



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

**VCA Report on the Appointment Process in
the Independent Administrative Reform and
Civil Service Commission**

(translated from Dari)



**Kabul
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Acronyms

CBR	Capacity Building for Results
HRD	Human Resources Development Cluster
MEC	Independent Joint Anti-Corruption Monitoring and Evaluation Committee
MIS	Management Information System
IARCSC	Independent Administrative Reform and Civil Service Commission
MOHE	Ministry of Higher Education
UNODC	United Nations Office on Drugs and Crime
P&G	Pay and Grading
USAID	United States Agency for International Development
VCA	Vulnerability to Corruption Assessment

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The VCA objective

The purpose of conducting a VCA on the IARCSC appointment process is to identify vulnerabilities of the process to corruption and provide recommendations for improving the related work processes.

Introduction to MEC

i. The Committee

As suggested by its name, MEC is an independent joint Afghan/international committee. The Committee was established based on the Presidential Decree 61 (March 18, 2010) after the need to monitor efforts to fight corruption was identified. The Committee is composed of six reputable experts, three of whom are Afghan and three who are international. National members of the Committee are appointed by the President of Afghanistan and the three international members are proposed by the international community.

The purpose behind the establishment of MEC is to oversee the Afghan government and international community's performance in the fight against corruption independently and in a precise manner. Additionally, the Committee is responsible for developing recommendations and benchmarks directed to national and international institutions and to monitor their implementation. The Committee prepares reports on the progress of the benchmarks and its activities every six months and presents it to the President, the National Assembly, the Afghan public and international community. Likewise, the independence of MEC has been recognized as an irrefutable principle by the Afghan government and international community that has provided the Committee with power to conduct its work effectively.

ii. MEC Secretariat

MEC is supported by a technical secretariat comprised of national and international staff. The Secretariat is led by an Executive Director and is divided into three main pillars (Governance, Prevention, and Law Enforcement) consisting of an international expert, a national advisor, and a national officer, with over-arching policy expertise provided by a Senior Policy Advisor. The Secretariat works closely with the parties implicated by the recommendations and benchmarks to ensure that they are implemented. The Secretariat also consists of a VCA Unit responsible for undertaking the VCAs.

iii. The VCA Unit

Part of MEC's mandate is to provide recommendations to institutions to improve their working procedures and processes in providing public services. This objective requires precise identification of vulnerabilities to public services and other agencies' functioning procedures. In 2012, MEC, in partnership with MSI, established a VCA Unit within the MEC Secretariat to conduct VCAs covering a variety of public service areas.

VCAs are a mechanism used to identify susceptibilities to corruption in government processes and develop strategies to reduce the vulnerabilities. The VCA Unit began operations in September 2012.

I. Report Summary

i. Context

The IARCSC appointment process has a crucial role in improving public service delivery in the country. Based on this program qualified staff are hired through open competitions in the various governmental entities. In late 2012, UNODC published a report that mirrored citizen complaints regarding the lack of transparency, the influence of private relationships, the lack of merit in recruitment and the appointment of employees in exchange for bribes in the governmental recruitment processes. This report was considered so serious that a number of Members of Parliament were seeking the dissolution of the IARCSC due to its ineffectiveness. Due to the seriousness of this issue, MEC decided to conduct a VCA of this process.

The VCA Unit assessed the legal and institutional framework, organizational structure, human resources, operations, document management systems, and other documents of the process. The VCA Unit used multiple research methods in the course of the assessment.

ii. Findings

The assessment indicates that the IARCSC has already performed some activities such as the development of laws, regulations, administrative procedures and guidelines; the recruitment of employees through the P & G process; capacity building of staff; and the preparation of term of references for relevant employees in order to improve the process. However, these efforts are not sufficient due to the prevalence of opportunities for corruption.

The VCA Unit has endeavored to collect all active legal and administrative documents in the process with the cooperation of the heads of the related departments to study and analyze. These include the *Labor Law*, *the Civil Servants Law*, *the Civil Service Law*, the regulation for the arrangement of civil service related positions, the employment procedure of civil servants, the regulation for civil service provincial hiring, the monitoring procedure for the different steps of employment of civil servants, and the procedures to address complaints of civil service employees or civil servants. In addition, they also looked at the organizational structure, term of references of the employees involved in this process and a copy of a sample case that details a typical implementation of the process from the beginning up to the end.

Officials from the IARCSC have identified various types of corruption, including bribery, falsification of documents, ethnic, political and regional discrimination, and abuse of authority. These problems have often led to weakness in compliance and the implementation of the legislative documents in the process, the refusal of some successful candidates of the process by the authorities of the related ministries and provincial administrations, and the limiting of opportunities for some professionals to join public entities. Some other potential sources include the recruitment and selection mechanism of Commissioners, the professional capabilities of the Commissioners and staff, the dispersed organizational structure, and interference in the administrative mechanisms of the process.

iii. Vulnerabilities to corruption

The results of the evaluation process indicate that the weakness of the legal framework and lack of enforcement of relevant legislation; the lack of an administrative court; inflation in the organizational structure; the lack of transparency in selection mechanisms; long tenures of some Commissioners; the low professional capacity of some officials; the long and complicated bureaucratic procedures of recruitment; weaknesses in the assessment process and background evaluation of candidates; weakness in the monitoring mechanism of the work process; the lack of transparency in the short-listing mechanisms and interview process; 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.

iv. Recommendations to address vulnerabilities

The recommendations presented in the report have focused on the vulnerabilities identified in four areas. 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*; review and modify some parts of the *Civil Servants Law*; review and amend the *Civil Service Law* in relation to the employment conditions of the Commissioners and the period and extensions of their service; change the working procedure of the employment process to a simpler and more practical mechanism by integrating different hiring authorities in the Commission to a single entity; create courts to handle administrative disputes; ensure that qualified Commissioners with professional qualifications are appointed; evaluate employees in first and second grade positions and in some high posts of the Commission; review and modify the existing organizational structure to mirror the workload of the Commission; develop a transparent mechanism for monitoring the workflow process; develop an effective mechanism with the related authorities of the government agencies for the purpose of more coordination; develop a policy to prevent intervention of the government authorities in the recruitment process; and develop an electronic information and document management system. .

II. Preface

Over the past three decades, public service institutions in Afghanistan have deteriorated due to the emigration of many educated and professional individuals; frequent internal conflict; and the many different ruling governments and administrative systems.

The IARCSC was established based on the decision of the Bonn Conference to reform public institutions in Afghanistan. The IARCSC tried to bring changes to the damaged public administration of Afghanistan through the development and implementation of short-term, medium-term and long-term programs related to administrative structures, merit-based recruitment and capacity building of civil servants. The IARCSC, despite ups and downs in its activities, 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. However, despite these efforts, this sector like other governmental sectors has not been saved from the harm of corruption.

i. The need for a VCA

Various applicants for civil service positions indicate that they face corruption and discrimination throughout the recruitment process. Some members of the Afghan National Assembly have called for the abolition of the IARCSC due to reports of widespread corruption and lack of effectiveness. Due to the importance of this process to the effective functioning of the Afghan government, MEC decided to conduct a VCA for this process.

ii. Entities involved in the appointment of civil servants

The Independent Board of Appointment, the Appeals Independent Board and the General Directorate of Planning and Programs are among the agencies that are directly or indirectly involved in the recruitment process of civil servants.

iii. Areas covered by the VCA

The VCA consists of an analysis of the following four areas:

- Legal and administrative framework of the process;
- Structure and human resource related matters of the process;
- Real activities in the process; and
- Information management system of the process.

iv. Obstacles encountered by the VCA Unit

The VCA Unit faced a series of challenges such as the senility of some officials, lack of access to officials involved in the process, efforts to discredit the VCA's findings, and time limitations for analyzing the legal documents of the process.

