



Islamic Republic of Afghanistan

**National Technical Assistance Salary Scale and
Implementation Guideline**

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Table of Contents

1. Introduction	4
2. Objectives	4
3. Target Group	4
4. Problem Statement	4
9. Critical Success Factors	13
10. Expected Results of the Guideline Implementation	13



Acronym and Abbreviation

ADB	Asian Development Bank
CSMD	Civil Service Management Department
GoIRA	Government of Islamic Republic of Afghanistan
IARCSC	Independent Administrative Reform & Civil Service Commission
MOF	Ministry of Finance
NTA	National Technical Assistance
SOM	Senior Official Meeting
USAID	United State Agency for International Development
WB	World Bank
WG	Working Group



1. Introduction

The variant pay scales implemented in the line ministries based on the mutual agreement of the line ministries and donors have raised different challenges, such as lack of institutional memory because of high employee turnover at the line ministries which is an obstacle in strengthening the institutions. In addition the inequality in the salaries of the employees has decreased the level of efficiency, effectiveness and has created social challenges. Recently, Capacity Building for Results (CBR) salary scale was developed and approved. In addition it was agreed in the Senior Official Meeting (SOM) that CBR salary scale will be applicable on NTA as well. Following to the Presidential Decree No. 852, dated 7 Assad 1394, it has been instructed to develop NTA salary scale and guideline and after the required consultation it should be presented to the Cabinet of Ministers for approval. The success of the guideline's implementation requires support and compliance of the Government of Afghanistan and Donor community.

2. Objectives

Based on the Presidential Decree No. 852, the Salary Scale and Guideline are developed to harmonize the salary scales of national staff who work for the Afghan Government out of line positions of official Tashkeel, including Externally Funded Staff (EFS) who are funded by international donors. The overall objectives of the scale and guideline are:

- To have harmonized, consistent, and fair pay framework for all NTA in the Country;
- To assure fiscal sustainability up to possible extend;
- To increase government's control over the deliverables of NTA, including but not limited to strengthening the ability of government to hire national contractors through the national budget of the Country.
- To avoid competition with CBR and assuring transparency and accountability.

3. Target Group

The NTA Salary Scale and Guideline cover the remuneration package for the national staff who work for all budgetary units of the government of Afghanistan out of Tashkeel staff (contracted staff). This includes staff funded through On and Off budget embedded in the budgetary units of the government of Afghanistan.

It is worth mentioning that NTA Salary Scale and Guideline does not apply to the staff who are directly hired by the donors for their offices and do not report to the Government of Afghanistan. In addition it does not apply to those short term technical consultants (at least up to 3 months) who are to be hired either by the donors or the Government of Afghanistan.

4. Problem Statement

Since 2001(1382), the Government of Afghanistan has constantly brought and implemented selective reforms and changes in public institutions; it includes changes in the structure, capacity, and pay scale for efficient and effective administration and performances. The Government of Afghanistan launched the P &G System in 2008. P&G brought substantial consistency in the payments of civil servants, but due to continues inflation and increased living cost, the system is still



incompatible in retaining professionals in the public offices. The System has eight grades (G1-G8) and each grade has five steps. The lowest grade's salary is AFN 5,000 and the highest AFN 32,500 per month plus non-cash benefits. Besides the P&G system, the Afghan Government later introduced Super Scale benefits to attract and keep technical staff in technical positions. The amount of this incentive window is in the range of US\$ 300 to US\$ 1500 per month in addition to the P&G benefits.

In addition to these two scales, another program-based allowance by the name of Management capacity program (MCP) was launched which ended in 2011. MCP was followed by Capacity Building for Results Facility (CBR) which funds 1 - 4 grades and sometimes grade 5 of Tashkeel. CBR has a salary scale which is applicable on NTA as well and it is mentioned in this guideline. The new NTA scale from grade 1 - 5 is the same as CBR salary scale. NTA is stretched down and has three more grades proportionally to the first five grades to cover all levels of NTA.

Considering the social, economic and human resources situation in the country, there is a strong need to develop a consistent methodology for harmonization of the NTA salary scale and to implement it. This guideline will have significant effect on project performance, service delivery, job securities and cooperation between different concerned agencies and institutions. Thus it is very important for the Afghan Government to bring all the various salaries schemes/scales under one broader umbrella, it will improve the performance of, and will also bring accountability and transparency for the Government, international donors and other concerned stakeholders, Meanwhile it will stabilize CBR program appointees in line ministries as well.

