

2019 2020



Annual Report

In the fiscal year 1398, the Commission has established seven computerized exams centers equipped with advanced technology in Kabul and Kandahar, Herat, Khost, Nengarhar, Bamyán and Balkh provinces. These exams centers will expand across the country by the end of the next fiscal year.

Chairman's Foreword

I and my colleagues are proud to have overcome many obstacles and challenges faced during the fiscal year 1398 and have good achievements in various areas of the Independent Administrative Reform and Civil Service Commission. I am grateful to the staff of the Commission who were responsible for these tasks and have carried out their responsibilities with creativity and due diligence.



The administrative system is considered as one of the decisive factors in the economic and social development of countries. In the past, Afghanistan's administrative apparatus was such that government entities were a symbol of power and dominance rather than a symbol of service delivery. Civil servants were less likely to accept responsibility and people did not trust the country's administrative delivery. Today, for the first time, an economic-oriented and development-driven vision is defined for the public administration of Afghanistan. Efforts are made by bringing the required changes in the quality and managing of public services and associated regulations to achieve rapid economic growth.

The Commission is striving towards streamlining its activities with the overall objectives defined for the administration of Afghanistan. Our overall vision for the public administration of Afghanistan is: a transparent, efficient, effective and impartial civil service administration, run by efficient and creative civil servants that advances the country's economic development goals. Based on this vision, the Commission will work in collaboration with other government entities.

This will not be possible without reviewing the past systems, renewal and transformation of government structures, establishment of transparent and effective systems, creating equal employment opportunities, employment based on capability and merit, creating opportunities for creativity and innovation, transforming the organizational culture, and efficient usage of time and other resources.

Ahmad Nader Nadery
Chairman,
Independent Administrative Reform and Civil Service Commission

About the Commission

The establishment of the Independent Administrative Reform and Civil Service Commission was first stipulated in Bonn Agreement. Based on Decree number 257 dated 23 May 2002 of Interim Government of Afghanistan. The Commission was established named, “Independent Civil Administration Commission” as an independent budgetary unit. Leading the establishment of a robust administration, recruiting civil servants based on merit and skill, establishing the core civil services, and organizing the issues related to civil servants were the main goals behind the Commission’s establishment.

As per Article 2 of Decree number 25 dated 10 June 2003, the Head of Transitional Government of Afghanistan, the name of the Commission was changed to “Independent Administrative Reform and Civil Service Commission” and from this day the IARCSC started its operations. Based on Article 1 of the above decree, developing, managing, leading and implementation of nationwide reforms; based on Article 3 of this decree, identifying, selecting and proposing the appointment of high level civil servants; reviewing and approving of civil service institutions’ requests on recruitment are considered the duties and responsibilities of the IARCSC. Article 6 of this decree stipulates that ministries and government organizations are obliged to follow the decisions of IARCSC accordingly.

Vision

Having a compliant, non-political, stable and transparent civil service administration within the framework of good governance that has the ability to effectively and efficiently use the public resources towards delivering basic services, increasing revenues and supporting the development of private sector for economic and social development of Afghanistan.

Mission

To lead and provide strategic guidance and expertise to civil service administration and support the development of a robust and effective public administration system.

Civil Service Appointments Board

The Civil Service Appointments Board is responsible for merit-based high level civil service recruitments, monitoring the lower level civil service recruitments, and implementing reform programs in civil service institutions in addition to assisting these institutions in establishing strong and effective organizations.

Civil Service Appeals Board

This Board is responsible to address the complaints of civil servants stemming from unmerited disciplinary actions against them, illegal instructions and orders, violations of rules and regulations and civil servants’ code of conduct, lack of access to their personal records, refusing orders without valid reasons, discriminatory behaviors and decisions by Civil Service Appointments Board, recruitment committees in ministries and other valid administrative complaints.

Administrative Reform Secretariat

The General Directorate operates under the Chairman of IARCSC and performs all administrative, financial and executive duties in accordance with the procedures. Monitors projects and administrative reform programs and provides implementation monitoring reports of these projects and programs to the IARCSC’s Chairman.

General Directorate of Civil Service Management

The General Directorate is established to manage, organize and provide effective public services;

draft and monitor implementation of civil service laws, decrees, procedures and policies; provide technical legal feedback on these policies and other associated documents.

General Directorate of Civil Service Institute

The Civil Service Institute is an academic and training institution established to work towards building the capacity of civil servants and university graduates. Also, this institute works in the areas of strategic planning, developing of policies, strategies and training guidelines for civil servants' capacity building in lined with the strategic goals of IARCSC.

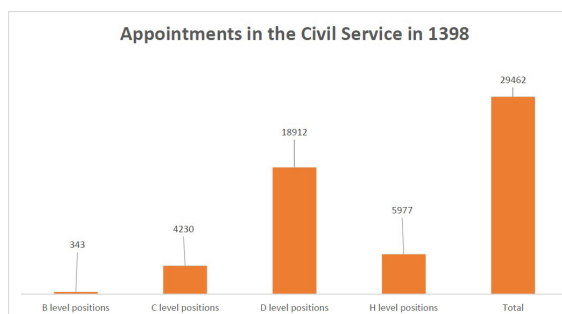
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Civil Service Appointments

In this fiscal year, the Commission has carried out recruitment and oversight for thirty thousand civil service positions: 343 B level positions, 1370 C level, 269 D level, and 2036 H level positions. Also, our provincial experts have monitored the recruitment process for 2860 C level positions, 643 D level, and 3941 H level positions in provinces. Of the people recruited, 1000 of them are women.

The Commission, in order to implement paragraph 14 of the decision No. 7 of the Cabinet, dated 201725/07/, filled the newly identified teaching and grades five and six positions through the last year's mass recruitment exams, by classifying high score in the specialty reference number of the relevant position, required field of study, and gender. Thirty five percent of the appointments includes women.



The Commission, in order to facilitate recruitment process has expanded the online application system and established eight computerized exam centers in the center and provinces. The exam centers are equipped with advanced and credible technology which eliminates human interference in the process.

The new exam mechanism has improved people's sense of ownership about the recruitment process and has boosted their confidence on the system.

As a result of transparency in the recruitment process, qualified people have found the way to enter the civil service, the base for administrative corruption is eliminated and delivery of services to the citizens is improved.

E-Recruitment System



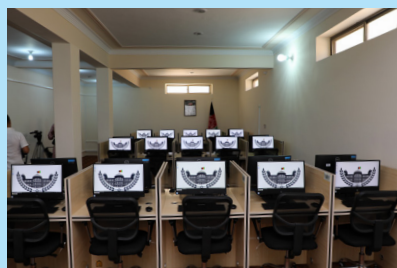
Recruitment Interview for Senior Positions – center