Despite these difficulties, the VCA Unit is appreciative of the cooperation offered by some departments including the Secretariat of the Commission and the Appeals Board, and the employees and Commissioners who independently supported the VCA Unit by providing information and documentation.

v. VCA methodology

The VCA is a tool used to identify predominant forms of corruption in a particular process and help the relevant institution improve the process by addressing the identified vulnerabilities. A variety of research methods have been used in the course of conducting this VCA.

a. Methods of data collection

The goal of the VCA Unit was to identify the common forms and sources of corruption in the recruitment process of the IARCSC. The VCA Unit, as much as possible, tried to collect information from a variety of information sources.

The VCA Team used the following information sources in the process of data collection:

- General study of media reports about the process;
- Open interviews and discussion with officials and key individuals involved in the process;
- Study and analysis of legal and administrative procedures;
- Exclusive interviews with employees and clients of this process;
- Group meetings, interviews and focus groups; and
- Daily observations of team members.

b. Methodology of identifying vulnerabilities to corruption

The identification of vulnerabilities is based on article 3 of the *Anti-Corruption Law*, which considers the followings to be corruption: bribery, fraud, theft of documents, illegal or unauthorized waste of official documents, exceeding the limits of legal authority, misuse of position, preventing or interfering in the process of justice, using public resources and official time for personal affairs, refusal of duty without any lawful excuse, increasing property unlawfully, falsification of documents, refusing jobs assigned, work-related actions performed in order to obtain any type of gift, indecision and weakness in performing a duty, non-compliance with the rules or conduct of the organization, involving considerations related to ethnic, regional, religious, political, gender, and personal interest in performing official duties, and performing other acts mentioned in the *Anti-Corruption Law*.

III. Assessment of the Legal Framework and Legislative Documents Related to the Process

The legal framework of a process includes the related laws, regulations, legislative decrees, cabinet resolutions, policies and procedures approved by the related organizations. The existence of a responsive legal framework in a given working area is paramount for the proper implementation and operation of the process. In addition, it is one of the most important protective elements in preventing corruption. Often, an ambiguity in an article or even a single word within the legal framework can lead to contradictions that could institutionalize corruption.

i. Interviewees' perspective of the legal framework

In relation to the legal framework and administrative procedures of this process, six questions were asked of 18 individuals, including senior staff employed by the appointments board of the civil service to the related ministries, unsuccessful applicants, experts in the field of civil service and human resources, and staff of different levels that were involved in the process. With their responses, all aspects of the legal framework and administrative procedures have become clear. In addition, further analysis and evaluation of issues were obtained from sources of information such as roundtables, direct observations of the working process, and legal and administrative data. In conclusion, some forms, sources, impacts and vulnerabilities of corruption have been identified and necessary recommendations have been provided.

ii. The existence of legislative documents

The VCA Unit, in the information-collecting phase, has been able to obtain the following existing and active legal and administrative documents in relation to the recruitment process of civil servants from the related authorities:

- *Labor Law*
- *Civil Servants Law*
- *Civil Service Law*
- *Civil Servants Law* published in the official gazette no. 7 of A.H. year 1420.
- Regulation on the arrangement of Civil Service Positions
- Code of personal affairs for civil servants
- Regulation of the conduct of civil servants
- Civil Servants appointments procedures
- Executive Directive on employment of provincial civil service employees
- Procedures to monitor appointment steps of the civil service employee
- Appeal procedure for civil service employees

It can be concluded from the total findings of the research that there is sufficient legislative documents concerning the hiring process, but their number has also created some problems and discrepancies in the process.

iii. Sufficiency of the legal framework

In relation to this issue, 18 people were interviewed; among them eight believed that there are some shortcomings in the legal process, nine believed that the legal documents of the process have not been properly developed and one person refused to comment on the issue. What has been achieved from the direct study and evaluation of the mission and other sources in this field indicates that there are some failures in some articles and contents of the legal and administrative procedures that can lead to some forms of corruption.

Interviewees and some experts in the field of human resources believe that the recent amendments of Article 8 of the *Civil Servants Law* and the unification of the civil servants recruitment process are problematic since, among other reasons, they do not properly explain the education and experience requirements. Furthermore, the evaluation, transfer and separation method of civil servants stated in the regulation on personal affairs of the civil servants is considered to be incomplete, imprecise and subject to corruption.

What is derived from this information demonstrates that there are already more than ten laws, rules, regulations, procedures and guidelines concerning the hiring process of civil servants and at the same time, all of them are equally enforceable in this process. This results in duplication, ambiguities, and other problems. Below are some of the shortfalls identified in the evaluation.

The evaluation shows that there is no special law of basic state organizations in the existing legal framework. The absence of this law in the existing system is one of the challenges of the reform due to the fact that they have started to create unnecessary units, close down some important units and change other units, positions, grades and salaries according to their own preferences, without any legal basis. Experts believe that any reforms in the absence of such a state law that defines and institutionalizes the basic structure and organizations of the state will not be effective.

Other faults and defects in legislative and administrative documents have been identified, including the recent modification of several different articles of the *Civil Servants Law* due to the pressure of members of the ruling regime. Among them was the modification of the fourth paragraph of Article VII of this law in relation to the second grade position. In the previous document candidates of the second grade should have a university degree. This was a precondition for the candidates of the district posts, but in a recent amendment based on Decree 42 and approved by the National Assembly a paragraph has been added and the requirement has been eliminated. Based on this adjustment, graduates of grade 12 who possess eight years of experience also can take part in the competitive examination for second grade posts. Experts of the civil service and human resources fields believe that such modifications are a step backward.

The findings of this research show that not defining "experience relevant to the job" allows for multiple interpretations. According to the views of the respondents, since the conditions are not specified in this case, all applicants can claim to have experience relevant to the job.

Another problem in the legislative documents on recruitment is the fact that educational requirements are not specified in some posts including director positions in the fields of audit, policy, planning, human resources, procurement, finance and administration.

Another deficiency in the legislative documents according to the interviewees is that the working areas of the governmental institutions and ministries are not separate. They believe that the Administrative Reforms Commission, through applying the existing rules and regulations, hires staff in the ministries with proficiencies totally different from their working fields. For this reason, as it was noted before, it is necessary that all posts and positions become specialized.

In addition to the points mentioned above, the inclusion of school teachers in the civil service is also a problem in the legislative documents. Experts in public service and human resources believe that since the scope of their work is different from other civil servants, being involved with education and training issues, school teachers should not be considered as part of the regular civil service. One of the differences between teachers and other civil servants is their daily working hours. In addition, the application of the pay and grading system to teachers and determination of teachers' salaries according to their grade are considered difficult. Many in MoE believe that there should be a separate commission and a specific legal framework within MoE to address the implementation of reforms in this sector, since teachers make up about 67% of the civil servants in Afghanistan. An important factor in this regard is the extended size of the recruitment and retirement process in this ministry and the lack of attention of the IARCSC to addressing these matters.

