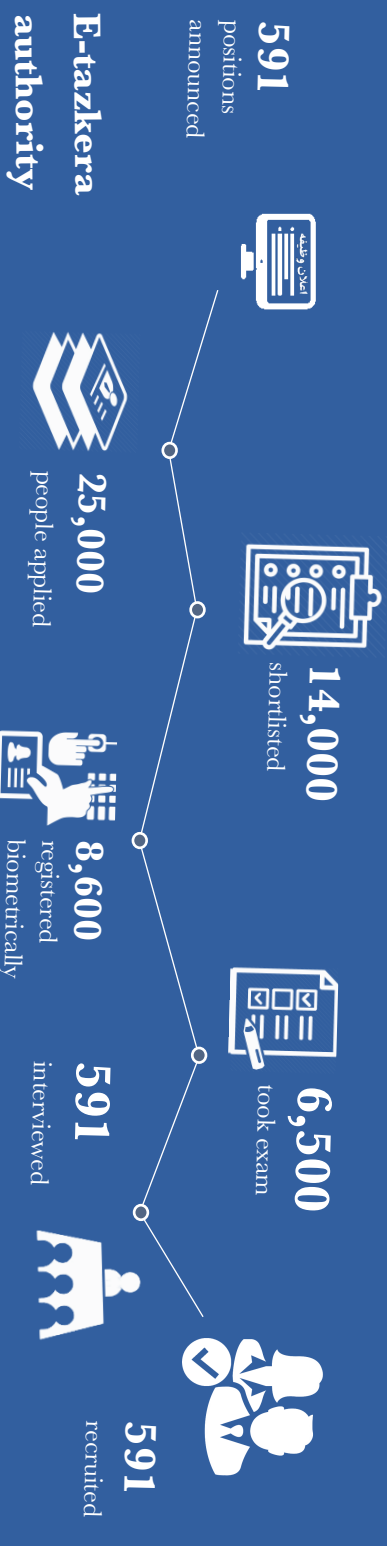
The following charts show the various stages of mass recruitment exams.



