In the Name of God, the Most Merciful, the Most Compassionate

Selected Activities of the Ministry of Industry, Mine and Trade in the Area of Enhancing Administrative Integrity and Fighting Corruption

Compiled by:
The Office of Performance Measurement and Responding to Complaints

This book has been compiled at the "Office of Performance Measurement and Responding to Complaints" and the "Bureaucratic Reconstruction and Development Center" of the Ministry of Industry, Mine and Trade on the occasion of The 13th Conference of the Asian Ombudsman Association (AOA) which will be held at Tehran, Islamic Republic of Iran from 7 to 10 October 2013. It is the result of the efforts made in particular by Mr. Mohammadreza Abdollahi, Dr. Leila Habibi, Ms. Akram Ghaffarzadeh, and Mr. Hassan Ghasemifard.

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No part of this publication shall be used in any way except through reference to the original work.

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The Supreme Leader of the Islamic Republic of Iran:

The high ranking authorities, the three branches, from the leader himself to each and every official and authority, shall all be accountable. Accountable to what they do, accountable to what they say and to what they decide. This is the true meaning of accountability. This is an Islamic Fact, which shall be abided by all.
The President of the Islamic Republic of Iran:

On corruption, apart from regulatory bodies which are doing their jobs and the government is working with them, two important tasks should be done:

1. Proper flow of information: All state agencies are obligated to inform the public on all their financial activities, even those projects that are performed out of bidding. The information should be fully transparent, because the proper flow of information and transparency prevents many corruptions. The corruptions also are prevented by the formation of E-Government.

2. Media Freedom: Freedom of the media is an important factor in preventing corruption, including the newspapers, websites and national media.

Retrieved from: Speech by Dr. Hassan Rohani Jam-e-Jam TV network, IRIB, political Sec (92/3/10).
The Minister of Industry, Mine and Trade:

"May God bless Prophet Mohammad and his Progeny"

The ancient Iranian nation enjoys national and religious fundamental beliefs and attitudes, all of which condemn corruption as an ugly phenomenon and have always emphasized on fighting against it. However, we are witnessing that in some cases, the prevalence of corruption in the society is impeding the social and national progress and involves expenses for the country and ultimately for the people.

As defined by the World Bank and Transparency International, corruption is the abuse of public authority in order to gain personal benefits. According to the definition, decreased respect for the law, reduced productivity, reduced opportunities for healthy advancement of individuals, institutions and organizations, wasting of national resources through undermining the government policies against the interests and goals of the majority, are among the major implications of corruption.

Hence is the exigency and relevance of fighting corruption, which has its particular
mechanisms and requirements, including in short: ensuring transparency in laws and regulations, timely and decisively addressing factors causing disorders, minimizing administrative procedures and expediting responding processes, automation of processes, job rotation in accordance with the expertise of the employees, paying special attention to payments and bonuses, as well as careful and effective application of a just system of reward and punishment. All these are addressed in detail in the coming chapters.

Accordingly, taking account of the great importance of this issue, the Ministry of Industry, Mine and Trade which is a key ministry for the country's economy with a variety of critical missions and legal duties, has taken the Eight-Article Decree of the Supreme Leader of the Islamic Republic of Iran as its hallmark in fighting corruption, and has endeavored to exemplify the implementation of the Act on Administrative Integrity Enhancement and Fighting Corruption in the Government, and with God almighty's blessings act in accordance with Verse 188 of Surah Al-Baqarah of the Holy Quran which states that: "And do not consume one another's wealth unjustly or send it [in bribery] to the rulers in order that [they might aid] you [to] consume a portion of the wealth of the people in sin, while you know [it is unlawful]."

Mohammad-Reza Nematzadeh
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Enhancing Administrative Integrity and Fighting Corruption

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2. Knowledge Management System of Ministry of Industry, Mine and Trade
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7. SHABAB Project
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Trade Promotion Organization of Iran
Introduction

It is now twelve years since the Supreme Leader of the Islamic Republic of Iran issued a historical Decree regarding the “Fight against Corruption”. Throughout this period the issues of administrative integrity enhancement and fighting corruption have been among the major concerns of the Iranian high ranking officials and the Heads of the three Branches of Government.

Due to the strategic position it has in the economy, and in particular in trade and industry sectors of the country, securing and enhancement of administrative integrity and fighting corruption enjoy the highest importance in Industry, Mine and Trade Ministry. Various measures have been adopted in the Ministry in order to materialize administrative integrity and suppress as well as eradicate corruption, and the present book has endeavored to elaborate on the relevant knowledge and practical achievements of the Ministry. It has a multi-dimensional approach to administrative integrity and anti-corruption measures in the Ministry of Industry, Mine and Trade. On the one hand administrative integrity enhancement models and numerous activities such as those carried out in the framework of establishing the “Administrative Integrity
Enhancement Committee”, and the formulation and implementation of a performance improvement (management) cycle model for administrative enhancement programmes have been discussed; and on the other, regulations and guidelines, types of management, goal settings and practices, data, mechanisms, and information and communication technology based systems and have been studied. This kind of approach is certainly resulted from the great importance his Excellency Mr. Minister attaches to the issue specific, and which has been realized through efforts and hard work of the deputy ministers, managers and employees of the Ministry.

We would here like to thank the cooperation of all those who participated in the production of this collection, in particular Mr. Mohammadreza Abdollahi, Dr. Leila Habibi, Ms. Akram Ghaffarzadeh, Mr. Ghasemi fard, Mr. Lavasani and other managers and Staff of the Ministry of Industry, Mine and Trade and affiliated organizations and companies. The efforts of the Public Relations Department and Commercial Printing and Publishing Company are also appreciated.
On 30 April 2001, Ayatollah Khamenei, the Supreme Leader of the Islamic Republic of Iran issued an important decree, calling on the heads of executive, Legislative and Judiciary branches to stage a comprehensive and well-organized combat against financial and economic corruption. The decree reads as follows:

“In the Name of God, the Most Merciful, the Most Compassionate Excellencies, the Heads of the Three Branches of Government,

The establishment of the Anti-Corruption Headquarters and drawing up of the Anti-Corruption Plan by the Executive and Judiciary Branches augur well for the firm resolve of the authorities to take action on a matter that is vital and fundamental to our country. A government that takes pride in making the alawi system of governance an exemplary model, must consider bridging of the wide gap with that ideal situation as its foremost duty. Achieving this ideal requires sincerity and an unshakeable resolve. The Islamic Republic of Iran that has no purpose and philosophy other than serving the people and raising the flag of Islamic justice must not waver, must embrace alawi conduct and justice, and must rely on divine assistance and support of the people who appreciate justice and fairness.
The designation of this year as the year for alawi conduct provides a good opportunity for you dear brothers to impart a fresh momentum to the efforts made over the past recent years in bringing righteousness and improving the health of the government. Your united efforts and solidarity will brighten up the horizons before the eyes of this noble and faithful nation.

Our country is longing for healthy economic activities, creation of employment opportunities for the youth and reliable investments. This requires an environment in which the investors, industrialists, farmers, pioneers in science and technology, seekers of employment and other segments of the population feel secure and trust the government and the integrity and honesty of the officials.

If the hands of the corruptors and abusers of power are not cut off from the resources of the government and if those who seek special unwarranted privileges and those who are exclusivists are not rejected, the investors, producers, entrepreneurs and seekers of employment would be disappointed and feel insecure, and some will be tempted to use illegitimate and unlawful means.

Drying the roots of financial and economic corruption and firm and decisive action in this field requires multifaceted action by the three branches of the government, especially the executive and judiciary. The Executive Branch should prevent financial corruption from happening and growing by discharging its supervisory functions on a more organized, precise and unbiased basis. The Judiciary Branch should remove from the path of the advancement of our nation the criminal treacherous elements by seeking the help of its experts and untainted and resolute judges. Needless to say, the role of the Legislative Branch in passing legislations that would facilitate applying the force of the law and its supervisory functions is very important and efficacious.

There are a number of points that I would like to bring to your attention and those who are a part of the campaign against financial corruption.

1. Once the campaign against financial and economic corruption begins, you will undoubtedly first hear whispers, and then gradually loud cries of objection, for the most part, by those who stand to lose from this great action. Naturally those who hold malice and ill will toward the happiness of our nation and the simpletons that are influenced by their insinuations join voices. You must not allow these objections weaken your resolve.

2. There are those who wrongly believe that any campaign against the corruptors and plunderers of the national wealth engenders feeling of economic insecurity and
apprehension and flight of capital. Tell them that on the contrary, this campaign bring economic security and strengthen the trust of those who desire to have healthy economic activities. The business community will be the first and foremost victim of the financial corruption and unhealthy economy.

3. Assign the duty of the anti-corruption campaign in the executive branch and the judiciary to those who are reliable and are known for their integrity and honesty. A hand that intends to wrestle with dishonesty and impurities must itself be clean, and those who tread on the path of righteousness must themselves be righteous.

4. The force of justice and law must be firm, but at the same time careful and subtle. Accusing the innocent and treating treason and errors in judgments equally, or equating misdemeanors with much more serious offences must not be allowed. The honest, hard-working and righteous officials who are the overwhelming majority in the three branches must not be suspected, subjected to accusations and feel insecure. It would be much better if the cheering of the honest and hard-working officials will be regarded as an important part of the anti-corruption campaign.

5. The agencies with supervisory duties in the three branches, such as the State Inspectorate Organization, Government Auditing Office and Ministry of Intelligence must have close cooperation to identify the areas of vulnerability in the financial flows and circulations. The courts must give a lending hand to those working to identify the vulnerable areas.

6. The Ministry of Intelligence has the responsibility within the legal bounds to provide intelligence coverage to areas of vulnerability in larger economic activities of the government, such as foreign transactions and contracts, large investments, national projects and important centers of economic and financial decision-making. The Ministry should assist the government and the judiciary to improve the health of the economy, and report to the President on a regular basis.

7. There should be no discrimination in the campaign against corruption. No person or entity should be exempted. No person or entity should be excused or regarded unaccountable for reason of affiliation to me or other officials. Corruption must be dealt with firmly and equally, regardless of place or position of the perpetrators.

8. This important and vital task must not be treated in propagandistic, pretentious and sloganeering fashion. Instead of publicity hype, people need to see tangible results and real actions. Stress for the authorities not to go after small offenders and petty
errors instead of dealing with the root causes and mothers of all evils. Raising public awareness, which is essential in its own right, must be done without pretensions and unconsidered statements and by keeping in mind the importance of maintaining social tranquility and public trust.

I pray to the Almighty to bestow upon me, you and all anti-corruption authorities the firm resolve, sincerity and success and also hope that our actions meet the consent of Hazrat Baghiat allah al-Azam and will be a step toward greater well-being of people.

Vassalamo alleikom – Seyyed Ali Khamenei

30 April 2001
The experiences of different countries indicate that corruption is a complicated, obscure and diverse phenomenon, and therefore combating it is also a continuous, time consuming and complicated process. In fact, corruption (in its administrative and other societal aspects) is like an infectious disease which once it enters one of the organs of the body, it will subsequently affect and disable all other organs, in such a way as to ultimately expand throughout the whole society.

Research results show that Corruption eradicates trust which is essential to any healthy economic activity, adversely affects the law and causes it to function in abnormal ways, disrupts the income distribution networks in the society, and widens the gaps between the poor and the rich. It also increases the government expenditures and reduces government revenues, and ultimately leads to reduced economic growth. Researchers have classified and analyzed the implications of corruption in three major economic, social and political categories. In the economic category, reference is made to the impact of corruption on economic development programmes and investment as well as its contribution to the increased development costs of the countries.
One of the most tangible implications of corruption is its impact on economic development in a country. Recent economic research indicates that there is a negative relationship between corruption factors and economic efficiency factors. Many economists, who have studied the impacts of corruption on economic growth, have also noted that higher economic growth decreases corruption and that there is a close relationship between economic and political factors and the incidence of corruption. Some writers argue that corruption reduces economic growth through decreasing private investment. Kaufman believes that corruption limits development. There are also some who believe that corruption affects economic policy making, and finally that corruption impedes the achievement of sustainable development. Corruption and rent seeking lead to the creation of additional employment costs, additional difficulties for small enterprises and ineffective allocation of human capital. The relentless and persistent competition among corrupt officials to receive highest bribes, threatens economic productivity and thus the public is deprived of the profits of a competitive market. Poverty in such countries is most problematic and further widens the gap between the rich and the poor. This is because poor people lack the ability to earn a living where corruption prevails. In these circumstances, programmes to help the poor benefit from public services are inefficient due to corrupt management. Through undermining the public infrastructure and social services and decreasing tax revenues, corruption slows down economic growth. Corruption also leads to distortion and bias in investments through international financial assistance, which in turn ends in inappropriate economic projects and increased indebtedness of the countries.