It should be noted that in relation to the legal framework of the recruiting process, especially in the *Civil Servants Law*, no allowances or special rights have been considered for those with masters or doctorate degrees, especially in terms of salaries. Not taking into account educational degrees in the levels of salary will lower the interest of educated people in joining the civil service and increase the number of officers and employees in the civil service who possess low levels of education. It has also been observed that the reforms and programs that have been conducted by the Administrative Reforms Commission do not have enough effectiveness and quality and have not reduced corruption or improved capacity building in governmental institutions.

Another problem is in the articles of the legislative documents regarding the employment process of the Civil Service Commissioners. The *Civil Service Law* is not sufficiently transparent and lacks a mechanism to ensure openness in the hiring process of the Commissioners. The employment conditions of the Commissioners are very simple and are written in a manner that people who may not have the necessary competence can be hired. In addition, the term for Commissioners is three years, which is a long time and can be extended indefinitely based on the *Civil Service Law*.

iv. Personal decisions in the process

Of eighteen people interviewed, eight individuals believed that the use of personal decisions in the hiring process resulted from defects in the legal process; another eight believed that the legal documents for the related process were fine and no personal decisions are used in the process; and two chose not to answer. The evaluation of the mission and other information sources indicate that in some instances due to deficiencies in the legal documents of the process, authorities use personal decisions in the hiring process.

v. Execution of the legal framework

For this section, 18 people were interviewed; of them, eight believed that the legal documents are regularly implemented, nine believed that the legal documents are not implemented properly, and one did not respond. The evaluation of the VCA team and other sources in this field indicate that in some cases, due to failures of the legal documents of the process, interference and influence of powerful authorities, or the lack of the necessary authority or power, the responsible officials are not able to enforce the legal documents in a manner that is required.

The basic problem in the recruitment process is that the legislative documents are not followed. Public service and human resources experts believe that if the legal documents - despite their flaws and deficiencies - were properly implemented in the recruiting process by the Administrative Reforms Commission, there would be significantly fewer complaints against the Commission. The following are some examples of the aforementioned non-compliance with the legal documents:

Articles of the legal documents	Violations regarding the implementation of laws and regulations related to the recruitment process
<p>Article 8 paragraph 1</p> <p>Workers in the Islamic Republic of Afghanistan have the right for equal work for equal pay. The right to work for a wage and defend the right to work is regulated by legislative documents.</p> <p>Article 59 paragraph 5</p> <p>It is not permissible to discriminate in the payment of wages.</p>	<p>At the IARCSC different people get different salaries and allowances for the same posts and positions. In one case, there are two Human Resources Directors of grade 2, one of whom receives 50,000 Afghanis per month, the other 200,000 Afghanis.</p> <p>According to many employees of the Administrative Reform Commission, particularly the Directorate of Program Design and Management, they often spend an average of 3 hours per day on duty after official working hours, for which overtime wages are not paid. The majority of the victims of this illegal behavior are contractual employees.</p>
<p>Article 38 paragraph 1</p> <p>Work done outside the ordinary hours of work is considered to be overtime, which is permitted in the following cases subject to the agreement of the employee and the employer</p>	<p>In some instances there are employees who are considered to be entitled of overtime, but in reality they are not.</p>
<p>Article 2 of the Civil Servant Law</p> <p>Implementation of reforms in the systems of governmental organizations for the improvement of service delivery;</p> <p>Employment of civil service workers on the basis of competence and merit, without any discrimination and in a transparent manner through open competitions.</p> <p>Article 2 paragraph 5:</p> <p>Creation of a sound, professional, accountable and impartial administration that is free from corrupt practices and political interference to provide effective services to the people.</p>	<p>In 10 years, the Commission has not been able to establish a civil service that is free from political interference and corruption.</p> <p>The Commission has not had much success in any of the mentioned cases so far.</p> <p>The Commission is not able to manage the recruitment process to ensure that it is based on merit and competency through free and transparent competitions.</p>
<p>Article 31 paragraph 1</p> <p>In accordance with the provisions of articles 95 to 101 of the <i>Labor Law</i>, an employee/contractual worker may face disciplinary measures such as warnings or reductions of salary in the following situations:</p> <ol style="list-style-type: none"> 1- Irregular attendance; 2- Improper behavior with clients; 3- Lack of attention in applying legal 	<p>The cases mentioned in this article are widely seen at most of the public entities and even at the Administrative Reforms Commission itself.</p>

<p>orders and assigned duties;</p> <p>4- Violating job description;</p> <p>5- Delay in performing duties and legal orders;</p> <p>6- Lack of attention in cleaning and focus on employees;</p> <p>7- Not observing work discipline;</p> <p>8- Pretexts to escape from work;</p> <p>9- Other similar affairs mentioned in the code of conduct of civil service employees.</p>	
<p>Article 8, paragraph 2, phrase 1</p> <p>Shall have obtained at least a bachelor's degree</p>	<p>In some governmental institutions such as the Ministry of Communication and Information Technology, the Directors of the Audit Department do not have a bachelor's or similar university degree.</p>
<p>Article 2 paragraph A of the Civil Servants Appointment Procedure:</p> <p>All vacant positions that would be filled through open competitions shall be advertised.</p>	<p>Interviewees say that there are cases where vacant positions have not been advertised at all and officials of the Commission simply appoint someone according to their preference.</p>
<p>Article 2 paragraph of the Civil Servants Appointment Procedure:</p> <p>Job announcements should be disseminated to qualified persons in the best possible manner and without any bias or discrimination and with full impartiality.</p>	<p>Most of the interviewees of this study were complaining about the job announcement process.</p>
<p>Article 4 paragraph b of the Civil Servants Appointment Procedure:</p> <p>Application forms should be distributed to all applicants without any partiality and with full neutrality.</p>	<p>The findings of this study indicate that the distribution process of forms is also vulnerable as they are not being distributed in accordance with this article. Often, officials of the commission claim that there are no more forms to minimize the number of applications.</p>
<p>Article 5 paragraph b of the Civil Servants Appointment Procedure:</p> <p>Short-listing criteria should be impartial, without any bias and fully in accordance with the job requirements.</p>	<p>Interviewees of this evaluation believe that the principles of neutrality and other conditions of this article are not considered.</p>
<p>Article 5 paragraph 5 and phrase d of the Civil Servants Appointment Procedure:</p> <p>If the number of competent candidates from the capital and the provinces for the shortlist is more than 5 then they will be</p>	<p>There are many cases of posts that had more than five short-listed candidates, but in contrast to this article the supportive exam was not held.</p>

<p>subjected to a supportive examination...</p>	
<p>Article 6 of the Civil Servants Appointment Procedure: fair and equal treatment of all the interviewees; questions should be the same for all candidates ...</p>	<p>Interviewees of this study believe that not all the interviewees and candidates of a position are treated fairly. They claim that in some cases, questions are sold by the officials of the Administrative Reforms Commission to people before the interview is held. This practice has made this process extremely vulnerable to corruption.</p>
<p>Paragraph (R) of the Civil Servants Appointment Procedure: A: creating an atmosphere of faith and trust for all the candidates and all of them should be treated equally well during the interview. B: all questions must comply with the selection criteria regarding professional ability, helpful and constructive experience, and merit of the candidates that can prove the qualification of the candidate to the announced position. These questions should be the same for all candidates.W: The chairman of the selection committee should give the candidates the opportunity at the end of the interview to discuss their questions.</p>	<p>The interview environment according to the candidates is completely closed and the candidates are not treated equally during the interview. Candidates can not reflect in any way their knowledge and skills in response to their questions. There is generally no opportunity for discussion during or after the interview. Candidates are often not given the opportunity to express their viewpoints given the allocated time and number of applicants.</p>
<p>Paragraph 6 phrase j of the Civil Servants Appointment Procedure: When there is a difference in the given grades, the Chairman of the Committee should try to determine a grade based on the evidence; if agreement on a general grade is not possible, the decision of the Chairman is final.</p>	<p>It is possible to sabotage the process by giving improper scores, despite the existence of answer keys.</p>

According to interviewees there are numerous other instances where articles in the legislative documents are not properly implemented by the IARCSC.

vi. Enforcement of the legal framework

Of 18 people interviewed, 13 supported the legal documents, four people believed that, in some cases, there are some defects in the legal documents, and one person declined to comment. The evaluation of the VCA Unit and other information sources indicate that in some instances there were flaws and deficiencies regarding the follow-up of potential violations of Commissioners, which therefore requires some articles be added to the legislative documents.