Interviewing applicants for commercial attaché positions



Applicants for positions in e-tazkera authority take exam

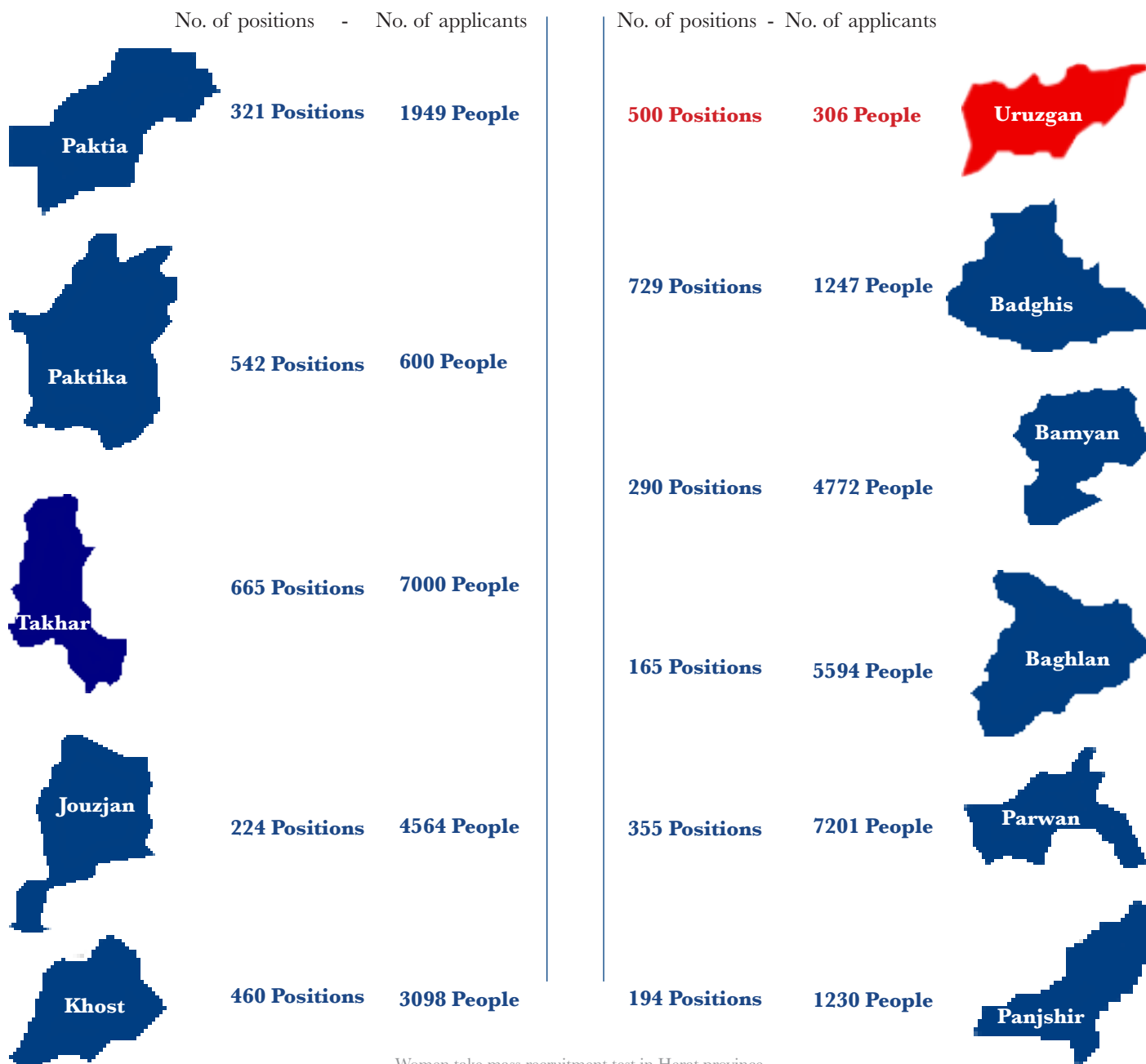


Registration of applicants for procurement positions










Mass recruitment exam for 17,700 teacher and grades 5 and 6 civil servant positions








The IARCSC has launched an exam for 8,700 teacher positions and 9,000 grades 5 and 6 civil servant positions across the country. 280,000 people applied for these positions nationwide. 225,000 applicants were shortlisted, of which 83,498 were women. The exams have so far been held in 31 provinces.



