



**Independent Joint Anti-Corruption
Monitoring & Evaluation Committee**

SUMMARY OF THE VCA ON CIVIL SERVICE APPOINTMENTS

1. Background

The IARCSC was established based on a decision of the Bonn Conference to reform public institutions in Afghanistan. The IARCSC has undoubtedly had a number of achievements since its inception, including the review and development of organizational structures, the training of thousands of officers in modern management techniques, and the formulation of laws, regulations and policies. The IARCSC appointment process has a crucial role in improving public service delivery in the country. Based on this process, qualified staff are hired through open competitions in the various governmental entities. Despite the IARCSC efforts to enhance the process, there are concerns about the lack of transparency, nepotism, and appointments made through vulnerable mechanisms in the process through which corrupt practices are possible.

2. VCA Findings

The assessment indicates that the IARCSC has already performed some activities in order to improve the process such as the development of laws, regulations, administrative procedures and guidelines; the recruitment of employees through the pay and grade process; capacity building of staff; and the preparation of term of references for relevant employees. However, these efforts are not sufficient due to the prevalence of opportunities for corruption. Therefore, due to the seriousness of this issue, MEC decided to conduct a VCA of this process.

3. Vulnerabilities to Corruption

The results of the evaluation process show the weakness of the legal framework and lack of enforcement of relevant legislation; the lack of transparency in selection mechanisms; the long and complicated bureaucratic procedures of recruitment; the weaknesses in the assessment process and background evaluation of candidates; low levels of cooperation and coordination of other entities with the commission; the improper influence of senior members of the government in the recruitment process; and the lack of an electronic information and document management system, all of which create many vulnerabilities to corruption in this process.

4. Recommendations

The report's recommendations include the following: approve the law related to the basic structure of the state by the Parliament; prepare and approve the Administrative Performance Law; change the working procedure of the employment process to a simpler and more practical and transparent mechanism; develop a transparent mechanism for monitoring the workflow process; develop a policy to prevent the intervention of government authorities in the recruitment process; and develop an electronic information and document management system.

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