Fatema Qaderiyan and the Afghan Girls Robotics Team Exam Center – Kabul



Civil Service Institute Computerized Exam Center – Kabul



Kandahar Computerized Exam Center



Shaheed Muhammad Musa Shafiq Exams Centre – Nengarhar



Bamyan Computerized Exam Center



Maleka Suraya Exam Center - Khost

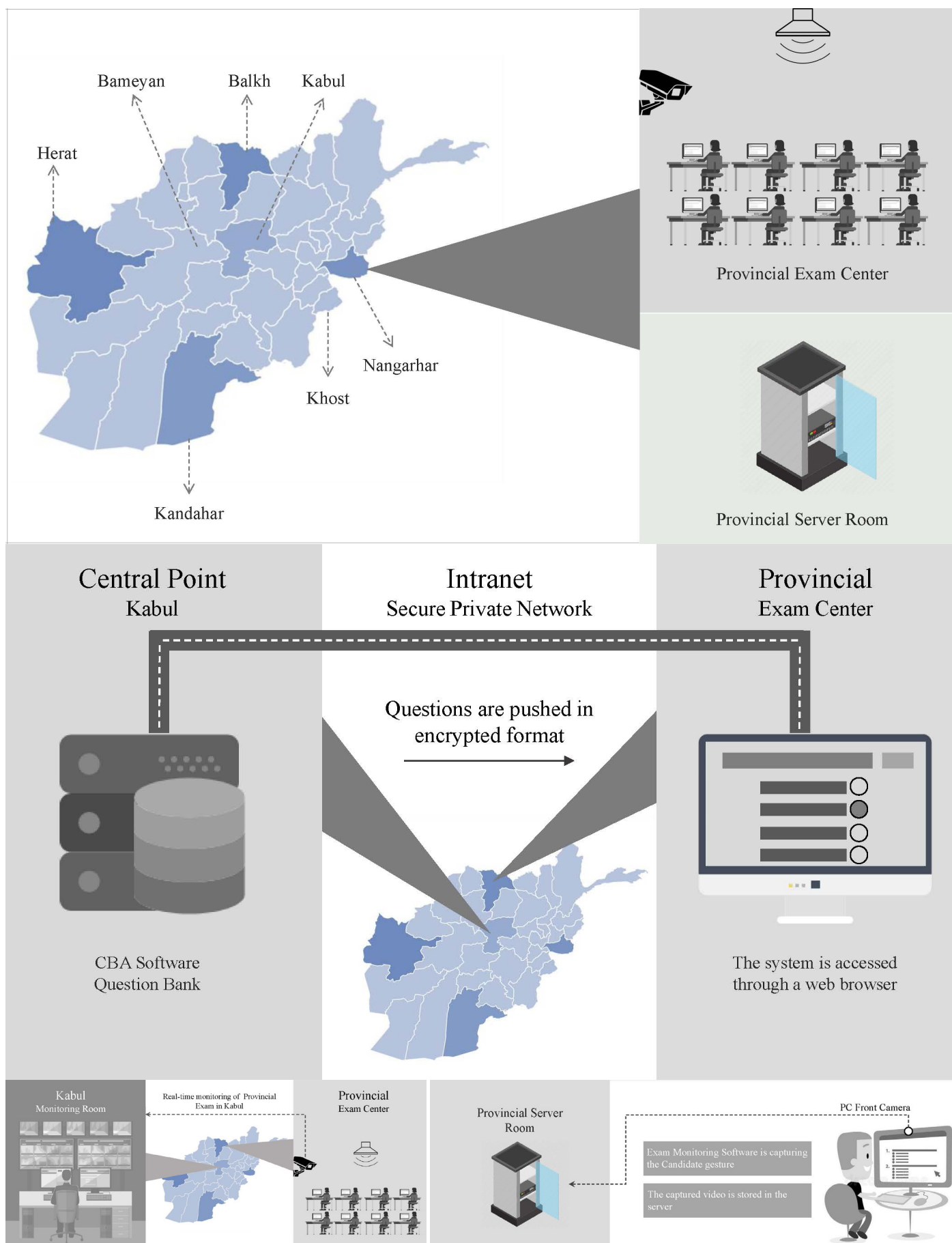


Balkh Computerized Exam Center



Herat Computerized Exam Center

Function of Technological Equipment in Computerized Exam Centers



The Commission has launched online recruitment system for senior positions and Kabul Municipality positions. The system, not only ensures high level of transparency in the recruitment processes but also makes it easier for applicants to apply for their position of interest in an organized manner.

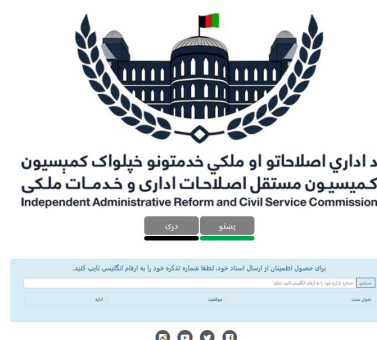
In the online application system for senior positions, every applicant can set up a personal user account, apply through the same user account, and track the latest update on the recruitment process. The system is developed in a way that the applicants can submit their education and work experience documents once and do not have to go through the same process every time they apply for a position.

The system sends automatic job announcements to the users through email.

The applicants are notified by the system about the positions that comply with their education, specialization, competencies, and work experience.

General public, the media, and civil society can also monitor and access non-confidential information through the system.

The Electronic Recruitment System was developed by the in-house experts of the Commission. From the development of this system to November, 2019, a total of 1747 positions were announced, 19189 male and 1331 female applicants applied through this system.

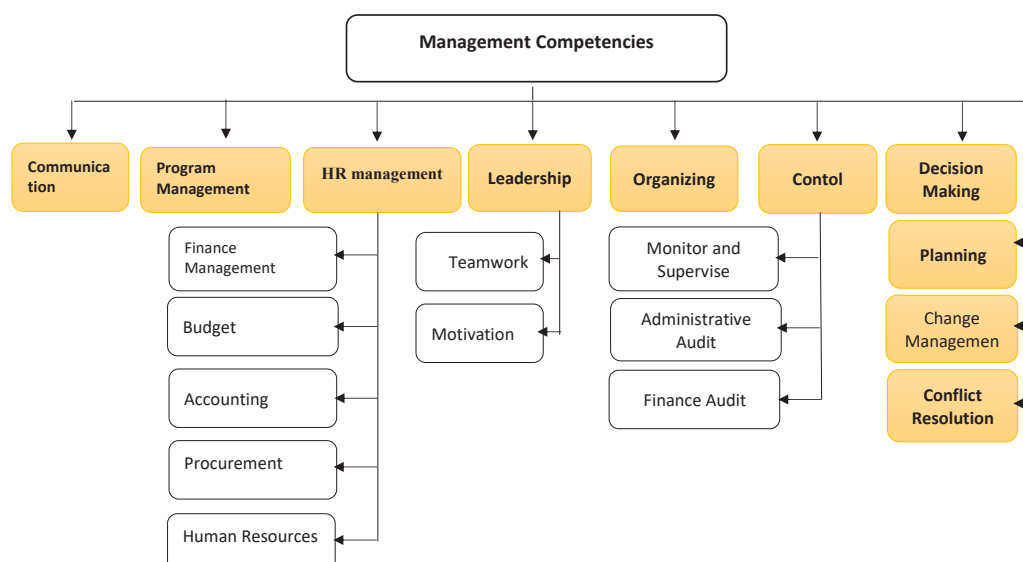
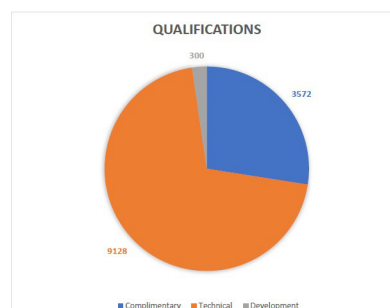


Exams Content Research and Development

The Exams Content Research and Development Center has developed a total of 13704 questions in Pashtu, Dari and English languages, at three levels: knowledge, skills, and analysis. Of which, 13000 questions were added to the question bank after assessment and finalization. The content developed during this year includes: Complimentary part, Technical part, and Development part.

• Complimentary Part

The questions developed in this area cover competencies such as management, fundamentals, administrative and general knowledge. Components of each are shown as:



Competencies

- Public Policy
- Research Methodology
- Strategic Management
- Legal Documents

Competencies

- Participation and Public Relation
- Transparency and Access to Information
- Accountability
- Anti-Corruption

Competencies

- Orthography
- Key International Awards
- History and Geography of Afghanistan
- Afghanistan's historical sights and monuments
- Famous Faces

• Technical Part

The questions regarding technical part are developed in consultation with relevant experts for positions that require certain technical knowledge in ministries and government agencies such as Ministry of Justice, Ministry of Rural Rehabilitation and Development, Ministry of Disabled and Martyrs Affairs, Ministry of Education, Technical and Vocational Education and Training Authority, Ministry of Refugees and Repatriations, Ministry of Communication and Information Technology, Ministry of Finance, Ministry of Mines and Petroleum, Ministry of Commerce and Industry, Ministry of Transport, Ministry of Energy and Water, National Statistics and Information Authority, and the Independent Administrative Reform and Civil Service Commission.

• Development Part

The computer-based exam questions are developed and finalized in four categories of English language (grammar, use of English, reading and writing) and four levels: pre-intermediate, intermediate and upper intermediate.

Expanding the Mechanism for Content Development

The Exams Content Research and Development Center developed contents in a systematic manner and in order to create a road map for continued activity of this center. It has developed two official documents, which are ready to be validated: Guideline for Developing Exams Content and the Guideline for Preparation of Computer-Based Exams.