The social implications of corruption include its impact on widened social gaps and decreased public participation.

Today, the terms “administrative integrity” and “corruption” are used against each other. “Administrative integrity” has long attracted the attention of scholars and experts, who have tried to define it in accordance with organizational principles so as to ensure its materialization. The common features of the definitions of corruption in government agencies include bribery, abuse of official posts and positions, embezzlement, fraud, nepotism, injustice, blackmail, dissatisfaction for clients, theft of properties and assets of government agencies, selling the confidential information of the agencies to others, disclosure of confidential information, etc. which happen both individually, and at organized levels. There are various factors for the emergence and expansion of corruption, according to which different approaches can be adopted to decrease and eliminate corruption.
Enhancement of administrative integrity and fighting corruption is a process which besides short-term solutions, requires long-term programmes. Fighting corruption needs extensive measures in various sectors of the country. Education, culture and mental preparations, paving the grounds to enhance the possibility of detecting violations of law, enactment of necessary legislation, and decisively dealing with the perpetrators are among measures that shall be taken in order to combat corruption. For every distinctive set of factors underlying corruption, which include administrative and management related factors, cultural and social factors, and political and economic factors, there must be specific solutions, as shown in table below.

**Causes of corruption and ways to fight it**

<table>
<thead>
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<th>Factors causing corruption</th>
<th>Solutions</th>
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| Administrative and management related factors | 1. reforming the bureaucratic system  
2. Monitoring and supervision  
3. improving processes  
4. Training  
5. Paying attention to the welfare of the employees |
| Cultural and social factors | 1. Enhancing knowledge and continuous teaching of the people regarding the activities of, and regulations governing the bureaucratic system  
2. Attracting public support and trust and increasing public supervision on the activities of government agencies  
3. Paying attention to restoration and teaching moral values  
4. Supporting media and the press and protecting freedom of speech in order for publication of information regarding corruption  
5. Changing the organizational culture and directing it toward public satisfaction  
6. Improving the social security system |
| Political factors | 1. attracting political support  
2. Depoliticizing the bureaucratic system  
3. Obligating government agencies to be accountable both internally and externally |
Development of a better understanding of the term “administrative integrity” requires the definition of a number of other terms related to administrative system.

- **Accountability:** The purpose of accountability is responsibility and reporting of the organization regarding its functions, so that the authorities must be responsible to provide services to all people, their representatives or other clients. Accountability makes it obligatory for the organizations to set their future targets, which are indicative of the undertakings and standards of providing services. In short, accountability aims at reporting about activities of the organization at regular intervals.

- **Transparency:** The purpose of transparency is to increase public awareness of decisions and mechanisms within the government. This means that people are aware of the policies and activities of the government and know where to refer in case they have any problems or complaints in this regard. In order to create a good relationship between the people and the government and realization of the above mentioned objectives, such principles as the “right to be informed” “freedom of information” must be duly observed. To this end, the attitudes of authorities, as well as administrative behavior and culture must be changed.

- **Integrity:** The term is defined as the use of public power for public interests. It is the central element in fighting corruption. Integrity connotes positive and active approaches, based on which, before pursuing plans to fight corruption, we should endeavor towards administrative integrity in the community and mobilize various groups and sectors to prevent and combat the emergence of corruption. In other words, different groups and stakeholders must be organized to prevent corruption.
Administrative integrity related Characteristics of organizations:

- Organizations must be established based on the real needs of the society.
- The main missions should be considered as the driving force of the organizations.
- The work force in organizations must have the necessary knowledge and skills, and must be pleased and motivated.
- In a healthy administrative system priority should be given to prevention over treatment.
- In performance evaluation the actual output (products) of the organization must be considered.
- Market mechanisms must be preferred to bureaucratic mechanisms.
- Client satisfaction must be of highest importance.
- There must be a reasonable balance maintained between input (financial resources, human resources, as well as hardware and software utilities) and output (products of the organization).

**Meritocracy:** In order to enjoy integrity, meritocracy must prevail in administrative systems and payments must be based on performance. The administrative system must also pay due regard to continuous performance feedback and evaluation. Thus, in order to enjoy integrity, an administrative system, must attach highest importance to entrepreneurship, mental and physical health and welfare as well as satisfaction and positive motivation of the work force, in addition to production of goods and provision of services based on the real needs of clients, quality, quantity and profitability. Enhancement of administrative integrity at all levels in the government agencies is of such an importance in the Islamic republic of Iran that the “Committee on Enhancement and Maintenance of Administrative Integrity and Fighting Bribery” set its programmes and objectives towards improving public culture and strengthening public supervision, increasing the satisfaction of the clients and personnel of agencies, establishment of meritocracy in the selections and appointments, and enhancing participation of non-governmental sectors through removing monopoly obstacles impeding the activity of non-governmental sectors in the economic, executive, and development projects of the country, and devising, updating and monitoring an effective legal system in order to prevent and combat corruption and enhance integrity in decision makings and operations of the government agencies.
In order to realize the objectives and principles of the Constitution and in line with the Twenty-Year Vision of the Islamic Republic of Iran, the industry, mine and trade sectors of Iran will have the following features in 2025.

- Propelling the economy.
- Providing quality goods needed by the community.
- Promoting human dignity
- Creating jobs and improving per capita national product.
- Distributing incomes.
- Effective on the balanced distribution of activities and populations throughout the country.
- Based on sustainable, productive, competitive and innovative knowledge.
- Maintaining the balance in foreign transactions and effective participation in the global production and trade.
- Ranking first in industry, mining and trade in the region, and enjoying globally significant place in advanced technologies based on Islamic and Iranian values.
The proposed Bill on the Duties and Authorities of the Ministry of Industry, Mine and Trade

Article 1. In line with the Note 2 of the Single Article Act on the Establishment of Two Ministries of “Cooperation, labor and Social Welfare” and “Industry, Mine and Trade” enacted by the Islamic Consultative Assembly (the Parliament) on 29 June 2011, in order for the consolidated and harmonious management and monitoring of Industrial, mining and trade sectors of the country, aiming at the achievement of positive balance in commercial transactions with target countries and a superior place in the area of national production and industrial independence …

Article 2. All ministries, government institutions and companies, as well as governmental and public agencies and organizations that in any way carry out industrial (except for military industries), mineral or commercial activities, shall coordinate their activities with the strategies and policies notified by the Ministry of Industry, Mine and Trade.

Article 3. Duties and authorities, as well as the membership of ex-ministers and former ministries of “Industries and Mines” and “Commerce” in all boards, councils, commissions, committees, task forces, etc. shall be transferred to the Minister and Ministry of Industry, Mine and Trade.

Note 1) All rights of former ministries (“Industries and Mines” and “Commerce”) in other organizations, institutions and companies are transferred to the Ministry of Industry, Mine and Trade.

Note 2) The Ministry of Industry, Mine and Trade shall be a member of all councils, committees, boards, commissions and entities, related to the duties and authorities set forth in this Act.

Article 4. In order to implement this Act, the Ministry of Industry, Mine and Trade and the affiliated organizations are authorized (for up to 2 years since the enactment of this Act) to dismiss their formal, permanent, general contractual, or specific contractual employees in excess of needs, through redundancy payment of 4 to 7 months of the latest salary for each year in service for employees with less than twenty years record of service, and through retirement for employees with at least 20 years record of service granting maximum 5 years as leniency.

Note 1) the Office of Vice President for Planning and Strategic Supervision, shall consider the required funds according to the proposals of the Ministry of Industry,
Vision, objectives, duties and authorities of the Ministry of Industry, Mine and Trade

Mine and Trade from the sale of the property and assets of the Ministry of Industry, Mine and Trade and the affiliated organizations in the annual Budgetary Bill.

Note 2) In case other government agencies need (up to the number of accepted posts) the employees of the Ministry of Industry, Mine and Trade and affiliated organizations, the transfer of such employees shall be authorized, devising incentive programmes, such as the promotion of employment categories and grades for formal and contractual employees and conversion of the status of specific and temporary contractual employment to permanent contractual or general employment. The Executive Bylaw of this Note shall be proposed by the Ministry of Industry, Mine and Trade and the Office of Vice President for Planning and Strategic Supervision, and approved by the Council of Ministers within 3 months.

Article 5. Having due regard to the Act on the implementation of the General Policies of Principle 44 of the Constitution, the organizations, institutions and companies affiliated to the former Ministries (“Industries and Mines” and “Commerce, shall be affiliated to the Ministry of Industry, Mine and Trade. Any dissolution, merger, separation, transfer and changes in duties, articles of association and the statute of the organizations and companies shall be applicable with the approval of the Council of Ministers.

Article 6. In order to support the production and development of non-oil exports, the Minister of Industry, Mine and trade shall be the Chairman of the General Assemblies of the Bank of Industry and Mine, and the Export Development Bank of Iran.

Article 7. In order to fulfill the land use planning and maintain regional balance and motivating industrial, mining and commercial investment in the country, the rate of tax exemptions related to industry, mining, and trade, shall be proposed by the Ministry of Industry, Mine and Trade, approved by the Council of Ministers adopted by the Parliament.

Article 8. in order to support domestic production and create competitive environment, the Ministry of industry, mine and trade shall in cooperation with the relevant executive agencies, propose for approval to the Council of Ministers, the effective tariff measures for all goods, services and raw materials, in such a manner as to consistently favor the domestic producers.

Article 9. in order to strengthen development organizations affiliated to the Ministry of Industry, Mine and Trade, removal of barriers to the development of industry, mining, trade, and increase agility, efficiency, self-reliance and risk taking, the said organizations shall be excluded from the Act on Civil Service Management, as well as the general laws
and regulations governing the government agencies and their subsequent amendments and additions which were adopted before the date of enactment of this Act. Such organizations shall be administered in the framework of their establishment Acts, Articles of Association, the Act on the implementation of the General Policies of Principle 44 of the Constitution and their financial, transactional, administrative and employment bylaws.

The overall objectives, missions and authorities of the Ministry of Industry, Mine and Trade:

A. Objective:
To achieve positive and growing trade balance with the target countries and a superior place in the area of national production and industrial independence.

B. Duties and authorities of the Ministry of Industry, Mine and Trade:
1. Drawing up and communicating industrial, mining and commercial development strategies of the country, and devising visions, objectives, policies, plans, standards, regulations, bylaws and general rules of the industry, mining, and trade sectors in line with macro-policies of the country through attracting the participation of non-government and civil organizations as well as implementing and monitoring agencies.
2. Planning for the improvement of the business environment and increased efficiency, productivity, competitiveness and entrepreneurship in industrial, mining and trade sectors.
3. Determining, measuring, auditing, evaluation and promotion of indices related to industrial, mining and trade sectors.
4. Issuing licenses for the establishment and operation of all production, industrial, mining units, as well as processing and complementary industries, research centers, relevant engineering and technical services companies, representatives of foreign companies, in compliance with environmental regulations and land use regulations.
5. Policy making, planning and management of the special industrial, mining and trade zones of the country.
6. Planning, directing and supporting the development and attraction of domestic and foreign investment for the development of industry, mining and trade, and transfer of technology as well as investment for the establishment and development of industries in less developed regions and high-tech based industries.
7. Planning and following up the creation of conditions required for the maintenance and enhancement of the production capacity of industrial and mineral units, as well as their reconstruction, modernization and expansion of their activities.

8. Policy making and Planning for Investment, establishment and development of industrial and mining zones, complexes and towns technology parks, and technology and business services, and supporting the establishment and development of industrial and mining units and enabling small and medium enterprises.

9. Policy making, planning, supervision, protecting and supporting the development of infrastructures, exploration, extraction and exploitation of mines and mineral processing using advanced technologies.

10. Policy making, planning and conducting research, studies and surveys, in the area of geology, on land and in water, identifying geological hazards, drawing relevant geological maps, providing basic information related to identification, tracking and exploration of mines and mineral resources. Preparing technical and economic reports and databases, and comprehensive Information dissemination on earth sciences in order for harnessing the benefits of the country’s mineral potentials.

11. Planning, directing, supporting and the management of export-oriented production of high value-added goods and services, and advanced technologies, as well as directing and supporting imports which contribute to export-oriented production.