The expectation of punishment based on laws and other legislative documents is one of the tools that make its implementation compulsory. How will the legislative documents be implemented if they have been violated by officials or employees? This is the question that we based our desk study on, as well as discussed with most of the interviewees. Their concern in this regard was the lack of enforcement of the punishments.

The evaluation findings in general indicate that the legal framework of the employment process is subject to the *Labor Law* and *Civil Servants Law*. For example, article 95 of the *Labor Law* states the following: "employee committing labor violations will be disciplined in the following ways: 1. Recommendation, 2. Warning, 3. Deduction of salary, 4. Transfer, 5. Termination of the job contract." In article 96, the related ministries and agencies have been obliged to act as follows: "the Head of the organization is obliged, when enforcing the suggested punishments, to consider the intensity of the abuse, the state of affairs of the violations, the status of the civil servant when the violations were committed, the employee's work experience and the conduct of the employee."

All civil servants, whether at low or high levels, if they commit a crime, will be punished according to the *Afghan Penal Code*. If the provisions of the legislative documents, in particular the *Labor Law*, are regularly observed and applied then no problems or vulnerabilities will remain in this area.

Another issue is the lack of punishment provisions for offenses committed by Commissioners in the recruitment process. Based on the claims of the complaints board, there were about 200 cases against the decisions of the appointments board, which indicates the seriousness of the problem. Until now there has been no inquiry conducted by the Commissioners of the appointments board to address these issues.

vii. Mandatory requirements of the legal framework

For this topic 18 people were interviewed; of those, eight supported the enforcement of the requirements of the legal documents (framework) of the process, six believed that despite the requirements of the legal documents (framework) of the process, there are explicit violations. In many cases the perpetrators are not punished for undermining the law enforcement process. Four individuals chose not to answer the question. The mission and other information sources indicate that in some instances there were inappropriate measures taken regarding the hiring of some candidates.

For example, some powerful officials filled some positions illegally through the appointment of acting authorities or by pressuring the board of appointments or other related authorities. Based on the findings of the assessment mission, there are also cases in which a person has been hired by the Administrative Reforms Commission or the Appointments Board but then has been rejected by the governor or related ministry.

viii. Vulnerabilities related to the legal framework

Evaluation results reveal that there are more than ten legal applicable documents such as laws, rules, regulations, procedures and and guidelines concerning the hiring process of civil servants.

Some of the vulnerabilities of these legal documents are as follows:

- Lack of a governmental and administrative performance law;
- The multiplicity of legal documents has caused confusion for employees and applicants and provides a favorable ground for exploitation;
- The following items in the *Labor Law* and *Civil Servants Law* can expose the process to corruption:
 - Hiring people without considering their former experience or relevant fields of expertise;
 - Including teachers in the civil service staff despite the many differences between teachers and civil servants; and
 - Not according any benefits of higher education certificates especially at the master's and doctorate levels.
- Although the legal framework of the process has penalties for violations they are not often implemented.

ix. Recommendations

- a. The *Law on the Basic Structure of the State* has been sent to the National Assembly and should be ratified.
 - **Responsible entity:** National Assembly of the Islamic Republic of Afghanistan
 - **Deadline:** Three months after the issuance of this report
- b. IARCSC in coordination with the Ministry of Justice and other related organizations should draft and process the *Administrative Performance Law*.
 - **Responsible entity:** Secretariat of the Council of Ministers
 - **Deadline:** Three months after the issuance of this report
- c. As mentioned the multiplicity of legal documents has caused confusion for the staff working in the recruitment process. IARCSC - in coordination with the Ministry of Labor, Social Affairs, Martyrs and Disabled and Ministry of Justice - should align the legal documents of the process with the constitution and *Basic Structure Law* in such a way that the shortcomings are eliminated.
 - **Responsible entity:** IARCSC, Ministry of Labor, Social Affairs, Martyrs and Disabled and Ministry of Justice
 - **Deadline:** Three months after the approval of the government's *Basic Structure Law*
- d. IARCSC as the responsible monitoring agency of the implementation of the *Civil Servants Law*, *Civil Service Law* and other legal documents of the recruitment process must identify individuals who violate the legal documents of the process and refer cases to the appropriate authorities.
 - **Responsible entity:** Administrative Reform Commission
 - **Deadline:** One month after the issuance of this report

- e. The Supreme Court should set up a specialized Administrative Court within its structure to address administrative cases, disputes and complaints.
 - **Responsible entity:** Supreme Court
 - **Deadline:** Six months after the issuance of this report
- f. The IARCSC should amend the *Civil Service Law* to reflect the following items:
 - i. Recruitment mechanisms for the IARCSC Commissioners changed in the *Civil Service Law* so that the transparency and impartiality of their recruitment process is guaranteed.
 - ii. The service period of Commissioners should not be more than two years and should be extendable once if necessary.
 - iii. The educational requirement of the Commissioners should be amended in the selection criteria from a bachelor's to a master's degree.
 - iv. A minimum of ten years of experience, five years of which must be in managerial and executive positions, should be required to be considered as a commissioner.
 - v. A variety of specialties of the candidates should be considered to ensure the Commissioners have expertise relevant to the many phases of the recruitment process.
 - **Responsible entity:** IARCSC
 - **Deadline:** Six months after the issuance of this report

IV. Organizational Structure and Human Resources Related to the Appointments Process

Eighteen individuals, including employees, unsuccessful job applicants, and civil service and human resources experts, were asked questions regarding the organizational structure and human resources issues of the recruitment process.

i. Sufficiency of human resources

On this topic 18 people were interviewed, of which six believed that the structure of the Commission is balanced. Eight respondents believed that with the growth in some offices there is not enough work for the number of staff, and the remaining four chose not to answer the question. The organizational structure of the Administrative Reform Commission is more similar to a ministry than a commission as eight units report directly to the Chairman.