This Center has organized coordination meetings with the human resources directors in order to define the work competencies' framework and the development of technical contents, of the Ministry of Justice, Ministry of Rural Rehabilitation and Development, Ministry of Disabled and Martyrs Affairs, Ministry of Education, Technical and Vocational Education and Training Authority, Supreme Audit Office, Ministry of Communication and Information Technology, Ministry of Finance, Ministry of Mines and Petroleum, Ministry of Commerce and Industry, Ministry of Transport, Ministry of Public Health, Ministry of Information and Culture, Ministry of Economy, Ministry of Urban Development and Land, National Environmental Protection Agency, Afghanistan High Commission for Atomic Energy, Railway Authority, National Highway Authority, National Civil Aviation Authority, National Statistics and Information Authority, and the Independent Administrative Reform and Civil Service Commission. It has also carried out other required activities in certain areas.

Facilitating and Holding Recruitment Exams

During this year, a total of 1156 exam formulas for civil service positions were developed in accordance with the announced positions' terms of references. Computer-based, written exams were held for 1156 civil service positions of B, C and D levels, in the center and provinces, based on these formulas.

Also, during this year, 14956 login details (username and password) for applicants of civil service recruitment exams were created and made available to the computerized exams centers on time, of which 10114 applicants participated in the computer-based exams. From the total of 10114

Applicants		Eligible for Exam	Present in the Exam	Score Average from 50	Highest Score from 50	Lowest Score from 50	Average Passing Score	Average Failing Score
B Row	Male	4708	3188	23,82	42	9	32,4	15,26
	Female	209	180	29,36	35,4	10,7	33,45	20,98
Total Average		4917	3368	26.5			32.97	18.12
C and D Rows	Male	9009	6102	22,68	40,9	0	31.24	13,82
	Female	1942	644	21,69	39,38	8,6	31,09	31,15
Total		10051	6746	22,34				
Sum Total		14968	10114	24,51				

applicants who participated in the computer-based exams, forty four percent of them were able to score satisfactory and passed to the next round of recruitment. The following chart gives an overall insight about different levels of scores in the exams.

Also, from the total of exams participants, 2.06% scores were in the A level, 41.85% scores were in the B level, 54.88% scores were in C level, and 1.21% scores were in the D level.

Scores in different levels by the participants of the computer-based exams, categorized by gender, is shown in the following graph.

Monitoring the Confidentiality of Exams Content

This Center has monitored 1156 recruitment exams in order to ensure that confidentiality and exam rules and regulations are observed.

Computer-based exams were taken for 1019 positions at Fatema Qaderiyan and the Afghan Girls Robotics Teams Exam Center and the Civil Service Institute Exam Center; for two positions in Kandahar's exam center; for 22 positions in Balkh's exam center; for 26 positions in Herat's exam center; for 40 positions in Nangarhar's exam center; for 14 positions in Bamyán's exam center, and for 13 positions in Khost's exam center.

Quality Assessment and Improvement of Exam Contents

The Center conducted two separate researches about the problems and relevance of the exams' content in order to improve the quality. The relevant research data was given to participants of exams in Kabul using a questionnaire about exams' contents, and it was analyzed using the SPSS software. The findings of the research were shared with the leadership of the Commission.

Capacity Building

Since continued learning and capacity building are considered key components of the organizational culture, this Center has conducted training sessions on Self-Esteem, Research Methodology, Learning Organizations, and Self-Control for its staff.

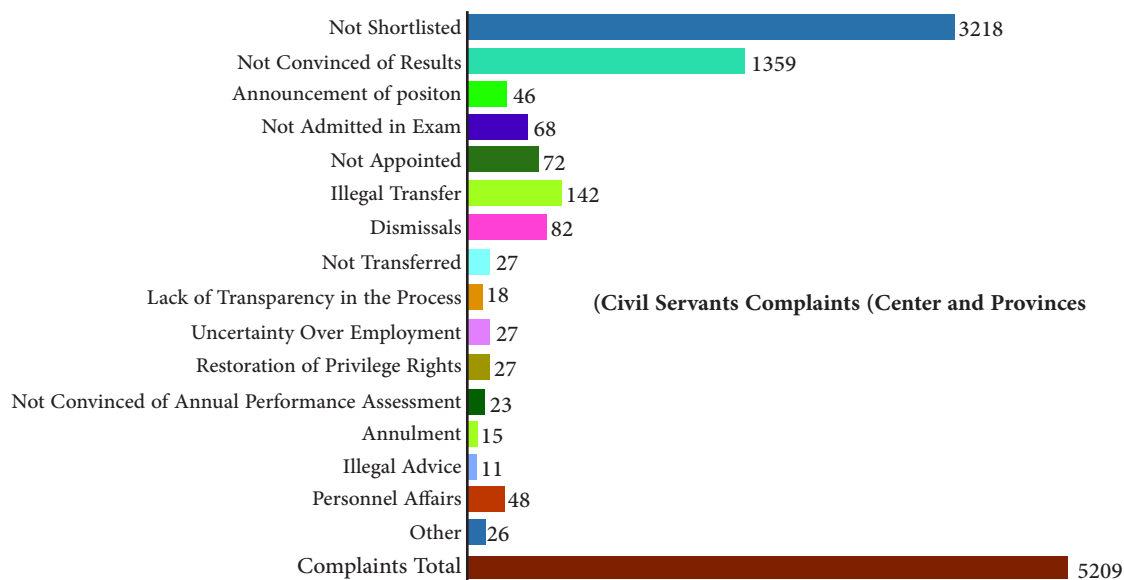
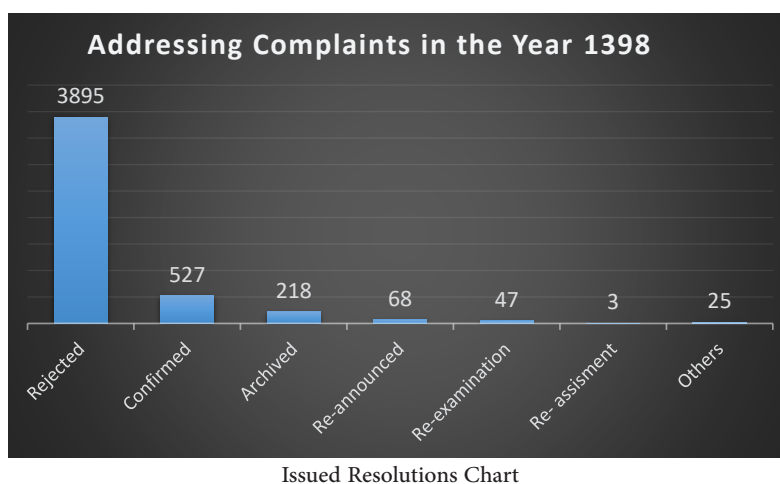
Computer-based exam in the history of competitive recruitments of civil servants is a new phenomenon. It was launched by utilizing internal resources and using in-house experts. A rich organizational culture, teamwork, commitment, trust and the practice of creating change and innovation have been of the most important lessons learned during this period. Recognizing these lessons will help us expand content development, improve and further strengthened the

computer-based exams' system.

The Center held awareness programs on how computer-based exams' content is developed, confidentiality observance and how to prepare and participate in exams for the Commission's provincial staff, administrative interns, and civil society institutions at the main office of Commission and the Civil Service Institute.

Addressing Appeals

The Civil Service Appeals Board (CSAB) of the Independent Administrative Reform and Civil Service Commission, during this fiscal year, has addressed 4783 complaints. Of which, 3895 complaints were rejected, 527 complaints were confirmed, 218 complaints were archived, 68 complaints led to re-announcement of the civil service positions, 47 complaints confirmed retaking of the exams, three complaints led to reassessment, and 25 other complaints were of other administrative nature.



During this period, 5209 complaints related to ministries and independent government agencies have also been registered with the CSAB. These complaints include: 3218 shortlist, 1359 not convinced of exam results, 46 on positions' announcement, 68 on not admitted to exam, 72 not being appointed, 142 illegal transfer, 82 dismissals, 27 not being transferred, 18 lack of transparency in the recruitment process, 27 uncertainty over employment, 27 restoration of privilege rights, 23 annual performance appraisal, 15 annulment of positions, 11 illegal advice, 48 personnel affairs, and 26 complaints about various other administrative issues.

Also, another 86 complaints about re-evaluation of the Board's decisions have been registered. The Civil Service Appeals Board has received 423 confirmation letters on the implementation of

the Board's resolutions. A total of 37 re-evaluation cases are received by the court.