12. Organizing, supporting and monitoring the establishment, development and activities of guild, as well as industrial, mineral and trade associations and third and fourth party logistics companies and networks, clusters and non-government organizations civil societies related to industrial, mining and trade sectors and issuing establishment and operation licenses to such entities.

13. Policy making and planning to improve the production, supply, and distribution, monitoring goods and services distribution networks, enhancing competition and preventing monopoly in the market.

14. Organizing supply and distribution chains for goods, as well as technical and engineering, industrial, mineral and commercial services, and managing the market.

15. Setting policies and criteria for the determination of prices of goods and services, determining the prices of monopoly goods and services, as well as regulations on after sales services and monitoring the implementation of the regulations.

16. Policy making, planning, developing and supporting electronic commerce and ICT
applications in industrial, mining and trade sectors of the country.

17. Planning for the development of production and entrepreneurship culture, optimum consumption and prioritizing to the use of Iranian goods, and monitoring and supporting the rights of producers and consumers.

18. Setting non-oil export promotion policies, including as regards industrial products, mineral products and commercial and technical and engineering services, and adopting and enforcing regulations related to export support.

19. Management of imports and facilitating production and domestic as well as foreign trade processes.

20. Planning, directing and supporting the creation and development infrastructures as well as industrial, mining, and commercial units, and common industrial zones and towns with target countries, according to the industrial, mining and trade development strategies of the country, and the taking account of regional balance, land use planning, and environmental considerations.

21. Regulating and expanding trade, industrial and mining relations, preparation and signing of relevant memorandums of understanding and agreements, concluding and implementing agreements with other countries, and relevant international and specialized organizations, and regional arrangements, in the framework of the foreign policy of the Islamic Republic of Iran and relevant laws and regulations, in coordination with the Ministry of Foreign Affairs.

22. Managing the WTO accession process of the Islamic Republic of Iran.

23. Accepting the membership and representing the government of the Islamic republic of Iran in regional and international institutions and specialized organizations related to industry, mining and trade in the framework of applicable regulations.

24. Managing industry, mining and trade related events, including inter alia sending and receiving missions and commissions, holding and participating in domestic and foreign exhibitions and meetings, appointing and sending commercial attaches and counselors.

25. Supporting the development of and strengthening trade names and trademarks, commercialization of intellectual property, including inventions, discoveries and innovations.

26. Supporting the development of education and research, R&D activities, promoting and publishing research findings and results, and directing and utilizing the capabilities
of the educational, research, technological institutes towards the development of industrial, mining and trade sectors.

27. Cooperating and partnership with the Ministry of Science, Research and Technology in the area of policy making and planning in order to train experts and specialized personnel for the Department industrial, mining and trade sectors in the universities and higher education centers; as well as training, capacity building and developing management skills within the said sectors.

28. Cooperating and partnership with the Ministry of Economic Affairs and Finance, Central Bank, Money and Credit Council and other relevant authorities in order to formulate fiscal, taxing, monetary, banking and foreign exchange regulations and policies.

29. Organizing, establishing and implementing an integrated system of statistics and data, as well as comprehensive information networks, and producing, analyzing and providing statistics and specialized reports in industrial, mining and trade sectors.

Policies, measures and general activities of the Ministry of Industry, Mine and Trade in order for the promotion of administrative integrity and fighting corruption

Corruption and administrative integrity have always been among the major concerns of the authorities in public organizations and sectors. The specific nature of bureaucratic system has led to the particular focus of policy makers and authorities of the Ministry of Industry, Mine and Trade, who have made effective measures in this area.

Numerous aspects and dimensions have been emphasized in order for securing and promoting administrative integrity in the Ministry of Industry, Mine and Trade, the most important of which include:

A. Establishing the Administrative Integrity Enhancement Organization and Committee, and policy making and planning to promote administrative integrity health and fight corruption;

B. Protecting citizenship rights, enhancing client satisfaction and respect for their rights, and addressing the complaints;

C. Establishing meritocracy in selections and appointments;

D. Improving public culture and strengthening public supervision;
E. Improving organizational culture and strengthening religious and moral values in organizational and professional behavior of the employees;
F. Assigning the activities to non-government sector according to laws and regulations;
G. Establishing and deploying ICT systems and mechanisms;
H. Strengthening monitoring and control mechanisms;
I. Training and promoting knowledge of employees, clients and stakeholders;
K. Increasing transparency and accountability in the activities;

This report includes a series of measures and activities of the Ministry of Industry, Mine and Trade in the above mentioned areas. The adoption of a comprehensive approach and a profound outlook towards corruption and administrative integrity and having appropriate bureaucratic infrastructures are essential for the materialization of the valuable objectives in line with the above mentioned aspects and dimensions in the Ministry. In this context, the establishment of the Administrative Integrity Enhancement and Fighting Corruption Council and Committee, and the formulation of a practical and consolidated model in order to ensure the effectiveness of the process of administrative integrity enhancement were put into the Ministry’s agenda. Next while introducing the Administrative Integrity Enhancement and Fighting Corruption Council and Steering Committee, we will explain the practical model, called the performance improvement (management) cycle based on the Act on Administrative Integrity Enhancement and Fighting Corruption.

1. The establishment of the Administrative Integrity Enhancement Committee, and its legal foundations in the Ministry of Industry, Mine and Trade

In 2003 the Council of Ministers in its Resolution 37995/T28617 and in accordance with Principle 138 of the Constitution, adopted the “Administrative Integrity Enhancement and Fighting Corruption Programme” called on all government agencies to establish an Administrative Integrity Enhancement Committee.

Since before this legal obligation, there was already a “Coordination, Direction and Improvement of Monitoring Activities Council” in the Ministry of Commerce, in order to accommodate to the above mentioned Resolution, the previous regulations were modified and approved by the Minister of Commerce in May 2004, as the “Regulations on the Administrative Integrity Enhancement Committee”. In September 2006 the need for re-organization and re-vitalization of the Committee was tabled, and the following results were approved by the Minister:
The enhancement of administrative integrity is part of the bureaucratic system development programmes, which is also stressed in the duties communicated to the executive agencies (Article 3 of the above mentioned Resolution); however, in order to prevent multiplicity of decision making authorities, and since there are already numerous councils in the Ministry, “the Steering Committee on Administrative Integrity Enhancement and Improvement of monitoring activities” was organized under the supervision of the “Bureaucratic System Development Council”. The objectives of the Steering Committee are as follows:

1. Preventing and fighting corruption and enhancing administrative integrity;
2. Preventing and fighting bribery and strengthening public supervision;
3. Determining standard indices of activities, missions, and regulations in the areas of industry, mining and trade, based on the indicators of administrative integrity, and evaluation of agencies in accordance with these indicators;
4. Improving the efficiency and coordination among monitoring agencies, and designing new and efficient structures appropriate to the current needs of the industrial, mining and trade systems;
5. Determining Macro policies on regulatory and monitoring activities.

Major issues, resolutions and activities of the Steering Committee on Administrative Integrity Enhancement and Improvement of monitoring activities

1. Establishing structural organization, and the relevant procedures and guidelines.
2. Holding meetings with extra ministerial monitoring agencies in order for finding the best models for acting;
3. Formulating indices for the assessment of administrative integrity in government agencies
4. Studying the indices of “Transparency International” and evaluating them in Iran.
5. Developing a list of issues and causes of corruption in three areas of domestic trade, foreign trade and logistics, and prioritizing them through specialized bodies of the Ministry as well as provincial Commerce Organizations areas.
6. Documentation of processes of the Office of Planning for Supply, Distribution, and Market Regulation (including the methods of monitoring the distribution of household milk, determining detergent powder quotas, etc.)
7. Introducing and approving special inspectors for fighting Bribery in each individual administrative unit, in the Ministry, provincial organizations and affiliated institutions.
The structure of the Steering Committee on Administrative Integrity Enhancement and Improvement of monitoring activities
8. Identifying and studying the relevant literature, including definitions and indices effective on corruption and administrative integrity.
9. Proposing to designate the tenth day of April as the National Day of Administrative Integrity and Fighting Corruption.

**Establishment of Plenary Performance Management and Productivity Promotion System**

The establishment and execution of performance management system is accomplished according to Articles 81 and 82 of National Services Management Act, Resolution 44327/4225 of the Board of Ministries, Executive Instruction 200/27911 of the Office of Vice President for Human Capital Development and Management, Article 83 from Chapter 11 of National Services Management Act, and Executive Instruction 200/11942 for Staff Performance Evaluation, such that performance evaluation system is established in provincial and other affiliated organizations, in organizational, managerial and staff levels according to the general and exclusive measures.

**Performance Improvement (Management) Cycle for Administrative Integrity Enhancement Plans**

The planning and organization of administrative Integrity Enhancement measures are based on the “Performance Improvement (Management) Cycle”. The cycle has been developed in accordance with the Administrative Integrity Enhancement and Fighting Corruption Act. A brief explanation of the cycle phases is given below:

**Performance Improvement (Management) Cycle for Administrative Integrity Enhancement and Fighting Corruption**
A. Measures Related to Structural Strengthening

1. Establishment of Anti-Bribery Working Groups in the provincial and other affiliated organizations (In accordance with Note 1 of Article 13 of Anti-Bribery Executive Bylaw).

2. Supervising the issuance and updating of decrees of the secretary and members of the Anti-Bribery Working Group (The Administrative Integrity Enhancement and Anti-Bribery Directive at the Ministry level).

3. Recognizing and introducing the representatives of specialized departments and other executive organizations to the Bureaucratic Development Council for the purpose of membership and providing professional consultation to the committees.

4. Appointing inspectors for provincial and other affiliated organizations (In accordance with Article 2 of Anti-Bribery Executive Bylaw).

5. Recognizing and introducing reporters of violations and rewarding them (In accordance to Article 2 of Anti-Bribery Executive Bylaw).

B. Measures Related to Study and Analysis of the Current Situation

1. Preparing biannual performance reports on the status of administrative integrity within the Ministry (using general and exclusive administrative integrity indices) and on the existing vulnerabilities in the executive organizations.

2. Obtaining public opinion by conducting research on evaluation of the level of administrative integrity in executive organizations of the Ministry.

3. Developing a database of administrative integrity inspectors and monitoring the requirements of the inspectors such as approvals, signed affidavits and etc. (Article 8 of Anti-Bribery Executive Bylaw).

C. Measures Related to Developing and Executing Operational Programmes

1. Preparation and approval of operational plans for administrative integrity and activities of subsidiary working groups on fighting bribery in the provincial and other affiliated organizations, and supervision of the plan executions.

2. Enacting and dissemination of the required executive instructions for Administrative Integrity Enhancement in the staff divisions, provincial and other affiliated organizations.

3. Cultural promotion for fighting corruption, by publishing brochures, posters and conducting spiritual programmes at the Ministry level, with the assistance from the relevant divisions.
4. Continuously holding Fighting Corruption working group meetings, in the provincial and other affiliated organizations
5. Presenting the best practices about the administrative integrity from provincial organizations or other executive organizations, in the committee meetings
6. Conducting academic and vocational training about the administrative integrity and anti-corruption laws, regulations and concepts for the Committee members and its subsidiary working groups, based on scientific foundations
7. Coordinating and automation of the complaints addressing process, in provincial and other affiliated organizations
8. Following up and chasing the Administrative Integrity Committee resolutions via subsidiary working groups in provincial and other affiliated organizations

D. Measures Related to Supervision and Feedback

- Attempting to monitor the public opinion on the administrative integrity status in providing services at the Ministry level
- Supervision on execution of the affiliated agencies contracts with real and legal persons, to ensure the presence of revocation right in case of corruption by contractors
- Annual evaluation and ranking of provincial and other affiliated organizations for administrative integrity in providing services, according to public opinion and inspector reports
- Supervision on conducting of monthly meetings of Administrative Integrity Committee and subsidiary working groups in the provincial and other affiliated organizations, in conformance with the executive instruction for establishing the Administrative Integrity Committee

E. The required and critical activities

1. Benefiting from the support of senior executives and the members of anti-corruption entities of the ministry and the states for the implementation of anti-corruption programmes mandated by the Administrative Integrity Enhancement and Fighting Corruption Committee.
2. Having the regional organizational transformation commissions support the research proposals and executive programmes mandated by the Committee.
The main activities related to the performance measurement indices

1- Revising and updating exclusive indices with the outcome-oriented approach and signifying their standards and importance coefficients

1-1. Holding several meetings with the representatives of headquarters, organizations, companies and professional units for revising and updating exclusive indices with the outcome-oriented approach and signifying their standards and coefficients and summarizing the results and sending them to the Office of President.

