

EXECUTIVE SUMMARY

In 2016, prior to the Brussels Conference on Afghanistan, all revenue-generating ministries of Afghanistan were instructed by the President of the Government of the Islamic Republic of Afghanistan (GIROA) to design and develop their Anti-Corruption Plans to ensure transparency in their operations and, above all, revenue collection. The Ministry of Transportation (MoT) is one of the five revenue-generating Ministries.

The Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC) is reviewing all Ministry Anti-Corruption plans and is releasing here a Progress Monitoring Review of the MoT's Anti-Corruption Plan (ACP).

The Plan that was shown to MEC consists of 25 actions across three priority areas. To assess the ACP and progress against the Plan, MEC conducted 18 interviews and focus group discussions, together with analyzing related documents.

General findings

The Ministry of Transport has made no significant progress in the fight against corruption. Corruption is endemic and the situation is not improving.

It has an Anti-Corruption Plan that is not serious, and the elements of the Plan have not been actively pursued. A new, more robust plan is required.

Despite the negative finding, MEC received good cooperation from the staff of MoT to conduct this review. Many were keen to see improvement in the operations of MoT.

The new leadership of MoT has promised to place the fight against corruption as their number one priority and to implement the Anti-Corruption Plan in its entirety.

Specific Findings

The specific findings of MEC in relation to implementation of the ACP by the Ministry of Transport are as follows:

- 1. A NEW ANTI-CORRUPTION PLAN IS REQUIRED**

The existing Plan seems to have been written for the benefit of MEC, and has almost trivial elements to it.

- 2. SIMPLIFICATION OF PROCEDURES AND THE USE OF TECHNOLOGY BASES SYSTEMS**

A major source of MoT's revenue is "Transport Vehicles" on land ports. Vehicles are charged based on the weight of their load.¹ The problem is that there is no transparent collection of the money that employees of the Ministry charge drivers for the goods they transfer from one place to another. MoT officers fake tariffs and then records a false reduced amount in the manual log book.² The log book is a very poor document that is almost designed for corruption. Therefore, the whole process of revenue collection at the ports is vulnerable to corruption.

3. HUMAN RESOURCE CAPACITY BUILDING

There is very little HR management in the Ministry.

4. MAINTAINING TRANSPARENCY IN CONTRACTS IMPLEMENTATION

MoT has made some progress here. MoT decided to publish contracts valued over AFN 500,000 and post them on its website. The Ministry has also mentioned in its ACP that documents of some leased properties and quarterly reports of MoT are uploaded on the website for public access to information.

RECOMMENDATIONS

NO.	RECOMMENDATIONS
1.	UPDATED ANTI-CORRUPTION PLAN. MoT should develop a new, thorough Anti-Corruption Plan by January 1, 2018.
2	MoT should review progress against this new Plan every three months, starting from April 2018, and publish the result on its website. For added credibility, MoT could consider using its Internal Audit Department to conduct this three-month review, or commission an outside group.
3.	MoT should make an analysis of what the revenue from the land ports should be – if there was no corruption – and that they use this estimated revenue as the target to achieve with the new e-system.
4.	The new MoT leadership should review the delays in implementing the e-system, develop a revised implementation plan in each of the ports, and publish progress against the Plan every three months.
5.	The quality of the Internal Audit Department needs to be verified, and then this Department should be used to monitor progress of the AC Plan.
6.	The new MoT Internal Audit Department liaise with Ministry of Finance to

¹ Interview with the staff of MoT, April 19, 2017.

² Interview with truck drivers, May 7, 2017.

	determine ways to strengthen its professionalism.
.7	MoT should reform the HR Department, review the skills and integrity of all employees, and adjust the Tashkiel to encourage and reward reform minded and honest individuals.
8.	MoT should design and develop a written procedure for receiving and handling complaints, particularly those which are corruption-related.
9.	MoT and IARCSC should recruit operators to answer 135 calls on a 24-hour basis in close consultation with Civil Servants Commission.
10.	MoT should facilitate training for its land border staff on how to use the e-system that has been installed in the east of Kabul land port.
11.	MoT should either use fingerprint or e-card system for daily attendance.
12.	MoT's HR Directorate with the Cooperation IARCSC and CBR Program should employ the CBR reform strategy to ensure transparent recruitments. MoT's HR Director, IARCSC and CBR Program should immediately complete recruitments for current acting positions.
11.	The MoT HR Directorate of should develop and implement a comprehensive and integrated capacity building plan for its staff.
13.	MoT leadership should establish a specific team to periodically monitor and evaluate the performance of revenue-collection officers in the ports. This process should be conducted separate from the annual performance evaluation proscribed in the Civil Servants Law of Afghanistan.
14.	MoT headquarters should receive and publish monthly reports of all its provincial revenue collection units.
15.	MoT should facilitate the provision of internet access to its provincial units.