The Appointments Board of the Administrative Reform Commission, General Directorate of Program Design and Management, Complaints Board of the Commission, Human Resource Departments of Ministries and Independent Agencies and deputy ministers (for Grade 1 and 2 positions) are involved in the recruitment process. The mission and other

information sources suggest that in some departments there are too many staff for the amount of work, and in others staff have to work overtime, often without remuneration.

ii. Knowledge and experience of staff

Of the 18 people interviewed, ten believed that the level of knowledge and experience of the process staff is appropriate; four believed that the employees need some more technical training; and four chose not to answer the question. Other information sources indicate that the employees can fulfill their responsibilities properly if they want to do so. From the perspective of the interviewees and participants of a roundtable held on April 17, 2013, however, most Commissioners should not be in their positions.

iii. Presence of terms of reference for staff

Of the 18 people interviewed, 16 believed that the term of references of the related employees are fair and balanced; one believed that the last item of the terms of reference can provide opportunities for heads of departments to mistreat staff; and one person chose not to answer the question. Data obtained from the evaluation of the terms of reference of employees indicates that they have been developed properly.

iv. Engagement and professionalism of staff

Of the 18 people interviewed, ten believed that the interest, honesty and commitment of the employees towards their duties is important; seven believed that in some organizations employees are not interested in performing their duties well; and one person chose not to answer the question. Information from various sources indicates that bribery most often takes place with those employees that have contact with job applicants.

v. Relationships among staff members

The following table shows the interviewee responses.

	Administrative relations between staff and managers				observations
		1	2	3	
1	Managers' trust of employees under them				poor =1 moderate =2 high =3
2	Ability to discuss work issues with directors				
3	Discussing work issues with employees and considering their advice and opinions				
4	Encouragement of employees by managers				
5	Participation of employees in office affairs				
6	Employees' interest in collective work				
7	Relationship between managers and middle -level employees				
8	Employees' relationships with managers				
9	Awareness of heads and managers of the problems of their subordinates				
10	Low-ranking employees' job initiative				
11	Middle and low-ranking employees' participation in setting goals and general planning of the organization				
12	Employees' trust in the goals and objectives of the organization.				
Note: The interviewees represent 13 different levels of employees, including general directors and experts.					

vi. Interactions with candidates

Of the 18 people interviewed, four believed that the conduct of the staff and Commissioners with the candidates was professional; three believed that the conduct of staff of some offices is not as professional as it should be; and one person chose not to answer the question. Both applicants and Commissioners claim that they are treated unprofessionally by the other party during the recruitment process.

vii. Job security

Of the 18 people interviewed, seven believed that the staff and Commissioners of the recruitment process have job security according to the law; seven believed that the Commissioners do not have any problem with job security, but other employees do; and four individuals chose not to answer the question.

viii. Solicitation of favors

Information obtained from various sources and interviews with district heads and provincial directors of some departments suggests that some Commissioners ask for favors from those that they appointed at certain posts.

ix. Vulnerabilities related to human resources

The evaluation results indicate that there are three parts of the Administrative Reform Commission that are involved in the recruitment process in addition to the ministries and independent directorates: the Appointments Board, the Independent Directorate of Program Design and Management and the Complaints Board of the Commission.

- The existence of many entities reporting to the Chairman of the Commission and many departments of the Administrative Reforms Commission being involved in the recruitment process has caused much confusion and inefficiencies in the process.
- The selection of participants for capacity-building programs seems to be based largely on personal relationships.
- The evaluation shows that many employees believe that their views are not respected by managers; that super-scale salaries are not merit-based; and that senior staff do not understand the problems faced by the general staff members.

x. Recommendations

- a. IARCSC should review its organizational structure and reduce the number of reporting agencies to the Chairman from eight to three or four.
 - **Responsible entity:** Administrative Reform Commission
 - **Deadline:** Three months after the issuance of this report
- b. The Chairman of the Administrative Reforms Commission should remove some of the directorates from its structure that overlap with the main departments and integrate them into similar directorates.
 - **Responsible entity:** Administrative Reform Commission
 - **Deadline:** Three months after the issuance of this report

- c. The Chairman of the IARCSC should prepare a list of the Commissioners whose service period has been extended more than once and submit it to the President of Afghanistan to appoint new individuals.
- **Responsible entity:** IARCSC
 - **Deadline:** Three months after the issuance of this report
- d. IARCSC should prepare and implement a mechanism to ensure fairness in the provision of scholarships and in-service training programs, especially those outside the country.
- **Responsible entity:** IARCSC
 - **Deadline:** Two months after the issuance of this report
- e. IARCSC should launch a self assessment to identify causes of employees' dissatisfaction and bring positive changes in the workplace.
- **Responsible entity:** Administrative Reform Commission
 - **Deadline:** Three months after the issuance of this report

V. De Facto Practices in the Appointments Process

i. Stages in the appointments process

The steps and hierarchy of the recruitment process of civil servants specified below are based on interviews with a wide spectrum of stakeholders and a sample employment file that covers the entire implementation process.

No	Phase	No. of steps
1	Preparation in the related ministry or agency	11
2	Proposal to the Appointment Board of the Administrative Reform Commission	7
3	Announcement	6
4	Collecting applications of the candidates	4
5	Prepare a short list of the competent candidates for competition	7
6	Addressing complaints of the applicants who were omitted from the short list	28
7	Conducting a supportive examination (if the number of the competent candidates are more than 5)	17
8	Addressing complaints of the applicants who have been omitted from the supportive examination (written)	28
9	Carry out interviews with short-listed candidates after supportive examination phase (written)	14
10	Addressing complaints of the applicants who have not been successful in the interview	28
11	Approval of the Commission Chairman and salary negotiation of related department with winner of the position	14
12	Official introduction of the winner to the related section	7

Note: The complete documented table of phases and steps can be found in attachment no. 1

Although the process is in accordance with the standards for the recruitment process in the Commission, each phase of it is subject to a variety of challenges and vulnerabilities. For example, shortlistings are usually based on relationships and nepotism; low salaries are often given to repel successful candidates; and candidates being interviewed are often not given the appropriate questions to answer.

The table below shows the most vulnerable stages of the appointment process based on the team's observations:

No.	Phases of the process	Vulnerability scale		Observations
1	Announcement and collecting applications	5.1	6 th grade	Stages of the process in terms of vulnerability have been graded in accordance with the votes reflected in the questionnaire
2	Short list	2	2 nd grade	
3	Conducting supportive exam (written)	2.3	3 rd grade	
4	Interview	1.6	1 st grade	
5	Addressing compliance	3.3	4 th grade	
6	Official introduction	4.3	5 grade	
Vulnerabilities in the above phases include bribery, using influence, nepotism and falsification of documents.				

ii. Undue influence

All 18 respondents suggested that the external influence of ministry officials, politicians and other powerful individuals is common in all phases of the recruitment process.

iii. Gifts

Many of those interviewed believed that candidates are often pressured to give gifts or bribes for consideration in the process. Also, despite the fact that some professional training courses have been held, respondents believed that the staff could use more awareness of corruption and unethical behavior.

iv. Conflicts of interest

Although the interviewees had mixed opinions on this issue, the VCA Unit observed the inappropriate hiring of relatives and those with the same political or ethnic affiliations as their recruiters.

v. Differences in the scoring of candidates

Despite the existence of answer and scoring keys, most respondents believed that the members of the interview panels score interviewees based on their preference or dislike of particular candidates. Approximately 200 cases related to scoring differences have been considered by the Complaints Board.

vi. Vulnerabilities to corruption

Below are some activities of the process that are most vulnerable to corruption:

- The process is unnecessarily long and complicated;
- The monitoring mechanisms of the process are insufficient;
- The lack of a limit on extensions of the Commissioners is a vulnerability;
- The interview process is not transparent and allows for subjective evaluations of candidates; and
- The unjustified influence or interference in the appointment process by some of the ministries and high-ranking officials.

vii. Recommendations

- a. IARCSC should identify and address time-consuming and complicated procedures
 - **Responsible entity:** IARCSC
 - **Deadline:** Six months after the issuance of this report
- b. The leadership of the Administrative Reforms Commission should identify and take legal actions against officials suspected of being biased and taking bribes in the appointment process.
 - **Responsible entity:** IARCSC
 - **Deadline:** Three months after the issuance of this report
- c. The Administrative Reforms Commission should improve the interview scoring mechanism to minimize the effect of subjective preferences in the scoring of interviewees.
 - **Responsible entity:** IARCSC
 - **Deadline:** Three months after the issuance of this report
- d. The Civil Service Institute should include compulsory modules on ethical conduct and customer service for all civil servants.
 - **Responsible entity:** IARCSC
 - **Deadline:** Three months after the issuance of this report

VI. Information Management in the Appointments Process

i. Current practices

Of the 18 people interviewed, most believed that the system is regulated and working properly. Other sources, however, suggest that there is no electronic system to process and maintain documents and information. There is no unified human resources information system despite the Commission being tasked with creating one many years ago.