New Reform on the Simplification of Appeals Handling Processes:

- modification in the Board's database and complaints' filing and registration system;
- conducting regular coordination meetings with entities on implementation of the Board's decisions and timely submission of the required documents to the CSAB;
- contract extension for senior experts of the CSAB in order to verify and analyze complaint cases;
- archiving complaint files after assigning code numbers to each




Civil Service Appeals Board's Meeting

Reforms on the Duration of Appeal Processing:

- Follow up and oversight of the Appeals Board's guideline implementation with provincial offices;
- Signing contracts with expert academia (Kabul University professors) for assessing technical complaint cases;
- Receiving complaints via the Board's official email;
- Receiving the required documents and other official information required by the CSAB via official email address
- Coordinating with agencies to introduce a focal point for timely submission of required documents and implementation of the Board's decisions/Musawabas;
- Developing a standardized format for analysis of the complaint cases;
- Establishing a visitors' center in order to facilitate efficient registration of complaints;

New Steps in Monitoring the Implementation of the Decisions/Musawabas:

- Follow up with the respective entities for the implementation of the Board's decisions by sending two official letters within ten working days.
 - Coordination meetings with the human resources directors of agencies in order to ensure the Board's decisions are implemented and make them accountable if they do not abide by the law for the enforcement of the decisions.
 - Follow up on the results of the coordination meetings with the human resources directors via email for implementing the coordination meetings' action points.
 - On site monitoring of the ministries or entities to ensure implementation of the Board's decisions by the analysts of the Board.
- 
- Civil Services Appraisal Board's Coordination Meeting



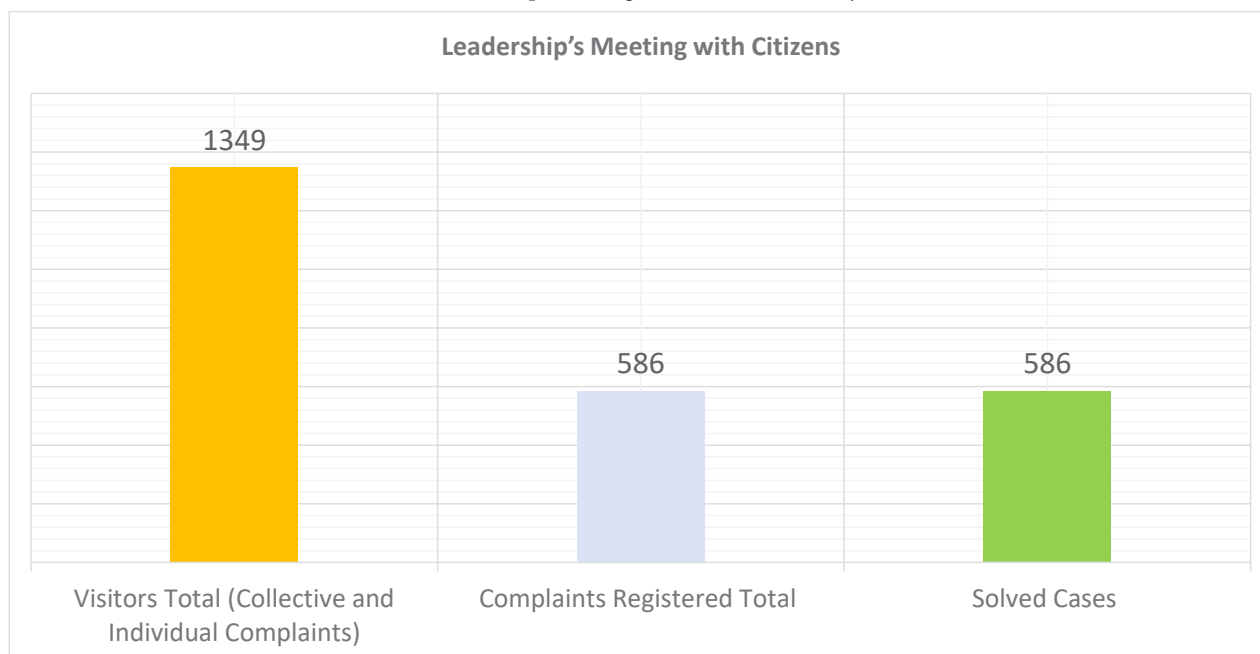
Civil Service Appeals Board's Coordination Meeting

Leadership's Meetings with Citizens

The leadership of the Independent Administrative Reform and Civil Service Commission holds direct meetings with citizens on Mondays. Citizens, without prior appointment, can discuss their problems in person with the Commission's officials. The Commission addresses citizens' problems in accordance with rules and regulations.



Leadership's Meeting with Citizens (Mondays)



From 22 December, 2018 to 20 December, 2019 a total 1349 people have visited the Commission, of which 176 were women. Some of the problems were collective in nature, for example in one case, a representative registered a complaint on behalf of five others. Some of the complaints are solved during the meeting while the others are referred to the relevant departments of the Commission to be assessed. A total of 587 complaints were registered, all of them have been addressed.

Anti-Corruption Action Plan

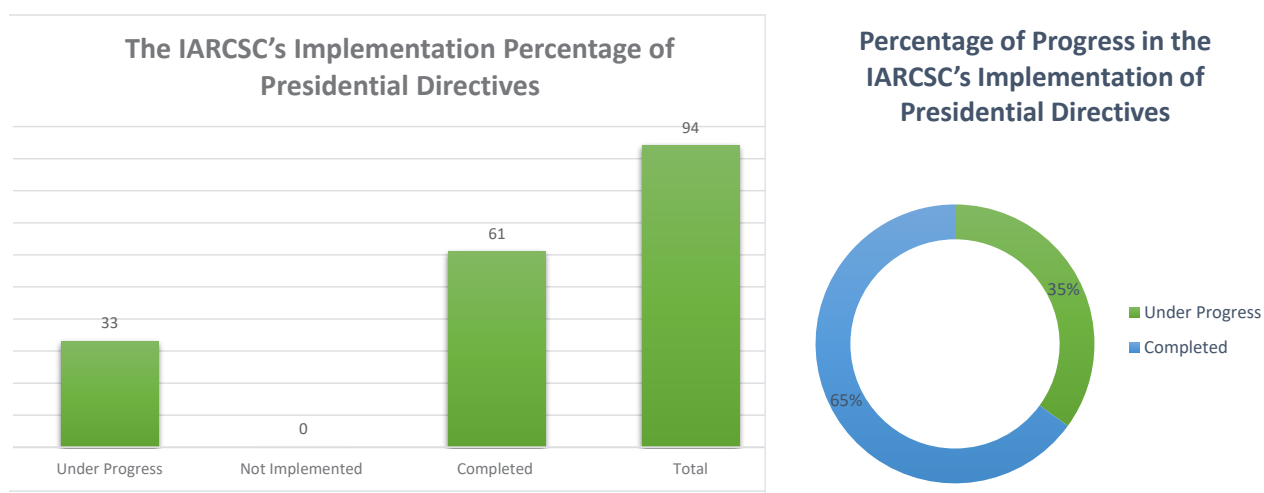
The Commission undertook 10 activities in accordance with the Anti-Corruption Action Plan based on four benchmarks. Seven of these activities have been completed during this year, two others are in progress and one had limited progress.

- First Index: Functional review of the Ministry of Education which covers assessment of the said ministry's vision, objectives, duties, structure and plans
- Second Index: Implementation of the Human Resources Management Information System (HRMIS) in ministries and government agencies
- Third Index: The provision of a code of conduct for employees of government institutions which has an anti-corruption section included in it.
- Fourth Index: Recruitment for 700 senior (1st grade and 2nd grade) positions and strengthening the electronic recruitment mechanism

Implementation of Presidential Directives, Orders and Decrees

1. Directives

The Commission, from the beginning of 1398 to date, has received a total of 94 Presidential directives. The directives cover various major tasks such as functional review and implementation of reforms in government agencies, merit-based recruitment in the civil service, assessing the problems of organizational structures of entities, formulation, drafting of procedures and policies, assessing and confirming of recommendations for the public administration.