1-2. Holding professional meetings with the Office of Vice President for Human Capital Development and Management to enact and finalize the exclusive indices of the Ministry in the national level.

1-3. Revising and updating the provincial impact of the exclusive indices, coefficients and standards annually.

Holding several professional meetings with the specialized units of the Ministry, participating to revise the exclusive performance measurement indices at the provincial level and determining about the annual standard and provincial impacts of each index in order to gain the approval of the Office of Vice President for Human Capital Development and Management.

2- Automation of the performance measurement system

According to the Circular 200/27911 dated 89/5/28 issued by the Office of Vice President for Human Capital Development and Management for automation of the performance measurement system, numerous communications have been made with the headquarters which culminated in the aforementioned objective to be in progress. However, it has not heretofore yielded the desired outcomes.

2-1. The preparation and development of the self-assessment report (an analytical report of the general and exclusive indices) and the provision of apt solutions in line with improving performance and the subsequent outcomes of its implementation in accordance to the circular 200/90/29396 date 90/11/17 issues by the Office of Vice President for Human Capital Development and Management.

2-2. The introduction of the superior units in 2011 for implementing the instruction 200/91/2617 dated 91/2/3 issued by the Office of Vice President for Human Capital Development and Management (regarding the identification, selection, introduction,
and promotion of the top employees of the superior units following the executive bylaw 81 and 82 of the National Service Management Act and Shahid Rajaee Festival) in four main topics as follows:

- The selection and introduction of a superior unit from the affiliated institutions, corporations, or organizations in terms of general and exclusive indices (based on the highest mark achieved in the performance measurement process)
- The selection and introduction of the three top provincial units in terms of general and exclusive indices (based on the highest mark achieved in the performance measurement process)
- The selection and introduction of the superior headquarter, organization, institution, or companies affiliated with the Ministry

2-3. The execution of the circular 200/11942 dated 90/5/22 issued by the Office of Vice President for Human Capital Development and Management indicating the implementation of 81 and 82 bylaws of the National Service Management Act for assessing the performance of the executives.

2-4. Holding professional meetings with the representatives of the headquarters to develop exclusive indices to evaluate the performance of managers and employees.

2-5. Developing the performance measurement indices in three levels of employees and senior and junior executives.

2-6. The provision of the manual of implementing the performance measurement plan of provincial employees and managers and send them to the pertinent provinces and investigating the developed indices by the Industry, Mine, and Trade Organization and declaring its results to them for including them in the annual sentences.

2-7. The enhancement and improvement levels achieved by performance measurement compared to the preceding year due to the fact that the performance measurement outcomes were not declared in 2011 by the Office of Vice President for Human Capital Development and Management.

**Measures in order for the formulation of supervision and administrative integrity enhancement indices in fulfilling operational programmes**

In order to supervise the proper implementation of operational programmes, the Ministry of Industry, Mine, and Trade has developed the administrative integrity enhancement indices in 2013, as follows:
**Defining the indices on the administrative integrity enhancement activities**

**The indices on the education, skill, and the promotion of religion and ethics**

**Definition:** A set of instructions, skills, and information transformation practices to the employees and other stakeholders to achieve the goals

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>The actions taken by the organization for promoting the culture of inviting individuals to following the right path and debarring them from the wrong one</td>
<td>Amount</td>
<td>3</td>
</tr>
<tr>
<td>The educational programmes held for promoting Islamic culture an ethics</td>
<td>Person/ Hour</td>
<td>3</td>
</tr>
</tbody>
</table>

**The indices on the extent of regulatory obedience**

**Definition:** Following the regulations in its general manner indicating the Shari’a principles, the constitution, the laws enacted by the Parliament, the council

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of the cases related to offending the existing rules and regulations in the committee responsible for detecting employees’ misbehaviors</td>
<td>Amount</td>
<td>5</td>
</tr>
<tr>
<td>The actions taken by the organization for deterring and degrading the disobediences of the law</td>
<td>Amount</td>
<td>3</td>
</tr>
</tbody>
</table>

**The indices on the clarity**

**Definition:** The pre-defined, facilitated accessibility of the stakeholders to the rules, regulations, missions, responsibilities, working procedures, decisions, and activities taken by the pertinent administrative organizations on citizen rights
**The indices on the accountability**

**Definition:** Includes taking the responsibility of the outcomes initiated by the performance of the administrative organizations and three authorities and providing an apt response to the public: i.e. clientele, organization hierarchy, domestic or international supervisory entities and media

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>A response time reeducation compared to the previous year</td>
<td>Percent</td>
<td>5</td>
</tr>
<tr>
<td>The actions taken by the organization for deterring and degrading the disobediences of the law</td>
<td>(The amount of the notifications being fulfilled)</td>
<td>4</td>
</tr>
<tr>
<td>Cooperation in correspondence to the National Inspection Organization and other supervisory administrations</td>
<td>Percent</td>
<td>5</td>
</tr>
</tbody>
</table>

**The meritocracy indices**

The indices on the education, skill, and the promotion of religion and ethics

**Definition:** Having the right person in with a personality trait consisted of apt skills,
accountability, and the competencies to fulfill the required responsibilities specified the rules and regulations

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment and raise of the employees considering their levels of education, experience and performance</td>
<td>Percent</td>
<td>4</td>
</tr>
<tr>
<td>Following the professional conditions in appointing individuals to the administrative positions</td>
<td>Percent</td>
<td>5</td>
</tr>
</tbody>
</table>

The indices on the organizational and financial discipline

**Definition**: Following the organizational and financial rules, regulations and professionalism to achieve the objectives set by the regulator

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizing, planning and the approval of the organizational structure proportionate to missions, objectives and obligations in accordance to the rules and regulations</td>
<td>Percent</td>
<td>3</td>
</tr>
<tr>
<td>Approving and mandating detailed structures including positions in the organization and the definition of roles and responsibilities in accordance to the rules and regulations</td>
<td>Percent</td>
<td>3</td>
</tr>
</tbody>
</table>

The indices on the consumptions patterns and efficiency

**Definition**: The apt application of the resources and facilities without squandering the benefiting from proven methods to enhance effectiveness and efficiency of the activities

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presenting and executive program in accordance to the consumption pattern</td>
<td>The number of programmes</td>
<td>4</td>
</tr>
<tr>
<td>The educational programmes offered in accordance to the consumption pattern</td>
<td>Person/ Hour</td>
<td>3</td>
</tr>
</tbody>
</table>
The indices on the development of electronic systems and advanced technologies

**Definition:** The creation, development and fully grasping the advantages electronic services by the administrative structure in order to increase the accuracy of the supervisions in accordance to making intelligent bureaucratic programmes, so that stakeholders could conveniently maximize their efforts through the internet and the related websites.

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a comprehensive IT program</td>
<td>The number of programmes</td>
<td>5</td>
</tr>
<tr>
<td>The creation and development of network security systems to secure the information and eliminate the hacking efforts</td>
<td>Percent (Advancement)</td>
<td>5</td>
</tr>
<tr>
<td>Establishing a single window for issuing certificates</td>
<td>Percent</td>
<td>3</td>
</tr>
</tbody>
</table>

The indices on supervisory and internal surveillance activities

**Definition:** The process of assuring the consistency and validity of measures taken in accordance to the legal objectives, plans, responsibilities and missions

<table>
<thead>
<tr>
<th>Measure</th>
<th>Unit of Assessment</th>
<th>Criticality Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational programmes specifically aiming at preventing offences</td>
<td>Person/ Hour</td>
<td>4</td>
</tr>
<tr>
<td>Identification and elimination of bottlenecks and centers that could initiate offences</td>
<td>Amount</td>
<td>5</td>
</tr>
<tr>
<td>The ratio of the approved proposals to the total amount of proposals</td>
<td>Percent</td>
<td>3</td>
</tr>
<tr>
<td>Providing periodic supervisory reports and present pertinent suggestions</td>
<td>Percent</td>
<td>3</td>
</tr>
<tr>
<td>Creation of programmes for promoting or amercing employees</td>
<td>Amount</td>
<td>4</td>
</tr>
</tbody>
</table>
The measures taken in the realm of meritocracy and the instructions on the selection and assignment of senior executives in the Ministry of Industry, Trade, and Mine

In light of the circular 1804/43224 dated 83/04/06 of the national programming and executing organization and the instructions made by this organization to follow by the former Trade Ministry, the process of selection and assignment of senior executives was being fulfilled mainly by the center of the organizational transformation. Since 2011, the formation of committees and further assignments aiming at reforming the managerial systems have been fulfilled considering the circular 206/6643 dated 90/3/23 by the Excellence Board of bureaucratic Affairs and the Act 57 of the National Management Services.

The main responsibility of the organizational transformation and client honoring group is to assess the general and professional competencies, and ethical aptitude of candidates for administrative positions, who would be introduced to the aforementioned committee after being confirmed following these criteria.

In addition to the above-mentioned criteria, being eligible in the following measures are also required for granting the position:

1. Scoring at least 80 percent of the total amount signified annually by the performance measurement systems
2. Successfully passing the educational programmes being particularly designed for granting the executive position.
3. Being recommended by the former head of the division and also confirmed by the other authorities.

The main objectives behind the formation of the selection and assignment committee are discussed in the following:

1. Considering the meritocracy in the selection and assignment processes by identifying and assessing the nominees
2. Providing equal chances for the nominees through the database for the senior executives
3. Enhancing the motivation of the employees for increasing their efforts to achieve promotions
4. Focusing on the stability of effective management by having timely assignments and considering the outcomes of evaluating the performance of the executives
5. The clarification and documentation of the process of the selection and assignment of the senior executives

**The instruction of the selection and the assignment of executives has been developed and prepared considering the following scope and objectives:**

1. **The scope:** Professional executives of the ministry in three levels of senior, intermediate and junior in the following positions:

2. CEOs and assistant directors of the organizations and their subsidiaries, heads and assistant directors of the Ministry of Industry, Mine, and Trade in the other provinces, intermediate managers of the related headquarters, and the heads of the remaining entities and groups.

The objectives:

- Creating a system of meritocracy, based on individual eligibilities and job descriptions.

- Moving towards a comprehensive policy making, selection and assignment of executives in all the bureaucratic levels.

- Clarity and being responsible towards the selections and assignments.

- Stability in effective managements.

- Preventing the assignments to be susceptible to the political changes.

3. The Eligibility model

   Since the approach that has been focused on in this structure is built upon eligibility and the eligibility model of the Ministry, hence the assignment of the nominees is being fulfilled according to the following model.
The eligibility model of selection, promotion and assignment of executives of the Ministry of Industry, Mine and Trade

The process of selecting and appointing executives
To increase the accuracy and consistency of this process from when a nominee is identified to his/her assignment, the following flowchart illustrates the steps that should be taken in this process.
A: The flowchart of the process of selection, promotion and assignment of executives

**Stage 1:**
Identification and introduction of the eligible individuals from the database for the executives

**Stage 2:**
Making the case for appointing the nominees by the recruitment unit

**Stage 3:**
Having the nominees being tested generally and professionally by the educational group for bureaucratic transformation and renovation

**Stage 4:**
Investigating the competence and personality trait of the nominees by the committee’s secretariat

**Stage 5:**
Having the nominees being professionally interviewed by the interview team

**Stage 6:**
Systematically saving the records of the nominees and having their competence being approved by the authorities

**Stage 7:**
Selecting and appointing competent individuals by the selection, promotion and assignment committee of the ministry

**Stage 8:**
Issuing the assignment injunction by the authorities
The ethical charter of the staff in the Ministry of Industry, Trade, and Mine

We as the employees of the Ministry of Industry, Trade, and Mine with the guidance of God and the inspiration of the supreme leader have gathered to develop the ethical charter and we consider God’s consent, servicing people, client honoring, and improving the quality of services as our core principles at present and in the future.

God as a witness
1. Considering God as the center of every activity being fulfilled, who watches over the deeds all the time

Organizational discipline
2. Being punctual in the interrelations with the clients
3. Adornment and cheerfulness while confronting the colleagues and dealing with clients

Healthy organizational culture
4. Keeping secrets and critical information of the system and being loyal in providing services to the clients
5. Avoiding squandering the public assets and treasury
6. Following the social values and cultural norms
7. Avoiding any kind of organizational corruption including illegally recommending non-eligible individuals, bribery and etc.