Despite improvements made to the system, it is still possible to change scores and records in the current system.

ii. Information security

Most people chose not to answer the questions on this topic, but of those that did, most believed that the documents are secure and protected. Despite these answers, the mission found that most governmental agencies lack proper document and information management systems, which often leads to files being lost and retirements and promotions not being properly processed. In the recruitment process, files are often lost, leading to the disqualification of many candidates.

iii. Recommendations

- a. IARCSC should create an electronic document and information management system to ensure the safety and integrity of the documents.
 - **Responsible entity:** IARCSC
 - **Deadline:** Three months after the issuance of this report
- b. IARCSC in coordination with the MOCIT shall create an electronic document and information management system that integrates all the human resources systems of the government agencies under its cover.
 - **Responsible entity:** IARCSC
 - **Deadline:** One year after the issuance of this report

Sources

- *Labor Law*
- *Civil Servants Law*
- *Civil Service Law*
- Civil Service Regulation on the Arrangement of Positions
- Code of Conduct of Civil Servants
- Appointments Procedures for Civil Servants
- Executive Directive for Provincial Civil Service Employment
- Procedures for monitoring the appointment phases of civil service employees
- Complaints procedures of civil servants
- A full sample case that covers the working process from beginning to end
- Exclusive interviews with officials and IARCSC Commissioners
- Interviews with experts, managers and associated heads of departments of the recruitment process in the Administrative Reform Commission
- Interviews with human resources directors of some ministries and independent agencies
- Interviews with successful and unsuccessful applicants of the hiring process
- Interviews with human resources experts in civil society
- Roundtable with human resources professionals, heads of human resources departments, staff involved in the recruitment process and successful and unsuccessful candidates of the appointment process (17 April 2013)
- Website of the IARCSC: www.iarcsc.gov.af
- Website of the General Directorate of Program Design and Management: www.afghanexperts.gov.af

Annex

Working procedure of the recruitment process in the IARCSC		
Basis	This process has been prepared based upon the oral explanation of managers of different levels involved in the recruitment process and a completely-processed sample file.	
Goal	Identifying vulnerabilities of the civil service staff recruitment process to corruption and providing recommendations with the purpose of improving the process.	
Stage	Stages and steps	Entity in charge of the process
1st stage: Preparation at the level of Ministry or related entity		
1	Evaluation of the necessity to create a post	Related department
2	Determining a position and the status of a post in the organizational structure	Related Office and Human Resource Department
3	Approval and agreement of the minister	Minister
4	Proposal to the commission about creating the post	Human Resource Department of the Ministry/related institution
5	Preparing TORs and requirements of post	Human Resource Department of the Ministry/relevant office and Public Administration Reform Department/Commission
6	Agreement of the commission about the creation of the post and its TOR	Administrative Reform Commission
7	Forwarding the proposal to the Office Of Administrative Affairs for the approval of the President	Related institution
8	Approval and signing of the President in the proposal	The President
9	Registration of the President's Decree in the decree registration book and dispatching of approval of the President to the Ministry/related institution	Office Of Administrative Affairs and Council of Ministers Secretariat
10	Presenting it to the Ministry of Finance to include it in the budget	Department of Finance and Administration of the Ministry/related institution
11	Approval by the Ministry of Finance and its inclusion in the national budget	Ministry of Finance
2nd stage: proposal to Appointment Board of IARCSC and its insertion in the working plan of the board		
12	Preparing proposal letter to the Administrative Reform Commission	Human Resource Office of the Ministry/related institution
13	Signature of Minister in the letter	Minister/ head of the related institution
14	Recording and registration of the letter in the book of issuing letters	Communication and Documentation Directorate of the Ministry/related institution
15	Delivery of the letter to the Administrative	Communication and Documentation

	Reform Commission	Directorate of the Ministry/related institution
16	Inscription and registration of the letter in the incoming letter book of the Commission	Documentation and Communication Directorate of the Commission
17	Approval by the general director of the Appointment Board of the Commission and referral to the Affairs Management Committee	Chairman of the Appointment Board
18	Acceptance by the Affairs Management Committee and evaluation of the details of the letters and its appendixes	Related Committee of the Appointment Board of the Commission
3rd stage: Announcement Stage		
19	Dispatch of formal notice attached with the letter and TOR of the post to the Statistics Office of the Board	Affairs Management Committee of the Appointment Board of the commissions
20	Registration of the information in accordance with the TOR in the form of the documents of appointment control for announcement	Statistical Office of the Civil Service Appointment Board
21	Dispatch of notification to written, audio and video media with the purpose of announcement and advertisement	Statistical Office
22	Publication of vacancy announcement	Department of Media
23	Clipping the announcement and preserving its sample	Statistical Office/Appointment Board
24	Dispatch of documents to the Documents Review office	Statistical Office
4th stage: Collection of applications of the applicants		
25	Distribution of application forms to the applicants	Documents Review Directorate
26	Collection of the applications of applicants	Documents Review Office
27	Organizing files and arranging all the applications in folders and sending them to the Affairs Management Committee with a table of Applicants	Documents Review Office
28	Evaluation of the documents and written offer to the Office of the Board with the intention of determination a short list	The Affairs Management Committee
5th stage: Determination of the qualified candidates for inclusion in the competition (short list).		
31	Appointment of short list by the Chairman of the Board and dispatch to the Affairs Management Committee	Appointment Board Chairman
32	Inform the mission about the directions of the board chairman	The Affairs Management Committee
33	Notification to the short-listed candidates' relevant institution in order to introduce a representative for short-listing	The mission who makes the short list

34	Introduction of a representative by Ministry/relevant institution to participate in the short-list session	Ministry/relevant institution
35	Holding the session and assessing applications and biographies of applicants and the insertion of related information in the form for recording short-listed candidates	The mission who makes the short list (commissioner and expert)
36	Signature by the members of the short-listing mission in the form	Mission assigned to make short-list
37	Notification to candidates of their right to submit a formal complaint	Relevant Committee
6th stage: Addressing complaints of the applicants who were omitted from the shortlist		
38	Submitting list of complainants to the Board of Hearing Complaints and the inscription of the letter of complaints in the form allocated for complaints and its delivery to the Analysis Office of the Board for evaluation	The applicant
39	Presenting complaint to the Directorate of the the Board with the intention of taking further steps	The Office of Analysis and Overview of Experts
40	Confirmation of the board's commissioner with the intention of registration and processing the complaints	Commissioner/Director of the Board of Hearing Complaints
41	The entry and registration of the complaints in the Administrative Office	Head of Analysis and Overview
42	Complaints of the candidates to be registered	Administrative Office
43	Study and overview of complaints by the experts of analysis and Overview Office of the Complaints Board	Experts of the Analysis and Overview Office
44	Preparation of letter by the experts of analysis and Overview Office demanding documents of the complainer from the Appointment Boards	Experts of the Analysis and Overview Office
45	Signature of the Head of Analysis and Overview Office in the draft letter	Experts
46	Signing the letter by the Chairman of the Board	Chairman of the Board
47	Registration of letter in the book of issuing letters and dispatch to the Appointment Boards	Documentation and Communication Office of the Complaints Board
48	Registration of letter in the letter reception book of the Appointment Board and providing letter to the Chairman of the Board	Documentation and Communication Office of the Appointment Board

