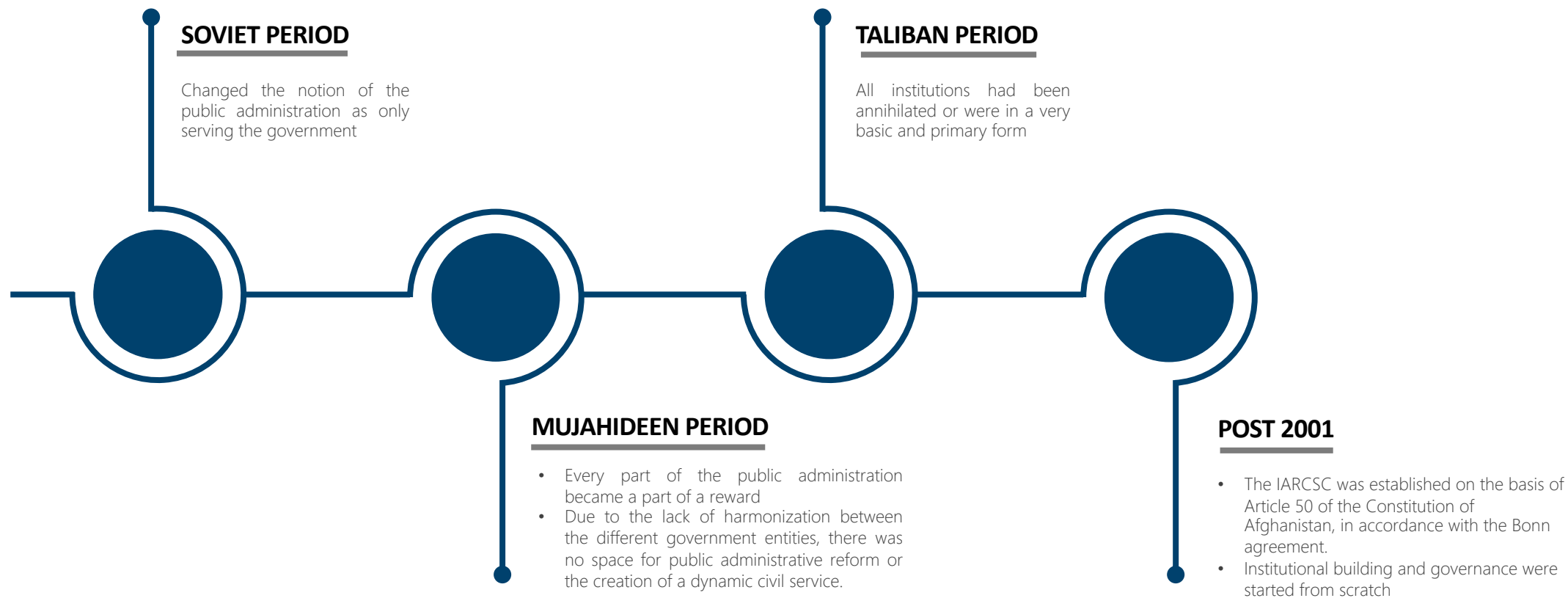

*Rethinking Leadership in Public Administration:
Challenges and Prospects for the Post-Soviet Countries*

An Overview to the Experiences of Afghanistan

Transformation Phases

Historically, development of a functional Public Administration in Afghanistan has been impacted by different events:



Initial Reform Period (2003-2017)

Priority restructuring and reform programme (PRR)

1. A new legal framework for the civil service;
2. Improved personnel management;
3. Streamlining the institutions and functions of government;
4. Improved financial management, accountability processes, and procedures;
5. Better policy management and central government mechanisms;
6. Administrative efficiency; and
7. Better physical infrastructure.