Servicing
8. The employees being just, fair and not discriminating the clients
9. Paying attention to the quests of the clients and trying to address them according to the pre-defined rules and regulations
10. Clarifying the processes under implementation and making the required information by the clients available to avoid their confusion

Legitimacy
11. Effectively, efficiently, and correctly fulfilling the tasks in a timely manner and following the associated rules and regulations
12. Eliminating and/or reducing the restrictive and unnecessary bureaucratic regulations in support of citizens, businesses and entrepreneurs
Teamwork

13. The promotion and development of accountability, team working, and empowerment culture and extending the cooperation and criticism spirit and responding to the stakeholders specially the ones in the private sector

Being knowledge-oriented and innovative

14. Increasing the working knowledge and skills to improve the quality of services
15. Benefiting from the technological advancements and developing the e-government to enhance the quality of services

We make a plea to God almighty to shed his light upon us to achieve prosperity in achieving our long-term goals by following the core principles in the Ministry of Industry, Mine and Trade

The diagram for selection, assignment and deposition of the executives

Measures taken by the training system for enhancing the quality of anti-corruption activities

Education is deemed as one of the solutions specified by the researchers for enhancing the quality of the anti-corruption activities in both theoretical and elementary levels.

To better understand the principles and solutions behind the anti-corruption activities, which is hindering the development of the society, the report provided by the Ministry of Industry, Mine and Trade that encompasses instructions for direct or indirect training methods in this regard, is presented in the following table:

The training performance of the employees of the Industry, Mine, and Trade Ministry during 2008-2011

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Duration</th>
<th>Participants (Executives, Employees)</th>
<th>Number of participants</th>
<th>Person/Hour Education</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fundamentals of anti-corruption activities</td>
<td>8</td>
<td>Executives and Employees</td>
<td>325</td>
<td>2600</td>
</tr>
<tr>
<td>2</td>
<td>Planning for enhancing the quality of the anti-corruption activities</td>
<td>10</td>
<td>Executives and Employees</td>
<td>325</td>
<td>3250</td>
</tr>
<tr>
<td>No.</td>
<td>Title</td>
<td>Duration</td>
<td>Participants (Executives, Employees)</td>
<td>Number of participants</td>
<td>Person/Hour Education</td>
</tr>
<tr>
<td>-----</td>
<td>----------------------------------------------------------------------</td>
<td>----------</td>
<td>--------------------------------------</td>
<td>------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>3</td>
<td>Investigating organizational corruption</td>
<td>6</td>
<td>Executives and Employees</td>
<td>325</td>
<td>1950</td>
</tr>
<tr>
<td>4</td>
<td>The outcomes of organizational corruption</td>
<td>8</td>
<td>Executives and Employees</td>
<td>325</td>
<td>2600</td>
</tr>
<tr>
<td>5</td>
<td>Assessing the corruption</td>
<td>8</td>
<td>Executives and Employees</td>
<td>325</td>
<td>2600</td>
</tr>
<tr>
<td>6</td>
<td>The legal aspects of the corruption</td>
<td>8</td>
<td>Executives and Employees</td>
<td>325</td>
<td>2600</td>
</tr>
<tr>
<td>7</td>
<td>The psychological aspects of the corruption</td>
<td>8</td>
<td>Executives and Employees</td>
<td>325</td>
<td>2600</td>
</tr>
<tr>
<td>8</td>
<td>Inviting individuals to following the right path and debarring them from the wrong one</td>
<td>24</td>
<td>Employees</td>
<td>70</td>
<td>1680</td>
</tr>
<tr>
<td>9</td>
<td>Client honoring and responding to their complaints</td>
<td>12</td>
<td>Employees</td>
<td>50</td>
<td>600</td>
</tr>
<tr>
<td>10</td>
<td>The consumption and efficiency model</td>
<td>8</td>
<td>Executives and Employees</td>
<td>150</td>
<td>1200</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100</td>
<td></td>
<td>2545</td>
<td>21680</td>
</tr>
</tbody>
</table>
The implementation of Para 2 of the anti-corruption training program in diverse fields until 92/2/30

1. Enhancing the quality of the anti-corruption activities (6 hours)
2. Organizational clarity and healthy organizational culture (4 hours)
3. The development and organization of holding educational sessions for the staff in the Ministry of Industry, Mine, and Trade confirmed by the educational committed (the pertinent information of theses educational sessions are illustrated in the following table) in 2013.

Table . The proposed topics for holding the educational sessions of the staff of the Ministry of Industry, Mine, and Trade

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The psychological state of the executives and employees of critical professions</td>
<td>Executives and employees of critical professions</td>
</tr>
<tr>
<td>2</td>
<td>Communication security</td>
<td>Executives, employees and heads of the office</td>
</tr>
<tr>
<td>3</td>
<td>The advanced methods of obtaining information</td>
<td>Executives, employees and heads of the office</td>
</tr>
<tr>
<td>4</td>
<td>IT and network security</td>
<td>Executives and employees of critical professions</td>
</tr>
<tr>
<td>5</td>
<td>Introduction to the anti-corruption system</td>
<td>Specific to the members of the anti-corruption committee</td>
</tr>
<tr>
<td>6</td>
<td>The educational system on the enhancement of the quality of the anti-corruption activities</td>
<td>Senior executives</td>
</tr>
<tr>
<td>7</td>
<td>Introduction to the anti-corruption programmes</td>
<td>General, executives, employees…</td>
</tr>
<tr>
<td>8</td>
<td>Introduction to the indices and conceptual models of anti-corruption act indicated by the supreme leader</td>
<td>General, executives, employees…</td>
</tr>
</tbody>
</table>
The administrative activities in the units that deal with clients and providing citizen rights

1. Installation of the indicators and the work process diagram associated with the timetables at the entrance of the buildings
2. Integrating the services that require direct interactions with the clients and determining the list of 357 primary services in the Ministry to further develop the e-government and informing the public through the websites affiliated with the government
3. Making the identity of the staff dealing with clients in sight
4. Establishing interactive voice response system
5. Updating the status of the units with the clients referring to them through the prism of information, rules and regulations, services with clients referring to them, the quality of the services, the required documents, and etc.
6. The distribution of manuals and brochures that designed to being used to guide the clients
7. Integrating the process of asking the clients for their feedback by means of websites that encompass client evaluation e-forms
8. Using client complaint forms and recording the complaints and the subsequent responses in the management information system coupled with the ability for tracking purposes in the homepage of all the units being supported by this mechanism
9. Preparation and installation of a box specific to submitting the complaints
10. Establishing the system of responding to the complaints submitted by the clients (the Office of President) in provincial units aiming at effectively responding to the complaints and in a timely manner
11. Scheduling for meeting of the senior executives with the public to further addressing the issues raised by the staff and the clients
12. Introducing the customers to the assignments via mass and public media and through the public relations offices of the units affiliated with the ministry
13. Identification of services requiring direct client interaction and cooperation and introducing them publicly by the government

In this regard, there has been a working group formed by the Ministry of Industry, Mine, and Trade including representatives of the diverse units of this Ministry, Tehran governor’s representatives, employer associations of government offices and representatives from other stakeholders that could impact the procedures such as the Chamber of Commerce, Industries and Mines in Tehran and the department of information technology and e-commerce.

According to the investigations made on this issue, the following activities for the outsourcing purposes have been identified and confirmed by the governor:

- Issuing electronic certificate
- Automatically registering the orders
- Membership of the exporters’ CV
- Extending business card
- Issuing business card
- Issuing the replica of the business card
- Changing coupons’ stubs
- Issuing the replica of the stubs
- Issuing the business permit of the Iranian altruists
- Distribution of the loans for home jobs
- Inquiring the premium for carpet weavers
- The permit for acquiring loans from banks by the carpet weavers
- Licensing the foundation of engineering units
Licensing research and development
Licensing services offered by engineering units
Licensing software developing companies
Licensing manufacturing units
Licensing the establishment of a unit and etc.

Additionally, after expert investigations, “Issuing the permit of the Iranian altruists” and “Distribution of the loans for home jobs” have been approved and assigned for implementation.

Signing a memorandum of understanding with the Office of Vice President for Human Capital Development and Management to assign five activities to the government including: petrochemical raw materials, licensing investment, registering the manufacturing records of industrial and mineral units, updating the data on the established and start-up manufacturing units, and supporting aids.

The preparation and assignment of the plans for improving performance measurement indices of client honoring and satisfaction of the affiliated ministry to the provincial units and subsidiaries

The preparation and assignment of the ethical charter of the staff in the Ministry of Industry, Trade, and Mine.

Supervisory and surveillance activities in the units that deal with the clients

1. Implementing a two-phased self-assessment plan and monitoring client honoring plan and satisfying the needs of the clients in 2012 and in the first half of 2013 in the headquarter and the pertinent provincial units.

2. Accumulating the outcomes of the survey of the clients referring to the Ministry in 2012 and 2013 to identify the weaknesses and strengths of the performance of the units with clients referring to them.

3. Developing the ethical charter and asking the recent recruited staff to sign the affidavit and pledge to follow its principles.

4. Creation, development and establishment of the banking information system entitled “Behinyab” (a servicing interface of the Ministry on Industry, Mine, and Trade) in the provincial and subsidiary units to familiarize the public with its responsibilities, their terms and conditions, timetable, and the tasks related to the clients in diverse sections of the Ministry of Industry, Mine, and Trade.

5. The development and provision of executive mechanism of promoting and
appreciating the efforts of the employees who excel in their duties in the provincial and subsidiary units.

**Informing the public**

In line with the timely and clear processes of informing the public the following methods could be considered for further implementation:

A. Revision and provision of a brochure that briefs the types of tasks and services that the clients should expect the unit to present. The comprehension of the aforesaid brochure should facilitate by the means of diagrams and pictures and it should also be approved by the Organizational Transformation Commission prior to publication. It could then be available for the public via websites and other communication tools.

B. Updating and installing the signpost.

C. Updating or establishing IVR systems.

The organizations affiliated with the Ministry of Industry, Mine, and Trade and their subsidiaries are obliged to update or establish and IVR system to provide the possibility of the public to be in contact with them via this system and by dialing numbers specifically allocated to this end and to receive the documents and the necessary information for fulfilling the request in a circadian and automatic manner (not requiring any operator).

A. The development and establishment of the “service desk” on the ground floor for the units having clients referring to them.

   The concept of service desk implies to the individual(s) who have access to the professional and/or general databanks and could guide the clients on the required documents, the organizational unit and the staff that could address their requests in addition to presenting the clients with the necessary forms and information.

B. The establishment of the complaint response system (The Office of President) in the headquarters with the cooperation of the Performance Measurement and Complaint Response Unit.

C. The public relations offices are obliged to professionally introduce each of the affiliated organizations or units and introduce their lines of services in the media to the public.

**Outcomes of client Satisfaction Assessment**

Referring to the outcome of the plan regarding clients’ satisfaction level of the services provided by the public and governmental entities in 2011 (subject: the implementation of
the Act 13/18540 dated 2002 of The Supreme Administrative Council on the client honoring and satisfaction in the bureaucratic system in provincial and county units), a quick review on the some of the reports issued by the provincial organizations affiliated with the Ministry of Industry, Mine, and Trade and comparing it with the findings indicated by the comparable organizations nationwide, the results are presented as the following:

The numerical comparison table of the levels of satisfaction declared by the clients during 2011-2012

<table>
<thead>
<tr>
<th>The highest ranking provincial units</th>
<th>Satisfaction level in 2011</th>
<th>Satisfaction level in 2012</th>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gilan, Khuzestan, Kohgiluye and Buyer-Admad, and Mzandaran</td>
<td>74</td>
<td>84.19</td>
<td>The extent of accuracy and clarity in informing process</td>
</tr>
<tr>
<td>Ilam, Bushehr, Ghazvin, and Hamadan</td>
<td>79</td>
<td>74.81</td>
<td>The satisfaction level of how the staff dealt with the clients</td>
</tr>
<tr>
<td>Azerbaijan West, Ardabil, Yazd, and Tehran</td>
<td>95</td>
<td>88.28</td>
<td>The satisfaction level of how timely the services were provided</td>
</tr>
<tr>
<td>All the participants have done satisfactorily considering this factor</td>
<td>72</td>
<td>82.28</td>
<td>The extent of the irregular actions being fulfilled</td>
</tr>
</tbody>
</table>

| Sample size | 102720 | 88542 |

![Bar chart showing the levels of satisfaction and factors for various aspects of service, including Incidence of Bribe Requests, Client Satisfaction with Service Speed, Client Satisfaction with Employee Manner, and Accuracy and Transparency of Information.](chart.png)
The analyzed data indicate that there a total number of 88542 forms have been filled by the clients referring to the provincial and subsidiary organizations affiliated with the Ministry of the Industry, Mine, and Trade, with more than 84.19% evaluating the “The extent of accuracy and clarity in informing process” as good, 74.81% evaluating “The satisfaction level of how the staff dealt with the clients” as good, 88.28% evaluating “The extent of the irregular actions being fulfilled” excellent, and eventually 82.28% of the clients indicated that there was no irregularities posed by the staff (8.39% of the questionnaires were not responded).