49	Referring the Chairman of the Board to the relevant committee so as to send the demanded documents to the Board of Hearing Complaints	Chairman of the Board
50	Preparation and dispatch of documents attached with a formal letter to the complaints board	Relevant committee
51	Entry and registration of the letter in the letter reception book of the Board of Hearing Complaints and its submission to the Chairman of the Board	Administrative Office
52	Confirmation and referral of documents to the Office of Analysis and Overview	Chairman of the Board of Hearing Complaints
53	Study and overview of documents by experts and preparing the assessment report to the members of the board	Experts of the Board of Hearing Complaints
54	Confirmation by the Head of Analysis and Overview Office	The Head of Analysis and Overview Office
55	Holding the decision-making meeting of the board	The Commissioner of the Board of Hearing Complaints
56	Preparation of resolution of the meeting	Experts of analysis and Overview Office
57	Confirmation of the resolution and the signature of the board members	The Commissioners of the Board of Hearing Complaints
58	Registration and inscription of the resolution in the registration book for draft minutes	Administrative Office
59	Preparation of formal letter in order to notify the Appointment Board about the resolution of the Board of Hearing Complaints	Experts of analysis and Overview Office
60	Confirmation signature of the Director of Analysis and overview in the draft of the letter	Head of Analysis and Overview Office of the Board of Complaints
61	Signing the letter by the Chairman of the Board	Chairman of the Board of Hearing Complaints
62	Registration of the letter in the book of issuing letters and its dispatch to the Appointment Board attached with the decision letter of the board	Head of Administrative Office of the Board of Hearing Complaints
63	Registration of the letter in the letter reception book and submitting it to the Chairperson of Appointment Board	Head of Administrative Office of the Appointment Board
64	Confirmation and submitting the letter to the mission obliged to make the short list with the purpose of enforcing the decision of the Board of Complaints	Chairman of the Appointment Board

65	Finalizing short list considering the decision of the Board of Complaints	Mission obliged to make short list
7th stage: Holding supportive exam (on the condition that the qualified candidates are more than 5 persons)		
66	Proposal of the committee to the Director of the Appointment Board based on launching a supportive exam for those short listed	Appointment Committee
67	Appointment of the Supporting Exam Mission by the Chairman of the Board and directing it to the Committee of Organizing Affairs	Chairman of the Appointment Board
68	Summons of the short-listed candidates to the supporting exam	Appointment Committee
69	Preparation of a formal invitation letter to Ministry/relevant institution signed by the Chairman of the Board/Executive Director of the Board	Executive director of the board
70	Registration of the letter in the book of issuing letters and dispatch of invitation letter to the examination mission from Ministries/institutions and the Commission	Ministry/relevant institution
71	Fixing the date for launching the exam with the agreement of the members of the examination mission from the Commission and Ministries/institutions	Appointment Committee
72	Assembling of the candidates and members of the mission where the exam is to be launched	Appointment Committee
73	The preparation of a questionnaire (questions) where the exam is to be launched with the approval of the examination mission	Appointment Committee
74	Printing and distribution of questionnaires for the candidates	Appointment Committee
75	Answering questions by candidates and monitoring the examination procedure by the examination mission	Applicants and Appointment Committee
76	Collecting answer sheets and the name clips of the candidates from the answer sheets	Appointment Committee
77	Sealing the answer sheets in the specific envelopes	Appointment Committee
78	Assessment of answer sheets and their scoring by the examination mission in a separate meeting	Appointment Committee (the obliged mission)
79	Applying code numbers to the answer sheets and the annexation of cutting paper to the answer sheet	Appointment Committee

80	Gathering of scores	Appointment Committee
81	Signature of the examination mission in the score forms	Appointment Committee
82	Declaration of the results of the examination to the applicants and providing them the opportunity to complain in case they are not satisfied with their scores	Appointment Committee
8th stage: Addressing complaints of the applicants omitted from the supporting examination (written)		
83	Consultation of the Board of Hearing Complaints by the applicants and the inscription of the complaint letter in the form allocated for complaints and its simultaneous submission to Office of Analysis and Overview of the Board	Applicants
84	Presenting the complaint letter to the Office of the Board	Experts of analysis and Overview Office
85	Confirmation of the commissioner of the board with the purpose of registration and processing of the complaint	Commissioner/Chairman of the Board of Hearing Complaints
86	Referral of the Office of Analysis to the Administrative Office with the intention of the registration of complaint letter	Head of Analysis and Overview Office
87	Recording and registration of the complaints of candidates	Administrative Office
88	Study and overview of complaint by the Experts of analysis and Overview Office of the Board of Hearing Complaints	Experts of analysis and Overview Office
89	Preparation of a letter by the experts of the Office of Analysis and Overview calling for the documents from Appointment Board	Experts of analysis and Overview Office
90	Signature of the Director of Analysis and Overview in the draft of the letter	Experts
91	Putting the signature in the letter by the Chairman of the Board	Chairman of the Board
92	Registration of the letter in the book of issuing letters and its dispatch to the Appointment Board	Documentation and Communication Office of the Board of Hearing Complaints
93	Recording and registration of the letter in the letter reception book of the Appointment Board	Documentation and Communication Office of the Appointment Board
94	Sending demanded documents to the Board	Chairman of the Appointment Board

	of Hearing Complaints	
95	Preparation and dispatch of documents annexed with a formal letter to the Board of Complaints	Relevant committee
96	Registration of the letter in the letter reception book of the Board of Complaints and presenting it to the Chairman of the Board	Administrative Office
97	Confirmation and turning of the documents to the Office of Analysis and Overview	Chairman of the Board of Hearing Complaints
98	Study and overview of documents by the experts and preparation of assessment report to the members of the board	Experts of the Board of Hearing Complaints
99	Confirmation by the Director of Analysis and Overview	Head of Analysis and Overview Office
100	Holding decision-making meeting of the board	Commissioners of the Board of Hearing Complaints
101	Preparation of the resolution of the meeting	Experts of Analysis and Overview Office
102	Confirmation of the resolution and its signing by the members of the board	Commissioners of the Board of Hearing Complaints
103	Registration and insertion of the resolution in the book of draft paper for discussion (draft minutes) and registering	Administrative Office
104	Preparation of formal letter in order to notify the Board of Appointment about the resolution of the Board of Hearing Complaints	Experts of the Analysis and Overview Office
105	Confirmation signature of the Director of Analysis and Overview in the draft of the letter	Director of Analysis and Overview of the Board of Complaints
106	Signing the letter by the Chairman of the Board	Chairman of the Board of Hearing Complaints
107	Registration of the letter in the book of issuing letters and its dispatch to the Appointment Board annexed with the decision letter of the board for next steps	Head of Administrative Office of the Board of Hearing Complaints
108	Registration of the letter in the letter reception book and submitting it to the Chairperson of Appointment Board	Head of Administrative Office of the Appointment Board
109	Confirmation and turning the letter to the mission obliged to short list with the purpose of enforcing the decision of the Board of	Chairman of the Appointment Board

