



## Press Release

### **Second Quarterly Monitoring Report: Human Resources Management Processes of MoE Are Vulnerable to Corruption**

*Kabul, Afghanistan – November 6, 2018:* During the second quarter of monitoring implementation of MEC recommendations in the “Ministry-wide Vulnerability to Corruption Assessment (MVCA) of the Ministry of Education”, published on October 26, 2017, no additional recommendations out of the total 113 were determined to be fully implemented.

In this quarter of monitoring, two further recommendations have been achieved up to 50%, making a total of 14 recommendations 50% achieved since the assessment was published. These recommendations include, involving local Civil Society Organizations (CSOs) in active monitoring and oversight of teacher recruitment, revision of the curriculum framework and drafting competencies and syllabuses based on the new curriculum framework.

Conversely, 16 recommendations were considered as fully implemented in the first quarter of monitoring. The recommendations that MEC has determines to be fully implemented in the first quarter of monitoring are mainly related to the Independent Administrative Reform and Civil Service Commission (IARCSC)’s recruitment of teaching positions, with a small number of recommendations directly related to MoE actions. Progress against the recommendations includes transparency measures such as announcing all positions through online, receiving online applications, digitalizing recruitment, and announcing the list of applicants and shortlisted candidates.

Also, in the second quarter of monitoring, eight recommendations out of 113 have been achieved up to 25%. These include the alignment of Teacher Training College (TTC) graduates to fit local market conditions; establishing a Complaints Handling System (CHS) (by IARCSC); conducting training to improve the quality of data in the Education Management Information System (EMIS); increasing the number of auditors inside MoE by 10%; developing the MoE Anti-Corruption Plan; and digitizing the issuing of 12th grade diplomas. For example, in the 2nd quarter of monitoring, MoE reported that the issuing of certificates for grade 12 graduates by the Kabul City Education Department was 100% digitized.

In this second quarter of monitoring, work and/or study has begun on 44 recommendations while no action has been taken on six out of 113 recommendations. 25 recommendations out of 113 are pending for future implementation.



### Human Resources Management Processes in MoE

The MEC MoE MVCA highlighted that Human Resource Management (HRM) was one of the area's most vulnerable to corruption in MoE. One of the biggest challenges is that the creation of new MoE teaching positions is not being done based on each Provincial Education Department's (PED) organizational needs. This means that the organizational structure (Tashkil) of the PEDs is not based on the number of teachers, students and schools in the provinces.

Although the recruitment of permanent positions has been shifted to the IARCSC, contracted and related short term positions are recruited through provincial entities which allows for greater vulnerabilities to corruption in this area. For example, HR Managers in the PEDs MEC visited during the second quarter monitoring period reported contradictory orders from MoE leadership based on pressure from MPs.

MEC's research into teachers' performance evaluations has found that comprehensive and meaningful teacher performance evaluations are not being done. Some teachers are unaware, altogether, of the existence of a teacher performance evaluation process. Other teachers know about the process, but have had a negative experience of this with no follow up.

Furthermore, MEC's findings show that there are vulnerabilities and challenges regarding identifying eligible employees for retirement and also regarding processing retirement. The MoE cannot verify how many of its employees are eligible for retirement within a given year, in part, because not all of MoE employees' personnel files have yet been digitized and therefore are not registered in the Human Resources Management Information System (HRMIS).

Overall, due to the poorly implemented HRMIS system, HR processes are very lengthy and time consuming. This paves the way for confusion and corruption. In addition, MoE's GDHR department does not deny losing teacher personnel files during processing.

In addition, during the second quarter of monitoring, the PEDs MEC visited reported a range of ongoing concerns including: a lack of textbooks, teachers, and professionally qualified teachers; lack of school buildings; insecurity, student absenteeism; and illegal interferences of MPs and local powerbrokers in education affairs.

MEC expects the MoE to accelerate the process of implementation of MEC recommendations in the coming quarters, alongside implementation of their comprehensive Reform Plan.