The Commission in collaboration and coordination of relevant entities has performed accordingly, such as the functional review and implementation of comprehensive reforms in the Ministry of Education and the Supreme Audit Office, assessment of problems in the organizational structure of the State Ministry for Disaster Management, implementation of the reform plan for the civil aviation sector, recruiting for ministries and agencies through fair and open competition, formulating the plan for a unified structure for cemeteries in collaboration with the Ministry of Hajj and Religious Affairs and Kabul Municipality, finalizing and implementing the plan to establish a Public Prosecutor's Office for Anti- Harassment of Women in Public and Private Agencies, finalizing the Procedure on Golden Handshake, and providing legal advice on various matters to the civil service entities.

2. Orders and Decrees

The Commission has received four Presidential orders and 21 Presidential decrees on accountability of governmental institutions to the nation, celebration of Afghanistan's Hundred Years of Independence ceremony, preventing interferences by senior officials and civil servants in the Presidential elections,

establishment of the National Art House, and the evaluation and reform of the Ariana Afghan Airlines. The above-mentioned orders and decrees have been implemented by the Commission. The Commission has also carried out the following tasks in accordance with the received directives: assigning a committee to identify and appoint members of the Human Rights Commission of Afghanistan, evaluate grievances of Helmand province's residents, overall assessment of the Ministry of Foreign Affairs, Ministry of Education and Ministry of Justice.

Reforms and Goal-Oriented Organizational Structures in Civil Service

The organizational structures of ministries and government agencies are planned and developed based on the legal documents and in accordance with the vision, mission and objectives of the ministry or agency, the Afghanistan National Peace and Development Framework, and the President's advice. The organizational structures are developed in accordance with the structural standards to meet the legitimate needs of the citizens from the public sector. Parallel structures, work overlaps, and concealed idleness, shall be prevented based on the organizational structures.

Activities on Goal-Oriented and Responsive Organizational Structures

- Statistical analysis, assessment and validation of organizational structure and completion of 57 ministries and agencies' database;
- Revision, update and confirmation of 24589 of ToRS of various positions;
- Confirming 220 positions' importance to be availed the Super Skill privileges;
- Developing ToRs for common function positions from grade two to eight;
- Developing a mechanism for functional review of government agencies and ministries;
- Completing civilianization of 412 positions of the Ministry of Defense, final processing in all aspects, including developing ToRs;
- Developing the draft organization structure of the Plan Policy Monitoring Units of 10 ministries and government entities in accordance with the proposed structure by the above unit
- Categorizing the districts across the country into urban, semi urban, natural resources carriers, border and transit categories;
- The functional review of six ministries and government agencies is ongoing: Ministry of Agriculture, Irrigation and Livestock, Ministry of Education, Ministry of Communication and Information Technology, Ministry of Energy and Water, Ministry of Labor and Social Affairs, and the Supreme Audit Office;
- Regarding collecting statistical data on NTA and contractual staff in 52 ministries and government agencies, 9019 contractual staff and 14279 NTA staff are working in these entities.
- Transfer of the General Directorate of Treasury from the organization structure of the Ministry of Labor and Social Affairs to the Ministry of Finance (96 positions).

Future Plans

- Completing the functional review of six ministries and government agencies: Ministry of Agriculture, Irrigation and Livestock, Ministry of Education, Ministry of Communication and Information Technology, Ministry of Energy and Water, Ministry of Labor and Social Affairs and the Supreme Audit Office;
- Functional review of four agencies including the Independent Administrative Reform and Civil Service Commission;
- Standardization of ToRs for all positions of 16 ministries and entities;
- Analysis of all project based structures: contractual employees and NTA employees;

Developing Rules, Regulations, Procedures, and Policies

The Commission has developed and compiled a number of rules, regulations, procedures and technical guidelines related to civil service reforms implementation. After completion of the subsequent stages of their processing, they were sent to the relevant authorities as credible documents for implementation.

- Developing and Finalizing Regulations

Diplomatic Cadre Affairs Regulation, Supreme Audit Office Cadre Regulation, Human Resources Cadre Regulation, Recruitment and Personnel Affairs for A level Positions Regulation, Procurement Cadre Regulation, Code of Conduct for Civil Servants.

- Developing and Finalizing Procedures

Procedure on recruitment of twenty percent of Civil Aviation Authority through Pay and Grade system, Procedure on Recruitment for D level Positions through Mass Exams, Procedure on Appointing and Dismissal of Community Representatives (Wakeel-e-Guzar), Procedure on Golden Handshake, Procedure on Identifying candidates for the Anti-Corruption Commission, Special Procedure on Recruitment of Permanent Staff of the Independent Election Commission, Procedure on Recruitment of Attaché, Procedure on Recruitment of Permanent Staff of the Independent Electoral Complaints Commission, Procedure on Recruitment of Persons with Disabilities in Civil Service, Procedure on Archiving Documents of the Independent Administrative Reform and Civil Service Commission, Procedure on Internal Audit of the Independent Administrative Reform and Civil Service Commission, and the Procedure on Handling Complaints of Women's Harassment in Workplace.

The implementation of legal documents in the ministries and government agencies is monitored and corrective measures are communicated with them. Furthermore, the document on internal duties of the Civil Service Appointments Board is finalized, an explanatory document has been created for the Administrative Procedure Law, and a research has been done on the Principles for Administrative Trials.

Also, during this year, 560 legal advice are given to ministries and government agencies.

Future Plans

- Developing the draft of the Basic Organizational Structures law
- Developing the draft of the Civil Responsibilities of the State
- Amending the Civil Servants Law
- Finalizing the Supreme Audit Office Cadre Regulation
- Developing the draft of Recruitment and Personnel Affairs for A level Positions Regulation
- Developing the draft of IARCSC's Duties, Organizational Structure, and Authority Regulation (Civil Service Law)
- Finalizing the Human Resources Cadre Regulation

Simplification of Administrative Processes

The Commission has carried out the following activities in three areas: identification of complex and time-consuming administrative processes, simplification of administrative processes, and functional review in ministries and government agencies.

- Identification of Administrative Processes

Identification of 110 complex and time consuming processes in eight ministries and government agencies: 19 processes in the Technical Vocational Education and Training Authority, 9 processes in the Ministry of Higher Education, 17 processes in the Ministry of Rural Rehabilitation

and Development, 9 processes in the National Environmental Protection Agency, 13 processes in Kabul Municipality, 6 processes in the National Disaster Management Authority, 9 processes in the Ministry of Labor and Social Affairs, and 2 processes in the Ministry of Refugees and Repatriation.

- Simplification of Administrative Processes

- Thirty two complex and time-consuming administrative processes in five ministries and government agencies have been simplified;
- It is worth mentioning that the Simplification Team was introduced to General Directorate of Central Registry and Intellectual Property and began its work in accordance with part 1, paragraph 11 of resolution No. 2 of the Cabinet dated 2019/18/04/.



Signing of Memorandum of Understanding with the TVTEA

Functional Review

Based on the MoUs signed between the Ministry of Education and the Ministry of Agriculture, Irrigation, and Livestock, operational plans have been developed. Preliminary research and data collection are completed on administrative processes and service delivery methods based on the legal documents, organizational structure and ToRs in order to identify parallel structures, work overlaps, ToRs and workload comparison, and finding out about employees' suggestions. Regarding the Ministry of Education, considerable progress has been made in accordance with the President's Directive and approved plans.

Future Plans

The Directorate of Simplifications of Administrative Processes based on its planned objectives, will identify reforming areas and simplify administrative processes in five agencies. The process has already begun in four entities which include the Ministry of Industry and Commerce, Ministry of Agriculture, Irrigation, and Livestock, Ministry of Public Health, and Ministry of Labor and Social Affairs. This process will also begin in the fifth agency after selection.

Implementing E-Governance

The Human Resources Management Information System, as required has expanded to modules, such as organizational structure management, employees' background, biometric, attendance, payments, system configuration, access to system and system application. In the System, the organization structures of the public administration which is around 420,523 positions are added. During this year, biometric and biographic information of



Biometric Data Registration of Civil Servants in Khost Province

274,462 civil servants are registered in the HRMIS.

With the implementation of this system, parallel human resources management systems in the agencies will be eliminated. The HRMIS is utilized in 52 ministries and government agencies. Identifying shortcomings, updating the system and maintaining it are all done by in-house young experts. This system is implemented in all provinces and districts. The system is developed at a low cost but with high quality and accuracy.