Women take mass recruitment test in Herat province

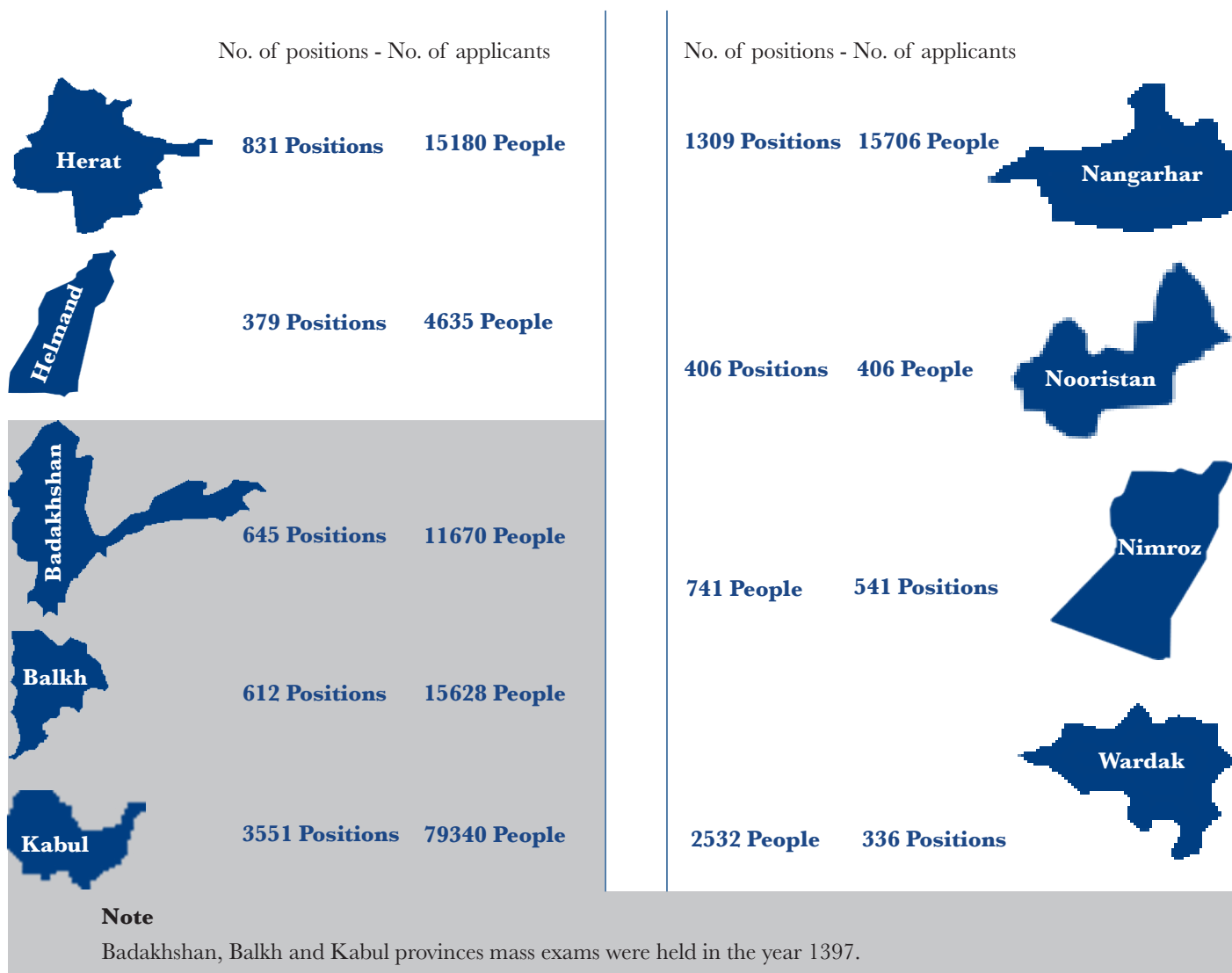


No. of positions - No. of applicants		
	270 Positions	2821 People
	200 Positions	4499 People
	246 Positions	4600 People
	883 Positions	2804 People
	235 Positions	2880 People
	219 Positions	2812 People
	113 Positions	1990 People

No. of positions - No. of applicants		
513 Positions	2523 People	
387 Positions	321 People	
231 Positions	1876 People	
272 Positions	2683 People	
928 Positions	4111 People	
479 Positions	2411 People	
619 Positions	5151 People	

Mass recruitment test in Ghazni province





In Uruzgan and Zabul provinces the number of applicants was less than the announced positions. To address this problem the IARCSC reached out to the local people through social networking sites, local media and religious scholars. It also dispatched a delegation to these two provinces and took a specific policy into account.

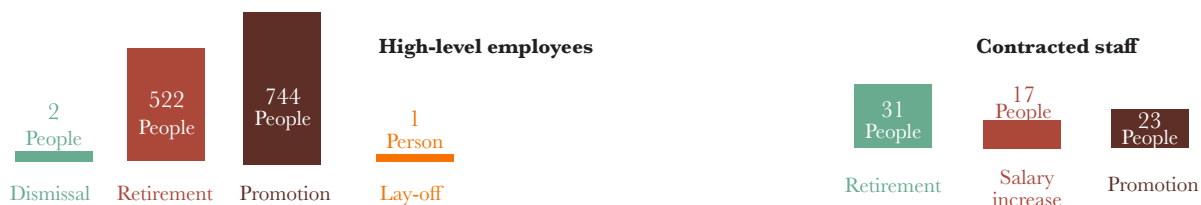
Regulations, policies and procedures

- Procedure for recruitment
- Procedure for mass recruitment exams
- Procedure for Performance appraisal
- Procedure for establishment of personnel management system
- Procedure for addressing Complaints
- Human resources management procedure
- Procedure for the appointment of provincial and district mayors

Assessment of personnel affairs

To establish the status and ensure the rights and benefits of civil servants, the IARCSC Appointments Board assessed the relevant personnel affairs.