The satisfactory level of the clients in comparison to the nationwide standards 2011-2012

<table>
<thead>
<tr>
<th>Nationwide standard</th>
<th>Organizations affiliated with the Ministry of Industry, Mine, and Trade</th>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>76.6</td>
<td>78.45</td>
<td>The satisfactory level of the clients</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>The total number of references by a client to receive a specific service</td>
</tr>
<tr>
<td>76.2</td>
<td>77.53</td>
<td>The amount of information dissemination</td>
</tr>
<tr>
<td>76.7</td>
<td>78.1</td>
<td>The extent of confidence that the clients express</td>
</tr>
<tr>
<td>78</td>
<td>76.2</td>
<td>The extent of optimism that the clients express over the prospective improvements on the quality of services</td>
</tr>
<tr>
<td>83.91</td>
<td>85.99</td>
<td>The maximum satisfactory level of the clients</td>
</tr>
<tr>
<td>68.24</td>
<td>68.22</td>
<td>The minimum satisfactory level of the clients</td>
</tr>
</tbody>
</table>

**Organizations affiliated with the Ministry of Industry, Mine, and Trade**

**Nationwide standard**

**Factors**
The performance measurement indicators of the client honoring and satisfaction plan

The required measures for improving the indicators of the client honoring and satisfaction plan within the Ministry of Industry, Mine, and Trade in the coming years are as follows:

1. The preparation and development of the required mechanism for implementing the resolutions of The Supreme Administrative Council and The Organizational Transformation Council for achieving client honoring and satisfaction.
2. Evaluating the performance of the affiliated units in implementing the resolutions of The Supreme Administrative Council and The Organizational Transformation Council for achieving client honoring and satisfaction.
3. Presenting solutions and proposals for improving the quality of services, reforming the rules and regulations and the working procedures.
4. Having supervision upon the implementation of the resolutions, informing surveying the public in this regard.
5. Identifying prospective strengths, weaknesses, opportunities, and threats that the organization might confront.

Important notes on updating public and private processes

A. Signifying client’s type with regards to the three main types of general, exclusive, and/or governmental clients.

General clients: Is referred to a vast variety of individuals that refer to the Ministry or its subsidiaries to receive a service.

Exclusive clients: A specific social, political, or industrial group in the society such as manufacturers, investors, researchers, applicants of for contract bids and tenders, and etc. who might refer to the Ministry or its subsidiaries to receive a particular type of service.

Governmental clients: Encompassing the governmental bodies that are stakeholders of the services provided by the aforementioned unit.

It is also notwithstanding that the staff of each of these governmental units that refer to other headquarters including finance, recruitment, and etc. are deemed as the receivers (clients) of governmental services.

B. Signifying the staff(s) that are responsible to address clients’ needs (indicating the name and surname, rank, and job description)
C. Updating and declaring the scheduling of all the proposed services publicly in three forms of expert informing, interacting and transacting with the following formula:

\[
\text{activity duration} = \text{optimistic estimation of the duration} + \text{pesimistic estimation of the duration}
\]

D. Increasing organizational automation and the revision of the general and professional client-referring activities by the annual rate of 10% in the provincial and subsidiary units

The implementation of the public surveying plan

A. In accordance to the clause 8 enacted to address the client honoring and satisfaction issue, all the units are obliged to survey the clients according to the forms designed by the former National Management and Planning Organization incessantly and take the obtained outcomes into consideration for eliminating or revising the operational methods or the remaining activities pertinent to client honoring and satisfaction. The report on the actions being taken in this regard should be submitted annually and quarterly given the circular 1900/171267 to the Bureaucratic Reconstruction and Development Center dated 82/9/12.

B. In the first half of Ordibehesht and considering the outcomes of surveys being fulfilled in the preceding year, all the units are obliged to identify the 5% of the staff who offered the best quality of services to the clients (in case there exit no reports of a misbehave) and promote them after having the approval of the Quality and Service Improvement Office and also introduce them to the Bureaucratic Reconstruction and Development Center.

Caution: The provision of all the required facilities including the copying machine, water coolers, and etc. for the welfare of the clients is necessary.

The instruction on promoting and appreciating top employees in provincial units:

1. The promotion and appreciation of the employee should be fulfilled by the highest ranking executive of the organization and it should also be recorded in his/her working records.

2. The introduction of the top employees to the secretariat of The Bureaucratic Development Council.
3. The Bureaucratic Development Council should every year select the 3 top employees among the highest ranking ones introduced by the headquarters, provincial organizations, and their subsidiaries and it should promote them in Shahid Rajaee Festival and grant them the following awards: (The indices of selecting top employees of the client honoring and satisfaction plan should be specified by The Bureaucratic Development Council)

- Granting the client honoring commemorative tablet
- Granting the primacy in benefiting from educational opportunities.

4. The secretariat of The Bureaucratic Development Council should identify and introduce 3 governmental bodies with the highest rankings in acquiring client honoring to The Bureaucratic Development Council of the Ministry and grant the commemorative tablet.

Any of the following offenses and/or misbehaviors in servicing the clients is punishable with regard to the Article 8 of the Act on Bureaucratic Offenses enacted by The Parliament in 1993 and the alleged staffs are going to be introduced to the Coordinating Office of Addressing Bureaucratic Offenses:

1. Behaving in contrast with bureaucratic regulations and principles.
2. Breaking pertinent rules and regulations
3. Making clients dissatisfied or withholding/delaying to fulfill clients’ requests
4. Discriminating against the individuals or following informal relations in following the rules and regulations.
5. Leaving the working place at the working hours.
6. Not working to up one’s potential and squandering time and energy in the working place.
7. Presenting confidential documents to individuals who are prohibited to receive them or vice versa.
8. Not following Islamic principles.
9. Receiving illegal funds or funds that are considered as bribe in the Shari’ah.

The secretariat of The Bureaucratic Development Council considering the following conditions:

1. The score of a specific unit being estimated as not good in two consecutive years by
the inspectors of the client honoring and satisfaction plan,

2. The proportion of client dissatisfaction being estimated more than 20% in two consecutive years.

3. The reports on a specific unit received from the client complaint management unit in two consecutive years indicate inappropriate performance, is obliged to take the following indices:

- Send a written notification signed by the heads of Resources Management and Development Administration and The Bureaucratic Development Council
- If repeated in subsequent assessment phases, it will be referred to the Minister for further actions that should be taken in this regard.

**The outcomes and achievements of the accomplished tasks**

1. Identification and introduction of the units in the Ministry that excel in implementing the client honoring and satisfaction plan.

2. The creation and development of 100 action plans in organizational transformation of the ministries consistent with the transformation action plans in 2012 and 2013.

3. Promotion of the performance level for a particular ministry that has attended to the implementation of the organizational transformation plan in 2011 from “fair” in 2011 to “good” in 2012 in accordance to the performance evaluation of the administrative entities.

4. Enhancing the satisfaction levels of the clients following the integrity of provincial services (referring to the confirmation 210/91/4037 of the Office of Vice President for Human Capital Development and Management) in accordance to:
   a. An increase by 2% of the client satisfaction in provincial units (78.45) in receiving the required services compared to the average (76.6).
   b. 1.33% improvement in the informing methods of the services to the public (77.53) compared to the average (76.2).
   c. 1.4% increase in the confidence level of the clients towards receiving the required services in the provincial units (78.1) compared to the average (76.7).

**Follow-up and surveillance methods**

Assessing the performance of the units in servicing the clients is being fulfilled on the basis of the following indices:
1. The annual outcomes of launching surveys of units and clients according to the pre-designed forms
2. The annual outcomes of evaluating the satisfaction levels of the clients with regard to the general and professional services they received in provincial and subsidiary units by the Office of Vice President for Human Capital Development and Management.
3. The outcomes of the performance measurement of units in the self-assessment plan of client honoring and satisfaction (The Bureaucratic Reconstruction and Development Center)
4. Received complaints by the clients

Activities of Ministry of Industry, Mine and Trade in Promotion of Religious Culture and Ethics

In conformance with Article 44 of Act of the 5th Five Years National Development Plan, the following actions have been taken by the Ministry:

- Promoting the morale of enjoining the good and avoiding the wrong among the colleagues, by warning about chastity and hijab in the held sessions and creating awareness about proper relationships and the preserving the religious values
- Expanding chastity and hijab culture via the religious speeches of worship leaders for the staff
- Supervising the visitors’ hijab by the related staff and notifying them if necessary
- Promoting prayer culture according to the agreement signed with the corresponding organization
- Promoting public prayer across the Departments of Ministry, provincial and other affiliated organizations
- Advertising aphorisms from Prophet, Imams, Imam Khomeini and the Supreme Leader, on banners in national and religious events
- Translating Islamic texts and Quran into English, to support the promotion of Islamic culture
- Conducting book exhibitions about religious subjects, especially about prayers.
- Executing guild public prayer bylaws
The era of information technology, which has led to the advent of novel concepts in economic and social strategies and interactions, has brought serious challenges to the governments. Indeed, governments as social entities are increasingly facing complexities in their systems and interactions and they inevitably require redesign and adjustment of their policies implementation supervision and control systems.

For the realization of e-government and the utilization of new technologies in providing services and performing the delegated responsibilities, Ministry of Industry, Mine and Trade has indentified the weaknesses and vulnerabilities of the processes, and has developed systems which their application has led to achievements such as: transparency, acceleration and facilitation of the affairs, providing timely services, monitoring and supervision of the processes, and promotion of administrative integrity and fighting corruption. This has resulted in increased client satisfaction. A brief description of the most important existing systems is given below.
## A. Major ICT-Based Systems of the Ministry

<table>
<thead>
<tr>
<th>No.</th>
<th>System Description</th>
<th>Web address</th>
<th>Interactions</th>
<th>Transactions</th>
<th>Electronic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Import orders management database</td>
<td>sabtaresh.tpo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>2</td>
<td>Statistical information database of foreign trade promotion organization</td>
<td>amaresh.tpo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>3</td>
<td>Export commodities pricing database</td>
<td>arzesh.tpo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>4</td>
<td>Top exporter recognition database</td>
<td>nemoonesh.tpo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>5</td>
<td>Foreign board of traders sending and reception database</td>
<td>pazeresh2.tpo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>6</td>
<td>Export awards database</td>
<td>yaranesh.tpo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>7</td>
<td>Prices information database</td>
<td><a href="http://www.cppo.ir">www.cppo.ir</a></td>
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<td>✓</td>
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<td>8</td>
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<td><a href="http://www.cppo.ir">www.cppo.ir</a></td>
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<td>11</td>
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<td>cart.tpo.ir</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>12</td>
<td>Draft Issuance database</td>
<td>It is not web-based</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>13</td>
<td>Inspection and supervision database</td>
<td><a href="http://www.cppo.ir">www.cppo.ir</a></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>14</td>
<td>Plenary export database</td>
<td>It is not web-based</td>
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<td>15</td>
<td>Chicken meat and egg production and distribution database</td>
<td><a href="http://www.cppo.ir">www.cppo.ir</a></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>16</td>
<td>System of simultaneous payment for wheat, rice and sugar beet</td>
<td><a href="http://www.gtcir.com">www.gtcir.com</a></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>17</td>
<td>Flour distribution control using GPS</td>
<td><a href="http://www.gtcir.com">www.gtcir.com</a></td>
<td>✓</td>
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<td>18</td>
<td>Urban bakeries flour payment system</td>
<td><a href="http://www.gtcir.com">www.gtcir.com</a></td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>19</td>
<td>Mechanized system of selling and distribution of basic commodities</td>
<td><a href="http://www.gtcir.com">www.gtcir.com</a></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>20</td>
<td>Container support system</td>
<td>1icsline.irisl.net</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>No.</td>
<td>System Description</td>
<td>Web address</td>
<td>Interactions</td>
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<td>21</td>
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<td>22</td>
<td>Islamic common market information portal</td>
<td><a href="http://www.itstr.ir">www.itstr.ir</a></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>23</td>
<td>Information and service system of export guarantee fund</td>
<td><a href="http://www.egfi.org">www.egfi.org</a></td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>24</td>
<td>Information portal of domestic products</td>
<td><a href="http://www.tolidiran.ir">www.tolidiran.ir</a></td>
<td>✓</td>
<td>✓</td>
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<td>25</td>
<td>Guild service prices (Resolutions of the Supervision Commission) database</td>
<td><a href="http://www.cppo.ir">www.cppo.ir</a></td>
<td>✓</td>
<td>✓</td>
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<td>26</td>
<td>Consumer rights protectors information portal</td>
<td>Hami-ngo.ir</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>27</td>
<td>Governance Office of Subsidies Targeting (inspection and supervision section)</td>
<td>Yaraneh.cppo.ir</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>28</td>
<td>Commodity and service prices information portal (124)</td>
<td><a href="http://www.124.ir">www.124.ir</a></td>
<td>✓</td>
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<td>29</td>
<td>Iranian Commodity and Service Coding program</td>
<td><a href="http://www.irancode.ir">www.irancode.ir</a></td>
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<tr>
<td>31</td>
<td>Iran trade point</td>
<td><a href="http://www.irtp.com">www.irtp.com</a></td>
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<td>✓</td>
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<td>32</td>
<td>Made in Iran virtual exhibition</td>
<td><a href="http://www.madeiniran.info">www.madeiniran.info</a></td>
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B. Joint ICT-Based Systems of Ministry