	Complaints	
110	Finalizing the short list according to the decision of the Board of Complaints	Mission obliged to make short list

9th step: Conducting interviews with the short-listed candidates after the phase of supportive exam (written)		
111	Proposal of the Committee on decision to hold an interview with the Chairman of the Appointment Board	Appointment Committee
112	Appointing the mission for interview by the Chairman and turning it to the Affairs Management Committee	Chairman of the Appointment Board
113	Notification of the Affairs Management Committee to the Appointment Committee for interviews	Affairs Management Committee
114	Dispatch of summons of the candidates who have been short-listed after the phase of training exam	Appointment Committee
115	Preparation of a formal invitation letter to Ministry/relevant institution signed by the Chairman of the Board/Executive Director of the Board	Executive Director of the Appointment Board
116	Registration of the letter in the book of issuing letters and dispatch of invitation letter to the examination mission from ministries/institution and the commission	Administrative Office
117	Fixing the date for interviews with the agreement of the members of the examination mission from the Commission and ministries/institutions	Appointment Committee
118	Assembling of the members of the interviewer group and candidates in the interview room	Appointment Committee
119	Instant preparation of interview questionnaire (questions) in the interview room with the approval of the members of the mission for examination	Members of the assigned mission
120	Conducting interviews with the candidates	Members of the assigned mission
121	Preparing the interview documents	Appointment Committee
122	Communication of recruitment process results to the Chairman of the Board with the purpose of decision making and finalizing	Appointment Committee
123	Confirmation of missions' performance by the Chairman of the Board	Chairman of the Appointment Board

124	Notification to candidates on the results of the exam and providing the opportunity to complain in case they are not satisfied with the scores	Appointment board-related Committee
10th stage: Addressing complaints of the unsuccessful applicants in the interview		
125	Turning of applicants to the Board of Hearing Complaints and inscription of the letters of complaint in the form allocated for complaints and simultaneously submitting it to the Office of analysis and Overview of the Board	Applicant
126	Presentation of complaint to the Office of the Board with the purpose of further steps	Experts of the Analysis and Overview Office
127	Confirmation of the commissioner of the board with the purpose of registration and processing of the complaint	Commissioner/the Chairman of the Board of Hearing Complaints
128	Registering complaint with the Administrative Office	Head of Analysis and Overview Office
129	Registration and recording of the complaints of applicants	Head of Administrative Office
130	Study and overview of complaints by the Experts of the Analysis and Overview Office of the Board of Hearing Complaints	Experts of the Analysis and Overview Office
131	Preparation of letter by the Experts of the Analysis and Overview Office demanding the related documents of the complainer from the Appointment Boards	Experts of the Analysis and Overview Office
132	Confirmation signature of the Head of the Analysis and Overview Office in the draft of the letter	Experts
133	Signing the letter by the Chairman of the Board	Chairman of the Board
134	Registration of the letter in the book of issuing letters and its dispatch to the Appointment Board	Office of Documentation and Communication of the Board of Hearing Complaints
135	Recording and registration of the letter in the letter reception book of the Appointment Board	Documentation and Communication Director of the Appointment Board
136	The sending of demanded documents to the Board of Hearing Complaints	Chairman of the Appointment Board
137	Preparation and dispatch of documents attached with a formal letter to the Board of Complaints	Relevant committee
138	Registration of the letter in the letter reception book of the Board of Hearing Complaints and presenting it to the Chairman of the Board	Administrative Office
139	Confirmation and submitting of the documents to the Office of Analysis and	Chairman of the Board of Hearing

	Overview	Complaints
140	Study and overview of documents by the experts and preparation of assessment report to the members of the board	The experts of the Board of Hearing Complaints
141	Confirmation and approval by Head of Analysis and Overview Office	Head of Analysis and Overview Office
142	Holding decision-making meeting of the board	The Commissioners of the Board of Hearing Complaints
143	Preparation of the resolution of the meeting	Experts of the Analysis and Overview Office
144	Confirmation of the resolution and its signing by the members of the board	The Commissioners of the Board of Hearing Complaints
145	Registration and inscription of the resolution in the registration book	Administrative Office
146	Preparation of formal letter in order to notify the Board of Appointment about the draft minutes of the Board of Hearing Complaints	Experts of the Analysis and Overview Office
147	Written confirmation by the Head of Analysis and Evaluation Office in the minutes	Head of Analysis and Overview Office of the Board of Complaints
148	Signing the letter by the Chairman of the Board	Chairman of the Board of Hearing Complaints
149	Registration of the letter in the book of issuing letters and its dispatch to the Appointment Board annexed with decision letter of the board for next steps	Administrative Office of the Board of Hearing Complaints
150	Registration of the letter in the letter reception book and submission to the Chairperson of Appointment Board	Administration Office the Appointment Board
151	Sending written notice to the assigned mission in order to impose the Complaints Board Decision	Chairman of the Appointment Board
152	Finalizing of the results taking into consideration the decision of the Board of Complaints	Mission obliged to make short list
11th stage: Approval by the Chairman of the Administrative Reform Commission and the negotiations of the institution with the winner of the vacancy about salary		
153	Preparation and presentation of formal notice to the Appointment Board about the winner	Second committee of selection
154	Confirmation and permission of the further processing to the Administrative Office about the winner of the post	Relevant department
155	Dispatch of offer to the successful candidate about the privileges of the post	Relevant department
156	Confirmation or rejection of the offer by the winner of the post and possible negotiations with the successful candidate	Applicant for the post

157	Finalizing and assurance that the winner is going to occupy the post	Relevant department
158	Preparation of the proposal to the President based on the approval of hiring the winning candidate	Executive Directorate of the Board/Directorate of Program Design and Management
159	Signature of the Chairman of the Commission	Chairman of the Commission
160	Registration of the proposal letter in the book of issuing letters and its dispatch to the President	Secretariat of the Commission
161	Registration of the proposal in letter reception book of the Office of Administrative Affairs	Office of Administrative Affairs and Council of Ministers Secretariat
162	Preparation of the text for the approval of the President	Office of Administrative Affairs and Council of Ministers Secretariat
163	Signature of the President	President
164	Submission to the Documentation and Communication Office	Office of Administrative Affairs and Council of Ministers Secretariat
165	Registration of the presidential decree in the official book of warrants	Office of Administrative Affairs and Council of Ministers Secretariat
166	Dispatch of decree of the president to the commission	Office of Administrative Affairs and Council of Ministers Secretariat
12th stage: Formal introduction of the winner to the relevant section and the occupation of the position by the person		
167	Registration and entry of the warrant in the letter reception book	Administrative Office/Executive Directorate of the Board
168	Preparation of the appointment letter by the Executive Directorate of the Board	Administrative Office of the Executive Directorate
169	Signature of the Executive Director in the draft of the letter	Executive Director of the Board
170	Signature of the Appointment Board Chairman	Chairman of the Appointment Board
171	Registration of appointment letter in the letter issuing book of the commission and its dispatch to the ministry/relevant institution	Administrative Office/Executive Directorate of the Board
172	Formal introduction of the winner to the relevant office or section	Ministry/relevant institution
173	Occupation of the vacancy of position	Winning candidate
Closure of the appointment process		