



کمیته مستقل مشترک نظارت و ارزیابی مبارزه علیه فساد اداری  
د اداری فساد پروړاندې د مبارزې د څارنې او ارزونې خپلواکه گډه کمیته  
Independent Joint Anti-corruption Monitoring and Evaluation Committee

## Press Release

**FOR IMMEDIATE RELEASE**

February 26, 2019

**Contact Details:**

0797 515 871

[contact@mec.af](mailto:contact@mec.af)

### **MEC Releases Ministry-wide Vulnerability to Corruption Assessment of the Ministry of Interior**

*Kabul, Afghanistan:* The Independent Joint Anti-Corruption Monitoring and Evaluation Committee (MEC) released its Ministry-wide Vulnerability to Corruption Assessment (MVCA) of the Ministry of Interior (MoI) on February 26, 2019.

This MVCA presents an analysis of vulnerabilities to corruption within the Ministry of Interior (MoI), with respect to three activities: a. Procurement, b. Logistics, and c. Human Resource Management (HRM). The assessment deemed it necessary to examine the existing policies and procedures, discusses the ideal policies and procedures the Ministry needs to have, and then identifies the gaps.

The MVCA has been conducted with information gathered through systematic research methods to assess whether internal and other process controls currently in place would be sufficient to prevent corruption from occurring. A multi-method approach for data collection was used, consisting of semi-structured interviews with key informants, Focus Group Discussions, primary document analysis, secondary document analysis, and perception surveys.

#### **Key Findings:**

##### **a. Procurement**

On the subject of the ways in which procurement is conducted within the MoI, the team examined the process through the stages of (i) planning, (ii) bidding, (iii) bidding evaluation, and (iv) implementation and monitoring.

Regarding the ways in which planning for procurement is done within the MoI, the assessment team found that there were serious deficiencies which make the Ministry's procurement process extremely vulnerable to corruption. The most significant deficiencies included:

- Weak coordination of the procurement team with other Directorates
- Over-use of the single source procurement procedure, and
- Use of non-competitive procedures without adequate justification or in breach of the requirements.

On the matter of bidding and bid evaluations, there were also serious issues which make the procurement within the MoI very susceptible to corruption. The most significant issues include:

- Lack of transparency in the bidding process
- Outside interference in the decision-making process, and
- The absence of Conflict of Interest Declarations and Confidentiality Agreements.

Regarding implementation and monitoring of procurement, the most significant vulnerabilities were:

- Delays in payments to vendors, and
- Inadequate and poorly managed filing and record systems.



## b. Logistics

The assessment focused on logistics at the MoI Headquarters, most especially on how inventory management is carried out. The assessment team identified the following key issues:

- Inadequate inventory lists
- Weak coordination between procurement logistic activities, and
- No approval, as of yet, of the latest version of MoI Logistics Guidelines.

## c. Human Resource Management

Four areas of HRM were examined by the assessment team: (i) recruitment; (ii) performance appraisal; (iii) promotion; and (iv) retirement.

The assessment team identified key vulnerabilities in recruitment:

- The large number of people involved in the Afghan National Police recruitment process
- No agreed criteria for the ANP shortlisting
- Over-emphasis on attracting large numbers of ANP recruits, rather than on quality, and
- Appointment of civilians to positions without adhering to the governing recruitment policies.

The main issues of concern regarding performance appraisals:

- Afghan National Police appraisals are strictly one-on-one between the person being appraised and the immediate supervisor, and
- Outsiders being able to influence the civilian employee appraisal process.

The central issues related to promotions were:

- An over-reliance on the 'extra-ordinary' promotion career pathway for the ANP
- Outsiders being able to influence the ANP promotion process, and
- The length of time it takes to complete the promotion process for civilians.

Regarding retirements, the main issues were:

- Missing files of police personnel, and
- Police circumventing regulations concerning mandatory retirement.

## MEC's Recommendations:

MEC has developed recommendations covering on Procurement related to planning, bidding, bid evaluation, and bid implementation and monitoring.

MEC's main recommendations related to Logistics include

- Introduction of mobile technologies and interfaces
- Improving coordination between Logistics and Procurements Directorates
- Establishing an Asset Registry, and
- Approval of the MoI's Logistic Guidelines.



کمیته مستقل مشترک نظارت و ارزیابی مبارزه علیه فساد اداری  
د اداری فساد پروړاندې د مبارزې د څارنې او ارزونې خپلواکه گډه کمیته  
Independent Joint Anti-corruption Monitoring and Evaluation Committee

MEC's recommendations for Human Resources Management address the following:

- Conducting a thorough organizational review of all recruitment-related Departments
- Simplification and streamlining of recruitment systems
- The full enforcement of all HR regulations
- Utilization of performance appraisal software
- Better management of extra-ordinary promotions
- Streamline retirement processes, and
- Introduction of electronic systems into HRM.

MEC will monitor implementation of these recommendations and publish the status of each recommendation on a quarterly basis.