Public administration reform programme (PAR)

Comprised of five Pillars:

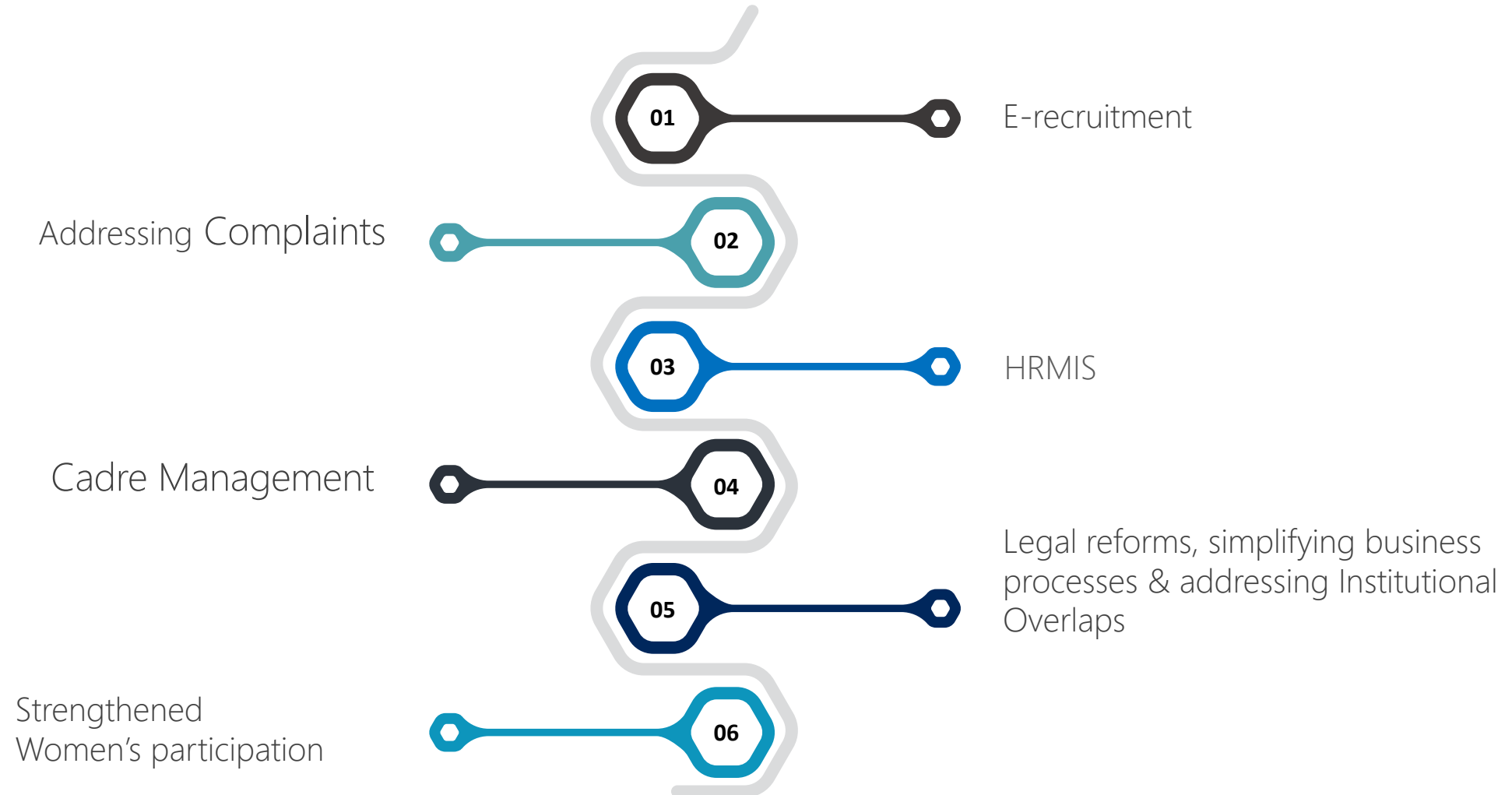
1. Administrative reform;
2. Salaries and incentives;
3. Civil service management;
4. Ensuring and expanding merit-based appointments;
5. Capacity enhancement.

Pay and grading (P&G)

To help the civil service ministries have:

1. Better organizational structures,
2. Remove any duplications and overlaps in functions
3. Improve the efficiency and effectiveness in the performance of ministries.

Recent Reforms (2017 Up to date)



Way Forward

- An efficient public administration that facilitates our economic growth and the Afghanistan National Peace and Development Framework (ANPDF) goal of self reliance
- An accountable, professional, inclusive and diverse civil service that is responsive to the country's development needs.