Future Plans

Keeping the HRMIS active in the ministries and expanding it is based on the needs of the HR departments:

1. Conducting workshops on how to use the HRMIS for the employees in main office.
2. Conducting workshops for employees in the provinces on how to collect biometric and biographic data and send it to the main office.
3. Keeping the HRMIS operational in ministries and government agencies in order to get up to date information.
4. Preparing the system so that it can process annual organizational structures of the ministries and government agencies.
5. Creating sufficient structures for implementation of the HRMIS in the center and provinces.
6. Participating in the national programs on human resources based on the needs of the ministries and government agencies and expanding coordination with education and higher education institutions and other relevant entities.

Expansion of the organizational structure management, employees' background, attendance, and biometric system application modules:

1. Developing the draft for the guidelines on using the organizational structure management, employees' background, biographic, and users' modules;
2. Digitizing the Civil Service Management with focus on digitizing the information on organizational structures and collecting biometric and biographic data of civil servants;
3. Adding biographic data to the HRMIS;
4. Certifying the credibility of collected data in the HRMIS;

Expanding Human Resources Management

- Developing a guideline on Situational Analysis and Identification of best HR directorate, top leader, and best HR plan in order to strengthen human resources units of ministries and government entities and also to promote healthy competition;
- Developing performance appraisal procedure and form;
- Developing a mechanism and performance appraisal form for district governors, and heads of third administrative units of ministries and government agencies;
- Developing a guideline and an exclusive performance assessment form for employees covered by the TAGHIR project
- Developing a guideline on Staff Communication
- Situational analysis of 48 ministries and government agencies
- Monitoring the performance appraisal process of 1085 civil servants of B level positions (grades system), B and C level positions of TAGHIR project, monitoring the performance appraisal process of 985 civil servants of third to sixth grades positions. Monitoring the performance appraisal process of 809 civil servants with Exceptional Financial Privileges.

- Monitoring the exclusive performance appraisal process of 433 employees of government entities in the center covered by TAGHIR project;
- Organizing training programs on how to conduct performance appraisal for 1215 staff of ministries and government agencies;
- Developing a proposal for implementation of the new Pay and Grade system in Kabul Municipality, Afghan Construction Enterprise, Macrorayan Maintenance Enterprise, Milli Bus Enterprise, Banaie Enterprise, Oil and Gas Enterprise, Housing Construction Enterprise;

Future Plan

- Developing a mechanism for situational analysis of performance appraisal;
- Revision of the guideline for situational analysis of human resources units;
- Creating custom positions for human resources units;
- Creating the Human Resource Management Cadre System;
- Establishing a national human resource management network;
- Development of relevant procedures for human resources cadre;

Supporting Women in the Civil Service

- Increased percentage of women's participation in the civil service

Male Percentage		Female Percentage	
72.4%	282629	27.6%	107690

- Women's presence in the public administration in each ministry

وزارت‌ها/ ادارات مستقل دولتی	تعداد زن	تعداد مرد	فیصدی زن
Capital Region Development Authority	19	312	5.74
Technical and Vocational Education and Training Authority	796	4079	16.33
Oil and Gas Regulatory Authority	2	27	6.90
Supreme Audit Office	45	385	10.47
Independent Directorate of Local Governance	177	6606	2.61
National Statistics and Information Authority	111	2633	4.05
Afghanistan National Standards Authority	12	217	5.24
National Disaster Management Authority	14	350	3.85
National Examinations Authority	6	67	8.22
National Environmental Protection Authority	63	702	8.24
Academy of Sciences	77	334	18.73
General Directorate of Kuchi	26	327	7.37
General Directorate of Sports and Physical Education	33	448	6.86
National Radio and Television of Afghanistan	139	1403	9.01
Afghanistan Medical Council	1	0	100
Access to Information Commission	6	16	27.27
Atomic Energy High Commission	17	104	14.05
Independent Administrative Reform and Civil Service Commission	129	717	15.25
Independent Election Commission	24	296	7.50
Independent Human Rights Commission	109	352	23.64
Independent Commission for Overseeing the Implementation of Constitution	11	110	9.09
Meshrano Jirga (Upper House of Parliament)	51	360	12.41
Ministry of Rural Rehabilitation and Development	114	1732	6.18
Ministry of Information and Culture	268	1768	13.16
Ministry of Economy	117	808	12.65
Ministry of Women's Affairs	430	357	54.64

Ministry of Borders and Tribal Affairs	88	1226	6.70
Ministry of Refugees and Repatriations	115	1193	9.64
Ministry of Energy and Water	179	2445	6.82
State Ministry Parliamentary Affairs	47	272	14.73
State Ministry for Martyrs and Disabled Affairs	36	286	11.18
Ministry of Justice	252	2588	8.87
Ministry of Communication and Information Technology	291	2166	11.84
Ministry of Mines and Petroleum	179	1374	11.53
Wolesi Jirga (Lower House of the Parliament)	90	597	13.10
Attorney General's Office	263	2180	10.77
Ministry of Interior Affairs	373	6179	5.69
Ministry of Transport	194	3333	5.50
Ministry of Public Health	3330	10040	24.91
Ministry of Education	91416	170158	34.95
Afghanistan Railway Authority	8	156	4.88
Civil Aviation Authority	100	969	9.35
Supreme Court	222	2108	9.53
Kabul Municipality	411	7154	5.43
Independent Electoral Complaints Commission	34	340	9.09
Ministry of Hajj and Religious Affairs	75	7448	1.00
Ministry of Higher Education	1712	10499	14.02
Ministry of Defense	594	6445	8.44
Ministry of Agriculture, Irrigation and Livestock	201	7856	2.49
Ministry of Urban Development and Land	295	3191	8.46
Ministry of Industry and Commerce	116	922	11.18
Ministry of Finance	541	5261	9.32
Ministry of Labor and Social Affairs	3766	2129	63.88
Total	107725	282910	27.58

• **Women's presence in the senior civil service positions**

Positions	Female		Male	
2nd Positions 1st and Grade	194	6.8%	2647	93.2%

Legal Documents

- Procedure on Handling Complaints of Women's Harassment in Workplace, has been finalized and approved by the Chairman of IARCSC;
- Monitoring the implementation of the Policy on Increasing Women's Participation in Civil Service in 50 ministries and government agencies (Gender units and directorates of Human Resources) and providing corrective suggestions to 45 ministries and government agencies;



Program on Procedure on Handling Complaints of Women's Harassment in Workplace

Activities Performed:

- Establishing Civil Service Women's Association in Kabul, Balkh, Herat, Nengarhar, Kapisa, Badakhshan, and Panjshir provinces and strengthening them by need assessment and capacity building programs;
- Launching recruitment campaigns in public and private universities (in the center and provinces) to inform them about job opportunities in the civil service;
- Situational analysis through distributing 3000 forms to female civil servants in nine provinces (Parwan, Kapisa, Panjshir, Bamyan, Nengarhar, Balkh, Jawzjan, Badakhshan and Herat) in order to identify challenges facing women and finding better solutions in future planning and implementation to eliminate these challenges;
- Assessment of the prevention ratio of women's harassment in 19 hospitals;
- Mobilizing provincial female civil servants through creating Civil Service Women's Association in ten provinces (Kabul, Balkh, Herat, Badakhshan, Bamyan, Nengarhar, Kapisa, Parwan, Kapisa, and Panjshir);
- Conducting employment consultation sessions for 1000 female applicants for civil service positions;
- Arranging educational materials on women (gender) and incorporating them in the Civil Service Institute's training curriculum;
- Establishment of a Committee on Prevention of Harassment of Women and Children;
- Planning, organizing and managing training programs on gender awareness for 250 provincial civil servants and 150 civil servants in the center through the Civil Service Institute;

Monitoring and Assessing Reforms Implementation

- Preparing an analytical report on the implementation of the Anti-Corruption Action Plan during 1397 in line with Anti-Corruption Strategy and other commitments of the IARCSC, and presenting it to the head of the Special Anti-corruption Secretariat, chairmen and officials of the Afghanistan Democracy and Development Organization (ADDO), the Institute for Better Law for Women (FLOW), the Relief Humanitarian and Development Organization (RHDO), Integrity Watch Afghanistan (IWA), and the Anti-Corruption, Development and Accountability System Unit of the Chief Executive of Afghanistan;
- Evaluating the implementation of TAGHIR project's commitments in 16 ministries and government agencies, as well as identifying developments and challenges, and preparing a comprehensive report on suggestions and corrective measures in order to improve the project, during this fiscal year;
- Evaluating Civil Service Performance Index in 34 ministries and government agencies (Developed criteria and assessment indexes, questionnaires, assessment forms and checklists, compiled information and statistics in accordance with the specified criteria and indexes. Pointes were given to ministries and agencies based on the specified criteria and indexes. On the basis of available documents, identified problems, obstacles and challenges, and proposed corrective measures, and prepared a unified report);
- Developed the draft strategy, guideline and procedure on Monitoring and Assessment of Reform implementation;

TAGHIR Project's Activities and Achievements

Tackling Afghanistan's Government HRM and Institutional Reform (TAGHIR) has the objective to strengthen the capacity of selected line ministries and agencies through merit-based recruitment for key positions, improved personnel management, and better HR planning.