5. Job Categories

Taking into consideration various job conditions, all NTA jobs have been divided in eight (8) categories and each category (grade) has its own conditions and responsibilities, each grade has ten (10) steps. The purpose of this categorization is to organize all payments of NTA according to the job responsibilities and donors adjustments to NTA's salaries accordingly. The following table suggests work conditions on the basis of eight categories system named with letters (A to H).



NTA Job Profiles

General Conditions for NTA Staff

Category (Grade) A-

PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
<p>Management, assignment and implementation of visions and strategic plans of the organization and having the authority to take decisions on behalf of organization.</p>	<ul style="list-style-type: none"> • Management responsibility of administration, including HR, Financial and others. • Develop administrative strategies divisionally and across the organization and approval of various plans. • Authority for taking final decisions on organization level • Long term strategic decisions and general leadership of the organization. • Other responsibilities will be mentioned in the contracts of the individual. 	<p>General Skills:</p> <ul style="list-style-type: none"> • Develop policy and strategy to manage conflicting priorities, and effective management of human, financial and others. • Ability to implement working leadership model in the organization, maximizing the contribution of team • Ability to professionally communicate about the organization and represent the organization/project at national and international levels. <p>Minimum Requirements:</p> <ul style="list-style-type: none"> • Doctorate degree with 3 years relevant experience or Master degree with 5 years relevant experience or bachelor degree with 10 years relevant experience.
<p>Examples:</p> <ul style="list-style-type: none"> • Director on Country or Zone level • Equivalent of Director General or Grade I level Positions in Civil Service • Senior Advisors to Ministers 		



Category (Grade) B-

PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
<p>Implementation and arrangement of administrative and technical affairs of the organization or project.</p>	<ul style="list-style-type: none">• Manage organization resources as per the contract.• Contributes to the development of organizational strategies and implement them across the division or organization/ project.• Taking the required decisions, planning and finding solutions for various problems and challenges.	<p>General Skills:</p> <ul style="list-style-type: none">• Ability to prepare plan for organization or department and responsibility of managing financial, HR and technical fields.• Ability to prepare documents in the technical fields and to represent from it in related meetings.• Ability of managing and liaison with outside of organization and project. <p>Minimum Requirements:</p> <p>Having at least Master's or its equivalent degree with 5 years working experience or having Bachelor's degree with 7 years relevant experience.</p>
<p>Examples:</p> <ul style="list-style-type: none">• Head of Division• Senior Technical Specialist• Senior Advisor or Specialist to Deputy ministers and Directorates• Project Manager• Deputy project Manager National level• Project Coordinator National Level• Equivalent to Grade 2 civil servant• Advisors		



Category (Grade) C-		
PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
<p>Development and implementation of certain specific functions and activities.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Advisor • Technical Specialist • Managers • Senior Officers • Equivalent to Grade 3 of civil Servants 	<ul style="list-style-type: none"> • Managing/ supervising organization resources within defined boundaries. Implementation of operational plans of organization or project • Provision and arrangement of an organization or project internal policies or terms. • Providing professional/technical advice to senior managers in the specialized areas. • Project management and budgeting for the function or activities being managed. 	<p>General Skills:</p> <ul style="list-style-type: none"> • Management and team leadership ability. • Having the required skills in general management • Writing and communication ability in professional and related area. <p>Minimum Requirements:</p> <ul style="list-style-type: none"> • Bachelor's Degree with 5 years experience in the related field.

Category (Grade) D-		
PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
<p>To provide support to and implement technical and managerial activities..</p> <p>Examples:</p> <ul style="list-style-type: none"> • Officer 	<ul style="list-style-type: none"> • Preparing financial, operational, technical and other plans for related field of an organization or project. • Implementing related part of the organization or project working plan • Support to and implementing the organization or project operational plans • Supervising and managing related functional units. 	<p>General Skills:</p> <ul style="list-style-type: none"> • Ability to prepare operational plans of organization or project. • Having required skills in the related technical field. <p>Minimum Requirements:</p> <ul style="list-style-type: none"> • Bachelor's Degree with 4 years experience in the related field.