1. commercial smart card system
2. Commodity order registration system
3. The commercial communications network (SHABAB)
4. Daily performance registration system
5. Abroad missions registration system
6. Information security management system
7. Support portal
8. Administrative automation system for guilds, provincial organizations and staff divisions
9. Confidential automation system of Performance Assessment and Supervision Office
10. System of Marine Industries Supreme Council
11. System of industrial and mining activity permits issuance
12. Branches searching system of bank of industry and mine

Major Achievements in Establishing ICT-Based Systems

1. Information and service portal of Ministry of Industry, Mine and Trade (Behinyab)

Information and service portal of Ministry of Industry, Mine and Trade (www.behinyab.ir) was launched in 2011. Given the extensiveness of the executive and organizational activities in the industry and mining sectors, and the necessity of integration of information and processes, the structure of this system is designed to have 9 sections including investment, products, technology, human resources, world trade, finance, enterprises, commodity flow and energy. Each of the Departments of Planning, and Industrial and Economic Affairs, and Mines and Mining Industry Affairs of Ministry are responsible for the corresponding services provided by this system. Some of the important features of the system are as follows:

- Service Single window
- Concentration of sections, notifications, circulars and links
- Centralized user account
- Uniform user interface in all processes
- Integration of the user data and possibility of using them in all queries and processes
According to the necessity of the procurement for the food sector of the country, in the early 2011 the process of sugar distribution to manufactories was implemented and executed in the system, under the responsibility of the Department of Domestic Commerce of Ministry. Currently more than 45 processes, sub-processes and services are implemented electronically in the system and some other processes, especially complementary processes in mining sector such as CADASTER are planned to be implemented and executed until the end of year 2013. CADASTER refers to mechanization of all processes of registering the requested area, issuance of exploration permit and certificate, issuance of exploitation permit, and mechanized supervision of mines and determining the real extraction amount using internet.

2. Knowledge Management System of Ministry of Industry, Mine and Trade

This system was launched in 2011 with the aim of creating transparency in expression of industry policies, eliminating ambiguity and prevention of information rent in the corresponding sectors. This system has designed for the public use which its internet address is www.bsmt.ir.

Users of the system fall in two groups, namely individual and organizational. Organizational users are further classified into two groups; users which their main responsibility is management of science and technology, and users which need management of science and
technology to support their main missions. Individual users use the system for knowledge acquisition or creation. Experts, researchers, decision makers and authorities as individuals, use the system as an encyclopedia. Such users may participate in generating knowledge (in the form of commenting and sending relevant content), in addition to reading and using the contents.

3. Integration and Generation of Industry, Mines and Trade Sectors Statistics

The subject of generation and integration of industry, mines and trade sectors statistics, has been under consideration with the aim of creating transparency, preventing information rents, and providing equal statistical information to the all stakeholders. With the establishment of WEBSIMS system, it is possible to register and to access data of establishment and exploitation licenses.

Since the information of manufactories were registered in the form of establishment licenses, and the changes in the data were not recorded, the Ministry decided to collect the latest information from manufacturing companies to update the data and to obtain an all-inclusive image for the status of such entities.

After assessing different plans, it was decided to execute the manufacturing companies’ information updating project in the early 2010, at the country level. For this purpose, manufacturing companies were called to register and upload their information in the system. Afterwards, the verification teams participated in the workshops to review and verify the registered data. The project was completed in the early 2011, and its output led to the creation of industry sector database. The main objectives of the project were as follows:

- Updating the existing information about manufacturing and mining companies
- Acquiring additional required companies data
- Identification of companies capacity and occupation changes
- Identification of inactive companies with not cancelled licenses
- Identifying the geographical coordinates of the companies
- Creating the data fields required for information exchange with other agencies

4. The Plenary Real Estate System

Information transparency is one of the main requirements of appropriate and efficient
planning in various social, cultural and economical sectors. The lack of transparency leads to economic rents and unequal economic opportunities. In the experts’ view, lack of accurate information in the real estate market is one of the main causes of inefficient planning in this sector.

Economic experts emphasize on the necessity of access to urban land resources for all society segments. The existence of transparent information in the real estate sector, leads to increased ownership security and the possibility of appropriate planning for the value and the usage of land. Lack of information transparency has a direct relationship with the prevalence of corruption in any market. In addition, the transparency of the information in the real market is essential for governmental planning in the this market, in order to impose policies in the contexts such as residential, agricultural, industrial and service sector lands.

5. Public Supervision and Inspection Network (SHABNAM) Project

This project was defined with the objective of providing the possibility of verifying the originality of the purchased commodities and assisting the government in recognizing contraband and counterfeit commodity distributors. In fact, this project aims to enhance supervision and control on production and distribution of contraband and counterfeit commodities.

The project brings the following benefits to the society:

- Reducing the risk of purchasing counterfeit commodities
- Confidence on the quality of the commodities
- Possibility of verifying the originality when purchasing the commodities
- Possibility of receiving information about the production of the commodities
- Receiving reward credit for reporting violations
6. National Iranian Commodity and Service Coding System

Iranian Commodity and Service Coding program (Irancode) was inaugurated by president, and minister of commerce in 2008, as one of the most important infrastructural programmes in regulating the market, the distribution network, and the e-commerce activities in the country.

The program has the following benefits:

- Reduction of production, transportation, warehousing, marketing and sales costs
- Possibility of entering target markets with difficult access, for domestic products
- Preventing fraud in manufacturing, selling, and trading
- Realization of consumer rights
- Creating a common language on commodities and services
- Facilitating trade and promoting e-commerce
- Identification of licit and illicit commodities and preventing smuggling
- Preventing unnecessary purchases, especially in the public sector
- Eliminating intermediaries and reducing transaction costs
7. SHABAB Project
The project includes the expansion of communications network with the aim of promoting e-commerce among all stakeholders of the industry, mining, and trade sectors using Wimax, MPLS, optic fiber, VSAT, GPRS, ADSL, VPN and NGN technologies.

8. Electronic Signature Certification
This project has defined in conformity with the E-Commerce Act and the Executive Bylaw for Article 32, with the purpose of developing the public key encryption. The Government root certification authority performs its activities according to Article 32 Executive Bylaw, with the permit of Policy-Making Council. This authority is affiliated to the Center of E-Commerce and is responsible for issuance and management of the intermediary certificates for registration process, authentication, issuing the certificates, and key cancellation and renewal. The authority is also responsible for ensuring compatibility of all services and activities of the center and the related certification infrastructure under the root electronic policies.

9. Government e-Procurement System SETAD
SETAD is a system for transactions between the executive authorities (bids and auctions) in a web-based platform. This system enables the executive authorities to perform all stages of the transactions - from the ordering to paying – in a decentralized manner, via an integrated system. In addition, the tendering authorities may use this system.

10. Regulating the Operation and Supervision of Internet Shops (E-trust Seal)
The growing prevalence of internet shops and their increasing role in goods and service transactions using internet, implicates the necessity of regulating and supervising their operations. For this purpose, regulation of virtual shops project is defined in Iran Center for E-Commerce Development.

11. Business Intelligence Infrastructure in the Trade Sector
A comprehensive and integrated database of the trade sector data to support decision making of traders and merchants, is one of the main requirements of the trade sector. Such a database can assist the players to make the most desirable and effective decisions, using statistical data and existing patterns in the sector. Implementing such a database with the use of business intelligence, can help the decision makers to find and view the desired data and patterns with minimum effort. For this reason, the Trade Sector Business Intelligence Infrastructure
Implementation project (National Trade Database) was defined in the Department of IT Development and E-Commerce of Ministry.

12. Trade Documents Digital Library
Trade documents digital library, provides different services for the users via the internet portal. Besides, by joining the Iranian Consortium of National Content the library will be available via the portal of this consortium.

13. The Plenary Violation Inspection and Addressing System
This system was established with the order of Organization for the Protection of Consumers and Producers, to facilitate the addressing procedures for guild violations, to integrate them, and to provide possibility of information inquiry.

This portal has been established by government, aiming to enhance the growth and development of Consumer Rights Protector NGOs and to promote the awareness of the consumers. The Consumer Rights Protector Association is a community of NGOs from 323 cities in 31 provinces. The information portal of consumer rights protectors belongs to this
association which has sections for membership subscription, news, calls, regulations and laws, and information about the members.

This portal was launched by Organization for the Protection of Consumers and Producers in 2010 with the following objectives:

- Publishing credible news for consumers
- Introducing Consumer Rights Protector NGOs across the country and their activities to the consumers

Subscription to NGOs via the portal

- Disseminating consumer rights laws
- Disseminating useful relevant information for consumers

15. MATA Database

The information analysis center for industry, mining and trade, in which collecting, recording, updating and disseminating the required statistics and indicators to the stakeholders is conducted, is located in mata.itsr.ir. This database has the following features:

- Aggregation of statistics
- Validation and verification of the collected statistics from the corresponding sources
- Providing statistics in different classification levels
- Providing unified information
- Fast and easy access to up-to-date statistics
- Access to metadata
- Providing simple and graphical statistical reports

The objectives of MATA database include:

- Providing access to accurate, update and integrated statistics
- Providing possibility of access to data from various categories in one window (all in one)
- Providing possibility of access to MICRODATA
- Providing information about statistical concepts and standards
- Providing information about System of National Accounts (SNA)

The MATADATA targets the following groups:

- Researchers in industry, mining and trade sectors
Managers and decision makers in industry, mining and trade sectors
Members of the Parliament
Iran Chambers of Commerce, Industries, Mines, and Agriculture
Other public and private sector players

16. Public Contributions and Complaints Addressing System (124)
The Department of Inspection and Supervision of Ministry addresses the reports and complaints on violations from guilds, manufactures and services providers, with the purpose of price control and supervision of the goods and services market. The violations may include unfair pricing, subterfuge in selling, smuggling, refusing to give invoice, violation of commitment to government by importers, not having price labels on goods, not having establishment license, violation of pricing and distribution commitments, hoarding, and etc.