The following charts show the numbers of retirement, promotion, lay-off and dismissal of high-ranking employees as well as contracted staff.

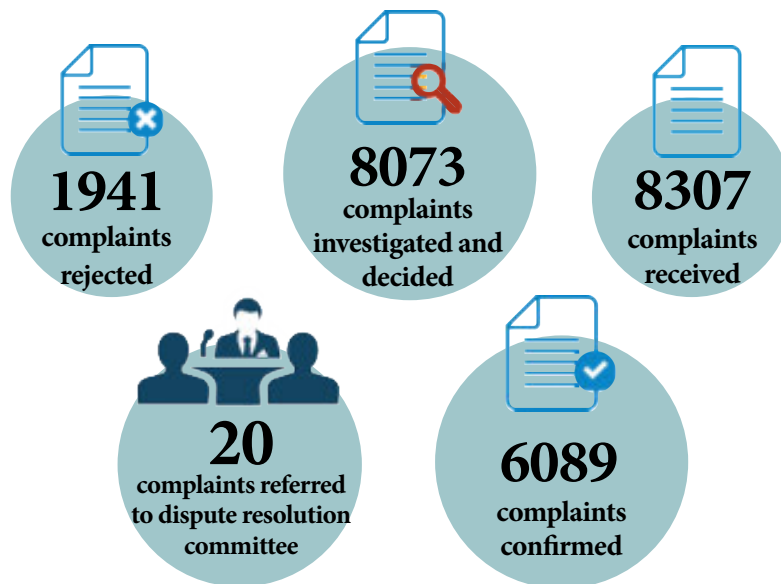


Complaints Handling

From Hamal to Hout 1396 (March/April 2017 to February/March 2018)

During the last year the IARCSC received complaints related to civil service personnel affairs and mass recruitment exam processes. Following investigations, some complaints were confirmed, some rejected and some are pending.

The following chart indicates the number of received, resolved and pending complaints.



Reforms in complaints handling

1. Simplifying working procedures in addressing complaints process;
2. Reviewing the existing addressing complaints procedure;
3. Developing the organisational structure of the IARCSC's Appeals Board for the year 1397 [2018/19];
4. Employing ad hoc legal experts to ensure timely addressing of complaints and mitigate work overload and staff inadequacy;
5. Establishing an effective follow-up communications system with human resources directors in the capital and provinces through telephone and email;
6. Creating and developing the complaints database to record, develop and analyse information in a timely fashion with a view to ensuring responsiveness and accountability;
7. Launching case studies on complex complaints and causes of legal violations, abuse of power, corruption and lack of accountability in government agencies;
8. Developing a plan to digitalise civil service complaints handling in the coming year.

Activities to Raise Public Awareness

Providing information

- Planning and implementing public awareness programmes on mass recruitment processes through diverse media
- Holding meetings and conferences
- Releasing press statements and newsletters
- Discussions and Interviews with national and international media
- Changing the IARCSC logo, creating a single website for the IARCSC and continuously updating the IARCSC pages in social networking sites in Afghanistan's official languages and English
- Producing video clips for raising awareness about recruitment for civil service positions
- Providing information for 169 citizens based on the Access to Information Law

Meetings with civil society representatives, media and religious scholars

The IARCSC has continuously held meetings with civil society representatives, media and religious scholars. Civil society and media always monitor the IARCSC working processes.



Mass recruitment exam in Nangarhar province

Public administration discourse

To achieve the priorities of the National Unity Government in the area of public administration reforms and creating opportunities for discussions on issues, challenges and opportunities of reforms initiatives in Afghanistan's public administration, the IARCSC has launched public administration debates. The goal for these discussions is to bring together a diverse group of

government representatives, diplomats, civil society representatives, academics and development agencies to share perspectives, experiences and recommendations for the development of an effective and responsible public administration in Afghanistan.