Category (Grade) E-

PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
<p>To perform operational/support, educational, technical and other tasks of the organization or project.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Community mobilizers • Surveyors • Field Engineer 	<ul style="list-style-type: none"> • Responsible for resources implementation within defined boundaries or a specialist area. • Implement departmental plans to agreed standards of the organization or project. • Coordinating activities with the related departments, data collection and preparation of project documents. • Communication with interested persons both internally and externally. 	<p>General Skills:</p> <ul style="list-style-type: none"> • Ability to prepare various operational plans of the organization or project. • Having specific skills in the related technical field. <p>Minimum Requirements:</p> <p>Bachelor's degree with 3 years related experience or 5 years working experience.</p>

Category (Grade) F-

PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
<p>To perform administrative support tasks of the department.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Assistant/ associates • Clerk 	<ul style="list-style-type: none"> • Delivery of managerial and technical tasks of the organization or project. • Assist in the implementation of working plans and reporting to the organization or project management. • Coordinating activities with other related units of the organization or project. 	<p>General Skills:</p> <ul style="list-style-type: none"> • Working ability in the field of management or support according to the internal terms of a project. • Having skills in the related technical field. <p>Minimum Requirements:</p> <p>Bachelor degree with 2 years relevant experience or Baccalaureate degree with 4 years relevant experience.</p>



Category (Grade) G-		
PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
To perform administrative support tasks of the department. Examples: <ul style="list-style-type: none">• Technician• Driver	<ul style="list-style-type: none">• Carrying out daily tasks that are assigned to them by the organization or project.• Prepare and type documents, manage the filing of the documents and coding when needed.	General Skills: <ul style="list-style-type: none">• The required skills as per the TOR of the position• Produces work or conduct the assignment with acceptable standard. Minimum Requirements: Baccalaureate degree from school / educational institute / professional institute as per the requirement of the job.

Category (Grade) H-		
PURPOSE	DIMENSIONS	SKILLS AND COMPETENCE
Manual labour as per the requirements of the position Examples: <ul style="list-style-type: none">• Chief• Housekeeper• Cleaner	<ul style="list-style-type: none">• Undertakes day to day routine work which is assigned by supervisor.	General Skills: <ul style="list-style-type: none">• The required skills as per the TOR of the position• Produces work of a consistently and acceptable standard.. Minimum Requirements: <ul style="list-style-type: none">• Knowledge of equipment under care.



Note: Senior Officer is placed in the third grade, it is worth mentioning that a senior officer can only go up to step five of grade three. In addition a senior officer cannot be offered above the first step of the grade.

6. Salary Scale for NTA Staff

NTA has eight grades, each grade has ten steps. There is a fix interval in each step. The interval is set by a variant multiplier to the original P&G salary of a civil servant. Payment of NTA salaries according to the eight grade system and ten steps within each grade differs and all the factors affecting this salary scale have been considered in this guideline the new NTA scale is in the local currency which is Afghani.

Grades	Steps									
	1	2	3	4	5	6	7	8	9	10
A	160,000	177,778	195,556	213,333	231,111	248,889	266,667	284,444	302,222	320,000
		17,778	17,778	17,777	17,778	17,778	17,778	17,777	17,778	17,778
B	128,000	142,222	156,444	170,667	184,889	199,111	213,333	227,556	241,778	256,000
		14,222	14,222	14,223	14,222	14,222	14,222	14,223	14,222	14,222
C	76,000	83,111	90,222	97,333	104,444	111,556	118,667	125,778	132,889	140,000
		7,111	7,111	7,111	7,111	7,112	7,111	7,111	7,111	7,111
D	38,000	43,667	49,333	55,000	60,667	66,333	72,000	77,667	83,333	89,000
		5,667	5,666	5,667	5,667	5,666	5,667	5,667	5,666	5,667
E	25,000	27,889	30,778	33,667	36,556	39,444	42,333	45,222	48,111	51,000
		2,889	2,889	2,889	2,889	2,888	2,889	2,889	2,889	2,889
F	22,000	24,000	26,000	28,000	30,000	32,000	34,000	36,000	38,000	40,000
		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
G	18,000	19,889	21,778	23,667	25,556	27,445	29,334	31,223	33,112	35,000
		1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889	1,889
H	8,000	9,111	10,222	11,333	12,444	13,555	14,666	15,777	16,888	17,999
		1,111	1,111	1,111	1,111	1,111	1,111	1,111	1,111	1,111

7. Implementation Condition of NTA Guideline

Harmonization of NTA salary scale would not be possible at once, as contracts adjustment would take times that is why enough time has been considered for this as it is mentioned in the below parts. The following tasks must be done in order to achieve the results and implement the guideline in an appropriate manner:

A. New Recruitments

- Newly recruited staff should be offered the first step of the relevant category / grade of NTA Salary Scale. If the candidate has master or PHD degree then one additional step could be offered and if the candidate has two years additional experience than what is deemed in the TORs then one additional step could be offered. In addition, technical positions could be offer one additional step but it is mandatory that offer cannot be given beyond step 5 of the same grade even step 5 should be extreme exceptional.
- Promotion / increase from one step to another should happen only after annual successful performance appraisal of an employee by its relevant organization. Without performance appraisal salary level cannot be increased. It is recommended that CBR standard format for



TORs then one additional step could be offered. In addition, technical positions could be offer one additional step but it is mandatory that offer cannot be given beyond step 5 of the same grade even step 5 should be extreme exceptional.

- Promotion / increase from one step to another should happen only after annual successful performance appraisal of an employee by its relevant organization. Without performance appraisal salary level cannot be increased. It is recommended that CBR standard format for performance appraisal should be used but the format of the appraisal would depend on each project's internal procedure but CBR format is highly recommended.
- All NTA recruitment should be based on merit through open competitive process, direct recruitment without going through the process is not allowed except for very technical positions (Note: all management positions are not technical).
- NTA Terms of Reference would have standard NTA format and it would be an Annex to this Guideline.
- NTA Salary Scale includes all regular benefits and allowances except transportation, communication and insurance to be provided as per the internal agreements of each organization.

B. Current NTA

- The contracts of all current NTA will be renewed after the end of their contracts period according to this Salary Scale and Guideline. If the contracts are not finalized until the **31 June 2016**, then all current valid contracts will be adjusted according to the Guideline.
- All International Donors and GoRIAs offices are obliged to issue a notification to all their relevant NTAs about their contracts' adjustments by the date which is mentioned above;

8. Supervision & Compliance

For the implementation of the guideline a Supervisory Committee will be established in January 2016 in the Budget Department of the Ministry of Finance. The Supervisory Committee is composed from the representatives of IARCSC, World Bank (representing ARTF responsibilities) and one rotating member from other key donor for one year and the Committee will be operating under the leadership of MOF / Budget Department. The Committee is responsible to assure that all stakeholders are following NTA Salary Scale and Guideline. The Committee will be holding quarterly meetings in the Ministry of Finance and will be reporting regularly to the Steering Committee of CBR for final endorsement. The Supervisory Committee TORs is Annex to the guideline.

Some of the key responsibilities of the Supervisory Committee (SC) are listed below:

- NTA SC will receive regular quarterly updated information about the type, number, duration, salary and other required data from the stakeholders (donors and GoRIAs offices). For consistency, a standard reporting format will be shared with all donors and GoRIAs offices prior to the beginning of 2016.
- NTA SC will have a database to register all on/off budget NTA contracts and other available information. This will enhance overall accountability and transparency.
- NTA SC will report to the Steering Committee of CBR as per the Presidential Order No. 852 for the required decision.
- NTA SC could work on NTA Salary Scale revision and it will be in consultation with all international donors and GoRIAs offices, if needed.

According to this guideline the responsibility of all NTA related affairs must be given to the relevant offices of GoIRA; it includes recruitment, annual evaluation, promotion and duration of the



contract. After receiving the authority of controlling, the GoIRA would conduct evaluations of all public administrations at various points of time, identify need of the organizations for new NTA and start recruiting NTA staff through the related government offices.

9. Critical Success Factors

There are many important factors listed below which are necessary for the success of NTA guideline, consideration of these factors will have favorable results:

- 1- Agreement of all donors and compliance with the timeframe to adjust NTA contracts according to the guideline.
- 2- Establishment of the Executive Committee
- 3- Establishment of NTA Database in the Ministry of Finance.
- 4- Gradual implementation of the guideline and its revision, if needed.
- 5- Coordination between donors and GoIRA.
- 6- Observation of relevant policies and regulations.

10. Expected Results of the Guideline Implementation

with the implementation of this guideline, NTA staff salaries will be arranged to an extent, and it will be applied on all agencies including the GoA and international donors.

The following results are expected from the guideline implementation:

- More government control on NTA salaries.
- A harmonized, consistent, fair and transparent pay scale
- Strengthen the fiscal sustainability
- Fight recruitment corruption
- Avoid employees turnover in organizations
- Maintain organizational history
- An attempt to have social justice in income distribution
- Avoid excessive salaries paid to some employees
- utilize

End



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