Due to budgetary restrictions, TAGHIR project prioritizes 16 key revenue-generating and priority line ministries and agencies. In addition, some positions held by women, specialist positions, and positions with common function, in the ministries and government agencies, which are not prioritized by TAGHIR project, will also be covered. In lined with predetermined criteria and indexes for 3325 positions previously covered by the Capacity Building for Results (CBR) project, key deliverables and means of verification based on terms of references and main objectives of the government entities, have been developed in cooperation with the respective line managers. Another 478 positions have been identified to be covered by this project.

Overall, commitments are made by the ministries and government agencies covered by TAGHIR project to ensure meeting the government's objectives. These commitments include indexes such as contractual staff (NTA) reduction, increase expenditure level of development budget, facilitate implementation of the HRMIS, and increase women's participation at different levels in ministries and government agencies. The above-mentioned commitments are enforceable in all of the ministries and government agencies covered by this project. IARCSC will bi-annually assess priority ministries and government agencies, from 2019 to 2021.

These special commitments in lined with the mandate of the entities, which include overall revenue generation, facilitation of private sector-led growth, standardization of service delivery, simplification of administrative processes and completion of functional reviews.

1. Strengthen the HR Capacity of Ministries and Agencies Covered by TAGHIR Project

Terms of references for 150 vacant positions which are covered by TAGHIR project were reviewed by a designated committee. After the review and finalization of ToRs, 134 positions (of MAIL, MoCIT, ACAA, MoMP, MoE, MoEW, MoIC, MoT, MRRD, SAO, AGO, and the IARCSC) were announced through the official website of IARCSC, ACBAR and JOBS. Of these applicants, 14 positions have been awarded work contracts after quality assurance and confirmation orders from the Office of the President. There are also successful candidates for another 26 positions who are being evaluated for quality assurance. Those positions that did not have successful candidates, have been announced again for merit-based and open competition, and their recruitment processes are underway.

2. Paying salaries of the Staff Covered by TAGHIR Project

- Attendance reports of all staff covered by TAGHIR project have been collected, unified, processed on monthly basis, and staff were paid according to these reports.
- In order to pay salaries of 670 employees covered by TAGHIR project and various other expenses, budget is allocated and staff's salaries have been paid until the end of the fiscal year 1398.

3. Creating Transparency in Recruitment for Positions Covered by TAGHIR Project

Since the procurement process to hire an HR consultancy has not been successful for various reasons; therefore, in coordination with the World Bank, individual recruitment method was used and a team of five persons through open competition has been hired. The recruitment files of positions covered by the TAGHIR project are evaluated for quality assurance by this team.

4. Implementing HRMIS, Registering Biometric Information of Staff of Ministries and Agencies Covered by TAGHIR Project

In accordance with the TAGHIR project documents, this project has supported the Directorate of HRMIS and E-Governance Implementation in recruiting competent applicants through financing Technical Assistance positions and providing the required equipment and tools for information technology.

5. Functional Review of Ministries and Agencies to Support Reforms and Create Effective and Efficient Structures in Ministries and Agencies Covered by TAGHIR Project

Ministries and agencies covered by the TAGHIR project will gradually undergo the process of Functional Review. Based on the commitments of the TGHIR project, currently four ministries and agencies' Functional Reviews are underway—MAIL, MoE, MoCIT, AGO. Functional Review of six other ministries and agencies are carried out in six phases and the Directorate of Organizational Structures Reform has been supported in recruiting competent Functional Review Experts through financing for the Technical Assistance positions.

Administering the Exceptional Financial Privilege

Plan and Performance	Rendering Normal Quota of Exceptional Financial Privilege	Rendering Privilege for Master's Graduates of Japan PEACE Program	Rendering Privilege for Procurement Staff	Rendering Exceptional Transfer Privilege (Modified)	Total Renderings Performed
Fiscal Year 1398 Performance	112	20	39	314	483
Quota Plan of Exceptional Financial Privilege for Fiscal Year 1398	96	24	113	-	233

- Exceptional Financial Privilege has been given to 171 civil servants, based on the new quota for the year 1398;
- Exceptional Financial Privilege of 72 civil servants have increased;
- Pay and grade salaries of 56 civil servants have been paid and was reported to the relevant authorities;
- 38 civil servants have received Exceptional Financial Privilege;

Initiating the Organizational Culture Transformation Activities

Preliminary program of the Organizational Culture Transformation was launched by IARCSC. The purpose of this program is to raise awareness about the role of organizational culture and its relationship with how an office functions, and to cooperate with civil service agencies in order to promote organizational culture.

The IARCSC, in order to improve organizational culture at various levels, will work jointly with government agencies to develop operational plans. The Organizational Culture Transformation



Program on Organizational Culture Transition

program can help create a citizen-centric, credible, and accountable public service.

Organizational Culture Transformation program for Afghanistan's civil Service institutions is designed to shape the process of a gradual change in organizational culture. Creating an organized, functional organizational culture will enable citizens to have equal, easy and quick access to public services. Efforts in the cultural transformation framework focuses on credibility at the organization's level, empowerment at the department level, and motivation at the employee level in order to get citizens' trust.

In the first phase, all organizational culture transformation activities will focus on reduction of citizens' dissatisfaction. In the next phase, effective measures will be taken in order to obtain citizens' trust and to continue effective and creative efforts.

Development of the Commission's Five Year Strategic Plan

The IARCSC's Five Year Strategic Plan lays out key objectives for the country's administrative reform and its human resource development across the civil service for the next five years.

The Strategic Plan is developed as a roadmap for the IARCSC. The process of its development has been consultative, which included various stakeholders; from the government entities to civil society and media representatives. A thorough review of the first strategic plan and extensive research in addressing the broader reform initiatives of the government have been part of this process.

The Commission's Strategic Plan identifies six strategic areas: Civil Service Appointments, Civil Service Appeals and Complaints management, Civil Service Management, upgrading civil servants' skills, Administrative Reform Secretariat and Public Relations. For each area, certain strategic goals and objectives are defined.

In order to prevent political influence and discrimination in the recruitment process and to ensure transparency, the IARCSC, based on this document, shall develop and expand the



Launch Ceremony of the Commission's Five Year Strategic Plan

e-recruitment system, establish and implement a standardized computer-based recruitment system in all provinces, establish a system to track and report about vacancies, breaches in the appointment procedure, and enact other reformative measures.

Civil Servants' Training Programs

In this fiscal year, the Civil Service Institute (CSI), as an academic institution which provides educational services to civil servants, organized 96 training programs in which 2,411 civil servants were trained from the center and provinces. It has initiated and facilitated 326 overseas training programs for 1,180 civil servants. In addition, it has developed 12 courses' educational materials based on the educational needs of the civil servants.

In order to identify the educational needs of central and provincial civil servants, and plan efficient training programs for civil servants, the Civil Service Institute has conducted educational needs assessment of employees at ministries and government agencies.

In addition, the Civil Service Institute launched the Administrative Internship Program for 135 new graduates of public and private universities in order to increase employment opportunities and to attract young people to the public administration. Around 3000 applicants applied for this program. The CSI conducted computer-based recruitment exams in cooperation with the Appointments Board and the Exams Content Research and Development Center to ensure transparency, meritocracy, and familiarize youth with computer-based exams. A thousand qualified applicants participated in the exams, and subsequently 135 (80 male and 55 female) applicants with the high scores were selected.