Meeting with donors on public administration reform in Afghanistan



Operational Activities

1. Construction and creation of a safe and appropriate working space for the IARCSC staff in the Headquarters and at ACSI
2. Developing a strong electricity system by installing a transformer with a capacity of 630 KVA
3. Building two halls in the IARCSC Headquarters with different capacities for hosting events
4. Equipping and operationalizing a dining hall for the IARCSC staff
5. Creating an internal networking system at IARCSC
6. Concretising the street behind the IARCSC premises
7. Greening around the IARCSC premises and planting decorative saplings
8. Building a standard kindergarten for the children of the IARCSC staff
9. Developing and installing an electronic attendance system for the IARCSC staff



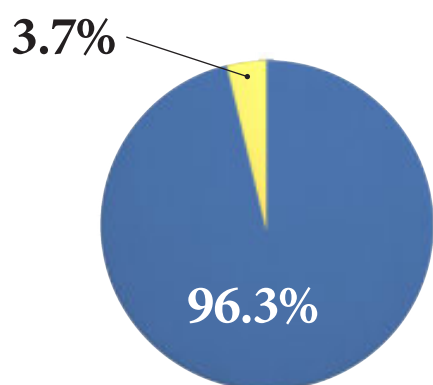
Reception



Green area inside the IARCSC premises

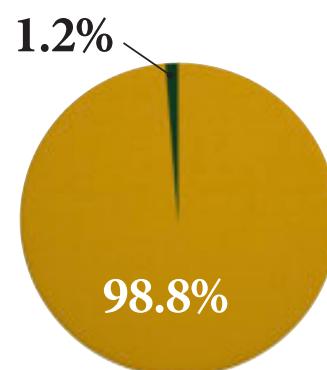


Street and public gate to the IARCSC



Operating budget

- Total budget - Afn 433,898,243
- Total expenditure - Afn 417,811,414
- Remaining amount - Afn 16,086,829



Development budget

- Total budget - USD 11,214,276
- Total expenditure - USD 11,106,996
- Remaining amount - USD 139,815



IARCSC corridor



IARCSC corridor



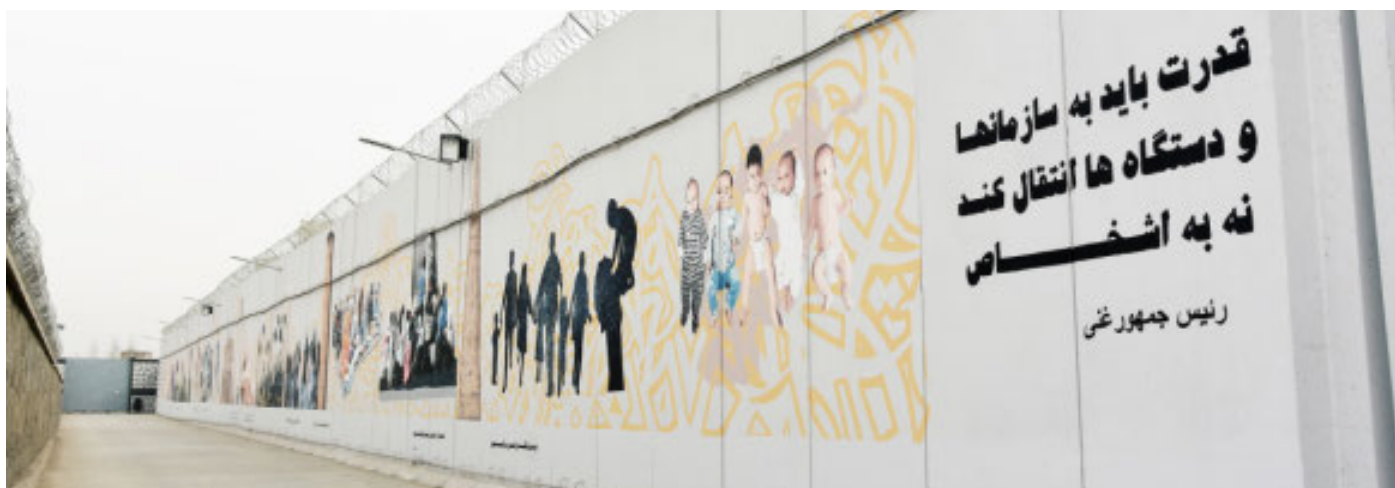
Kindergarten



Server room



Working space for staff



Entrance to the IARCSC