



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

## **SUMMARY OF THE VCA ON EDUCATION CERTIFICATE ISSUANCE**

### **1. Background**

Educational certificate issuance is a kind of service that should be provided by universities to their graduates. The process is vulnerable to corruption, considering the extensive increase in the number of students and the limited capacity of higher education institutions and their human resources. Therefore, conducting a vulnerability assessment in this working area was necessary.

### **2. VCA Findings**

Findings show that universities, in coordination with the Ministry of Higher Education (MoHE), have made some achievements, such as developing procedures and guidelines, recruitment of employees through a pay and grading program, and preparing terms of references for employees in order to better organize the processes. It seems that the efforts of the universities and MoHE have resulted in improvements to the process, in particular, by authorizing universities themselves to distribute educational certificates directly. However, due to the extent of the vulnerabilities to corruption in the process, the higher education institutions are still suffering from corruption and the efforts mentioned above are not enough to mitigate it. Some of key vulnerabilities in the process are outlined below.

### **3. Vulnerabilities to Corruption**

The evaluation resulted in clear identification of the points in the process that are vulnerable to corruption. The issues that have been identified in the process include the following:

- (1) Weak legal framework.
- (2) Interference by high-ranking Government officials in the process of issuing certificates.
- (3) Lack of blank copies of certificates in English.
- (4) Illegitimate, complicated, and meaningless bureaucracy (such as reference of the letter of the applicants to AISA in order to confirm the companies giving letters to the applicants).
- (5) Low capacity of the employees.
- (6) Lack of appropriate working materials and equipment.
- (7) Scattered filing and information management system.
- (8) Lack of a clear mechanism to follow-up the activities of employees.
- (9) Lack of a clear procedure and guidance for applicants.
- (10) Lack of an Assistance of Students Affairs Department as reason of engagement with teaching simultaneously in the official duty hours.



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#### **4. Recommendations**

Recommendations are presented in this report by considering the identified vulnerabilities in four areas under the coverage of VCA in the certificate issuance process. These include the following:

- (1) Adoption of the Higher Education Law by the National Assembly.
- (2) Preventing policies that stop or delay the distribution of certificates due to various illegitimate or unnecessary reasons.
- (3) Equipping offices with required tools and equipment.
- (4) Developing and implementing programs to build the capacity of employees.
- (5) Equitable distribution of privileges and salaries among employees involved in the process and rest of the Ministry.
- (6) Developing a monitoring mechanism for the process.
- (7) Simplification and rationalization of working procedures for the process.
- (8) Reforming the current archive system to guarantee the security and confidentiality of documents and information.
- (9) Establishing an electronic documents and information management system.
- (10) Setting up a “one-stop window” system in order to break the connection and relation of employees with the applicants.
- (11) Determining a specific time period for processing the petitions of applicants.

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