Graduates of the Eighth Round of Internship Programs in Afghanistan Civil Service Institute

Coordination with Government Agencies for Better Implementation of Reforms

The Independent Administrative Reform and Civil Service Commission as an institution that reinforces reforms across the civil service, has always cooperated with government entities in order to strengthen the public administration, recruit competent people with the necessary skills, reform organizational structures for improved effectiveness and efficiency. In order to achieve the mentioned objectives, during this fiscal year, the Commission has held many meetings with senior officials of the government agencies.

During various meetings with senior officials of the ministries and relevant government agencies, the following matters and practical steps regarding these matters were discussed: implementation of Presidential directives regarding reforms in the Civil Aviation Authority, the Ministry of Transport's proposal regarding organizational structure reforms of the General Directorate of Traffic and transfer of this directorate to the Ministry of Transport from the Ministry of Interior Affairs; Functional Review of the Supreme Audit Office, Ministry of Communication and Information Technology, Ministry of Labor and Social Affairs and Ministry of Education; Implementation of Presidential directive on evaluation and reforms in the Ariana Afghan Airlines; organizational structure reform of ministries and government agencies; recruiting competent personnel with the necessary skills through merit-based competition; providing employment opportunities for persons with disabilities in civil service positions and putting in place systems to eliminate discrimination against persons with disabilities.



IARCSC's Coordination Meetings with Government Agencies

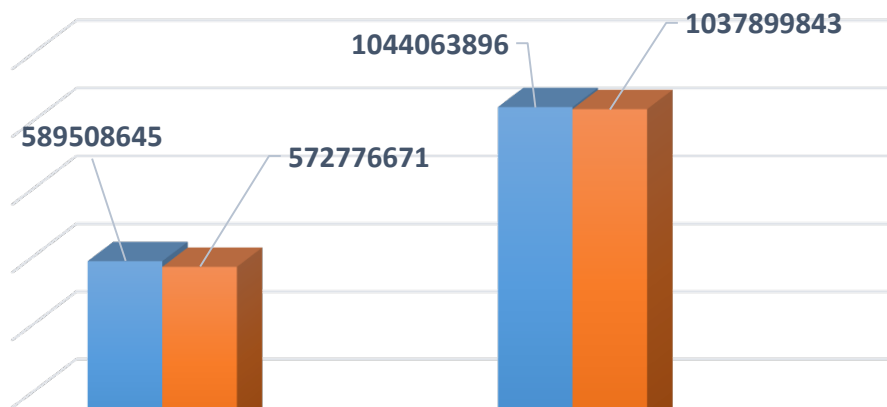
Construction and Renovation Activities

- Supervising the completion of construction work of the IARCSC's provincial office buildings in Kandahar and Parwan.
- Necessary directives have been issued in order to implement the Presidential decree dated 201913/07/ regarding the handover of office buildings of the Ministry of Counter Narcotics to the IARCSC.
- Coordination for the establishment of eight computerized exam centers in Ghazni, Ghor, Paktia, Faryab, Badakhshan, Kunduz, and Laghman provinces.
- Modifying of two awarded projects aimed at construction of administrative building and training center in Bamyan and Paktia provinces to Daikundi and Paktia provinces, awaiting confirmation from the Ministry of Finance.
- Relevant decisions regarding the start of design works of the IARCSC's Herat office building and computerized exams center.
- Beginning of construction of IARCSC's Laghman office building and training center
- Reconstruction and restoration of IARCSC's Maidan Wardak office building and training center
- Estimation of the enclosure walls of IARCSC's properties in 17 provinces



Budget Expenditure

Regular and Development Budget Expenditure



	Regular Budget	Development Budget
Total Budget	589508645	1044063896
Expenditure	572776671	1037899843
Surplus	16,731,974	6,164,052
Expenditure Percentage	97.00%	99.29%

■ Total Budget
 ■ Expenditure
 ■ Surplus
 ■ Expenditure Percentage

Financial, Accounting, and Administrative Audit of Main and Provincial Offices of the Commission

The Directorate of Internal Audit, during this fiscal year, has conducted financial and administrative audit of 25 main and provincial offices of IARCSC.

Plan of the Directorate of Internal Audit for financial, accounting, and administrative audit of main and provincial offices of the IARCSC in the fiscal year 1398

Quarter	Agencies Covered in the Plan	Implementation	Status
First	10	5	Complete
Second	9	6	Complete
Third	10	8	Complete
Fourth	8	6	Complete
Total	37	25	

It is worth mentioning that a number of offices have not been assessed due to security issues, shortage of staff of the Directorate of Internal Audit, and work overlap with the Supreme Audit Institution.

The tasked audit officers' corrective measures and suggestions to improve performance of these offices, during the fiscal year 1398

Suggestions	Financial and Administrative	Monitoring Performance Assessment Processes	Monitoring Appointments	Addressing Complaints
Number of Suggestions	157	49	34	15

Public Awareness Activities

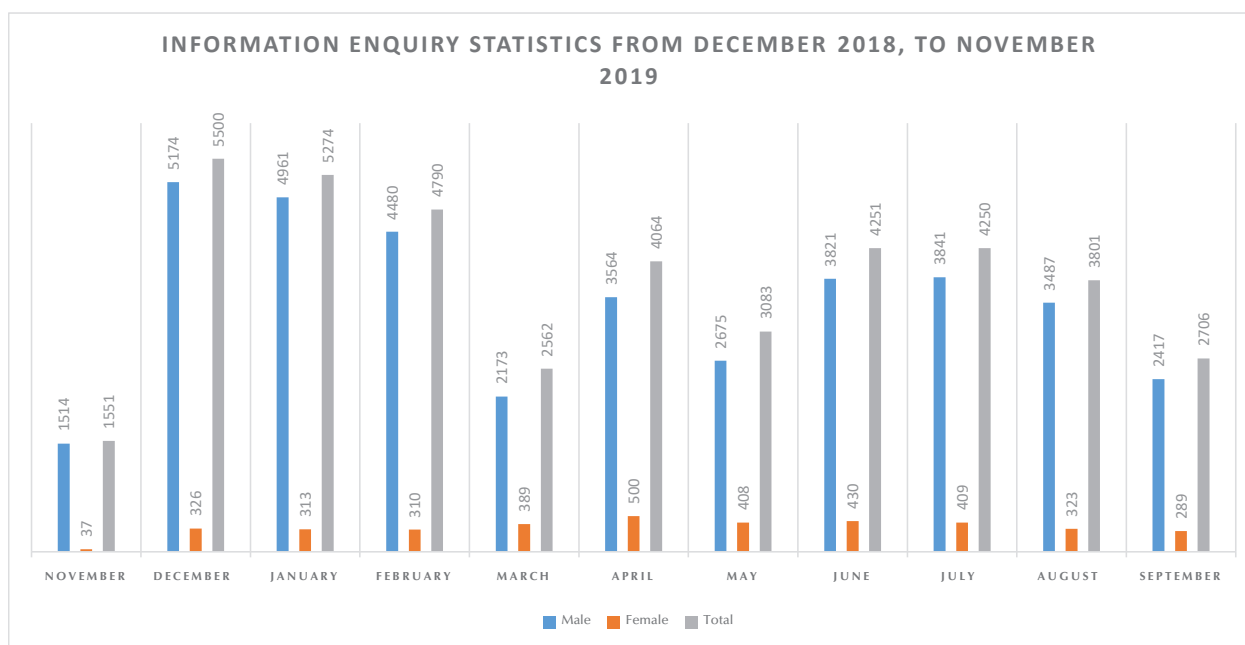
The Public Relations Directorate of IARCSC operates to develop and implement public awareness programs through various means of communication. Among the major activities undertaken by this directorate to provide information and highlight the activities of IARCSC are the following:

- Organizing conferences and meetings
- Coordinating academic tours of the IARCSC
- Conducting interviews with national and international media
- Updating the contents of the website in Dari, Pashtu, and English languages
- Producing advertisement clips on job announcements
- Providing information to the public in accordance with the Access to Information Law
- Providing information to citizens through phone calls, emails and in person

Among other steps taken to facilitate citizens' full access to information and to accelerate it, is the establishment of the Public Information Unit through which tens of enquires for seeking information are answered on daily basis.

Phone Calls	Emails	In-Person Inquiries
882	35	41832

Information Enquiry Statistics from December 2018, to November 2019



Information Source

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For getting in-person information, visit the Commission's Main office.

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