The complaints and reports are received by consumers and honorary inspectors via interactive voice response system on phone number 124, website, SMS and fax. The received information is sent to the relevant organizations and agencies, and after being addressed, the corresponding person who has reported the case, is informed via 124 system. In addition, the information on consumer commodity prices can be accessed by this system.
17. Guild Website

This site was established with the aim of preventing unnecessary visits by clients for requests of issuance or renewal of business license, and supervision of union activities (training, transportation, issuance of licenses, providing facilities, etc.). The website has the following features:

- Registering the requests for business license
- Assigning unique guild ID, and the possibility to track using the ID
- Supervision on unions activities, information recording, and business license issuing
- Possibility to create reports from the recorded information on business licenses
- Online payment
- Online registration of complaints
- Access to contact information of all unions
- Access to information of unions members of boards, executive managers and other guild assemblies
- Issuance of pocket digital business license
- In the future, electronic union elections via the website
- Conducting exams for mandatory training courses for business license issuing

18. Online System for Registering Import Orders

The online system for registering import orders was established, based on the order of Minister of Industry, Mine and Trade. Using this system, real and legal applicants may register their import orders having username and password, via website www.ioms.ir. The whole procedure from registering to receiving the approval can be tracked online. The order registration approval will be issued, after referring to provincial order registering offices, paying commission, and delivering the required documents. The objectives of this system are:

- Increasing speed and accuracy in registering of orders
- Enhancing the performance of the order addressing staff across the country
- Providing accurate information to traders and other users
- Omitting working time restrictions on tracking registered orders, and other administrative procedures
Providing confident connection with relevant organizations such as customs, central bank, and etc.

Constant improvement of the existing procedures and moving towards a completely automation system

19. Commercial Smart System

Commercial Smart system was developed and launched on www.cscs.ir in 2010 based on an agreement between Iran Chamber of Commerce, Industries, Mines and Agriculture, and the Ministry. This web-based software targets six groups of users which can use it by logging in:

- Relevant organizations for the final approval of the smart card
- Request processing staff in the provincial industry, mine and trade organizations
- Managers of provincial chambers
- Request admission staff in provincial chambers
- Coding staff in customs
Applicants of issuance and renewal of commercial smart card for recording their detailed information

One of the benefits of this system, is its direct connection with systems of relevant organizations such as civil registration, company registrations and customs offices.

20. Plenary System for Administrative Reform in Ministry of Industry, Mine, and Trade

This system was developed to meet the strategy of conducting, supporting and supervision of execution plans and programmes approved by Administrative Supreme Council, Office of Administrative Reform Planning, and Human Capitals and Management Development Council.

According to this project, the relevant councils and organizations with major roles in planning and execution of administrative reform measures, disseminate the decisions and action plans and the related concepts to managers, staff, and the relevant agencies of Ministry through the web-based plenary system. The reforms actions are devised to meet the reform objectives in the areas of establishment and developing of e-government, employment equity and payment system, organization of human resources, structural reform and decentralization, establishment of plenary performance management and productivity enhancement system, administrative integrity, empowerment of human resources, and finally providing service to the public.

The main objectives of plenary system developing project are as follows:

- Coordination, reviewing and supervision of activities of the affiliated and provincial administrative reform commissions
- Planning and organization of the required actions for the reform
- **Impacts and achievements of establishment of the systems**
- The following can be stated as the impacts and the achievements:
  - Increase in speed and accuracy of the operations
  - Controlling of authentication and the commercial documents of the importers
  - Preventing unnecessary face-to-face relationships between the staff and the clients
  - Controlling the inventories, the commodities and the prices
  - Preventing undesired and illegal supply of commodities, reducing corruption and rent in supply of commodities
  - Eliminating unnecessary intermediaries
  - Direct electronic supply of commodities and providing of services
- Preventing illegal business activities (without business licenses) and the related violations
- Preventing violations in payment to clients
- Reduction in violations and corruption activities such as forgery
- Reduction in violations and corruption in any of the ordering, contract, transportation planning and operation, financial affairs, accounting, payment and customer delivery areas
- Promoting investment across the country
- Reduction in the required time for addressing the violation and corruption cases

**Responsibilities Delegated to the Organizations According to the Bylaw of Cultural Appendix**

The delegated responsibilities are as follows:

- Establishing the Working Group for Defining the Major Programmes of the organization with the responsibility of one of the Departments of Ministry.
- Preparation, approval, execution and supervision of the cultural appendices for national and transnational programmes
- Determining the criteria for programmes with cultural appendices and updating them
- Devising measures for organizing the affairs according to the cultural appendices
- Defining ranking method for the existing cultural research and study centers, for the preparation of cultural appendices
- Selecting and recognizing top organizations, centers and staff in defining and executing the cultural appendices
- Promoting for preparation of cultural appendices in various areas

**Experiences of the Organizations and the Affiliated Companies of the Ministry in Enhancing Administrative Integrity and Fighting Corruption**

The experiences presented in the previous sections, include the general Fighting Corruption activities by the Ministry subdivisions and the affiliated companies. However, given the diversity of the Ministry services and the degrees of specialization in the organizations and companies activities, in this section major specialized experiences by such entities are presented.

**Trade Promotion Organization of Iran**

Trade Promotion Organization of Iran is the sole entity responsible for international trade policy
making, connecting with foreign trade partners, and dealing with non-oil export promotion issues. Given this fact, this organization interacts with a wide range of stakeholders including exporters, traders, merchants, associations and unions, and manufacturing enterprises. The organization has achieved excellence in areas such as transparency, regarding citizenship rights, clients’ honoring, fighting corruption and accountability.

**Achievements in transparency:**

- Disseminating all regulations, laws and procedures to the public, via printed material and the websites
  
  
  Webpage address: http://fa.tpo.ir/ Using Online database for performing operations such as registering of import orders (http://sabtaresh.tpo.ir) and exporters databank membership (http://fa.tpo.ir/)

- Publishing information and required documents for clients (iranmardom.ir)

- Documenting and disseminating the main procedures and processes of the organizations for the public use (order registering procedures, commercial card issuance, and etc.)

**Achievements in regarding citizenship rights:**

- Participation of the private sector in preparation of regulations for procedures such as membership in Article 1 Commission of Import and Export Act, and selecting and awarding the top exporters.

- Conformity to regulations and constitution, and avoiding discrimination in providing services to the stakeholders

- Providing the possibility to appeal any organizational decision for all clients

- Providing the possibility to have face-to-face communication with all managers of the organization for the clients

- Addressing the clients requests via internet services (http://sabtaresh.tpo.ir)

- Providing facilities for the visiting clients inside the administrative buildings

- Providing free services and assistance to researchers and students

- Conducting free specialized trade training for the clients

**Achievements in clients’ honoring:**

- Conducting client surveys using questionnaires
Preparing brochures containing information about the responsibilities and activities of the organizational subdivisions, and the related staff, for the clients

Creating electronic information kiosks at the buildings entries

Providing convenience facilities for the clients

Empowering export associations and unions in fulfilling their objectives and missions

Establishing the National Day of Exports and recognizing the top Iranian exporters (21st October)

**Fighting Corruption and accountability:**

- Creating the Administrative Integrity Committee
- Appointing general governor’s exclusive inspector for supervision of the activities
- Installing complaints box for the use of visiting clients
- Staff punishment and reward according to the client survey results
- Possibility of direct contact between the clients and the organization managers for reporting the staff performance
- Assessing the annual performance of the staff, and punishing or rewarding them according to the assessment results
- Obtaining clients complaints and suggestions via websites
- Assessing the performance of the organizational agencies, using tools such as EFQM and rewarding the top performing agencies
- Conducting staff training about clients rights and the relevant regulations
- Preparing ethical charter and disseminating it across the organization
- Preparing affidavit and having it signed by all staff
- Monitoring staff and organizational agency’s performance in weekly, monthly, seasonal and biannual intervals
- Presenting offenders to the Board of Administrative Violations for appropriate punishment

**Iranian Mines and Mining Industries Development and Renovation Organization**

The mission of this organization is to support for development and renovation of mines and mineral products manufacturing industries. Therefore, the clients of this organization are specifically from the related private or public enterprises. Regarding this fact, the organization has established a specialized website from which information in various areas such as organization structure and objectives, service procedures, administrative processes, scientific content and etc. can be accessed publicly. Besides, the clients may receive the required information by:
Visiting the organization and requesting the information from the experts

Using interactive voice response system and voice mail system

Using guide boards containing information about the organization staff and divisions

**Iran Small Industries and Industrial Parks Organization**

The major actions taken by the organization include: modification and automation of service providing processes, subtle supervision of the companies, reducing administrative bureaucracy, using web-based complaints addressing system, receiving complaints via SMS, conducting training courses, employment of the staff based on their eligibility, empowering the supervision and control agencies (especially Office of Inspection and Complaints Addressing), establishing the Auditing Committee, establishing the Administrative Integrity Committee, establishing the Board of Administrative Violations Addressing, and empowering the Security Agency. The organization uses web-based system and SMS system for complaints submission.

**Organization for the Protection of Consumers and Producers**

**Consumer Rights Protection Act**

This act and its executive bylaw were enacted in 2009, with the objective of protecting consumers’ and producers’ rights, and empowering relevant NGOs. If completely executed, the act will be able to facilitate the supervision of all production, distribution and service providing processes, and delegation of many of the executive supervision tasks to the NGOs.

For instance, the 2nd Chapter of this Act is about the following issues: obligations of the commodity producers and service providers for regarding honesty and consumer rights, product warranty and after sales service, providing information about the specifications of the products and services, honesty in advertising.

One of the main attributes of this Act is conducting NGOs for monitoring the procedures by public organizations, preventing information rents in the government, and fighting corruption by non-public sections having governmental and legal support. In addition, the chapter obliges all public entities for transparency and equity in providing information about the affordable services, and prevents oligopoly.

The 3rd and 4th Chapters of the Act are dedicated to NGOs. The 3rd chapter is about establishing Consumer Rights Protector Associations. Article 9 of this chapter explains that for the purpose of organizing the public contributions in implementing consumer rights protection policies and programmes, Consumer Rights Protector Associations must be established. It insists that such
associations must avoid any political, beneficial or commercial activity. Furthermore, their major tasks are determined to be creating consumer awareness using media, consulting the relevant executive organizations, addressing the complaints and providing legal and consultation services to the consumers, and referring the complaints to the relevant organizations.

The 4th Chapter of the Act is about addressing the violations. It allows the associations to address the received complaints from real and legal persons, and if any violation has occurred, refer the case to the Governmental Discretionary Punishments Organization.

The 5th Chapter of the Act is about fines and penalties. According to this chapter, commodity producers and service providers are obliged to compensate in case of any negligence in providing commodities and services or causing damage to the consumer.

Establishing consumer rights protector associations

Following the enact of the Consumer Rights Protection Act, the Organization for the Protection of Consumers and Producers established protector associations in national, province and county levels, by cooperation of provincial industry, mine and trade organizations. Currently, 323 county and 31 provincial associations are active across the country and the first general assembly of the associations was established in 2011.

Objectives of the associations

Supporting and executing the consumer rights protection programmes and policies, especially in the area of standards, quality, price, distribution and supply of commodities as follows:

- Promoting consumer rights protection culture in society segments and especially among producers and providers
- Following up for vindication of consumer rights in violation cases
- Recognizing and avoiding collusion, oligopoly, and imposing the conditions by commodity producers and service providers which may cause shortage in supply and quality or increase in prices

Responsibilities of the associations

The delegated responsibilities are as follows:

- Creating consumer awareness using mass communication media, publishing magazines, conducting interviews, conferences, and general and special training courses
- Providing consultations and cooperating with relevant executive organizations for effective execution of consumer rights relevant regulations
- Addressing the complaints and providing consultation and legal services to the consumers
- Referring the complaints to the relevant organizations if required

**Honorary Inspectors Program**

This program was developed in 2008 by the Inspection and Supervision Organization with the purpose of utilizing the society resources and potentials in market controlling and supervision. This program focuses on public supervision power. According to this, the provincial industry, mine and trade organizations benefit from honorary inspectors, in addition to using governmental control and supervision tools. They acquire people and train them as inspectors, whom become responsible for insensible market supervision, and for reporting the changes and trends in commodity and service markets to the organizations. This provides the organizations with capability of proper management of price shocks and commodity shortages.

The Office of Legal Affairs and Violation Addressing have declared the executive instructions and circulars regarding to the activities of the honorary inspectors to the provincial industry, mine and trade organizations.

**Institute for Trade Studies and Research**

This institute has performed the following activities in providing transparency and facilitating stakeholders’ access to the information and statistics:

- Compiling and publication of book entitled “Iran Your Trade Partner” in English, to provide transparency in trade information
- Establishment of MATA database (information analysis center for industry, mining and trade)
- Conducting three roundtables entitled “Concepts of Corruption and Administrative Integrity, and its Cultural, Social and Managerial Aspects”
- Developing general framework for the establishment of Office of Administrative Corruption Prevention and Fighting
- Compiling and publication of book entitled “Import and Export Laws and Regulations”, to provide transparency and to facilitate the access of import and export stakeholders to the related regulations. The book is updated annually.