Islamic Republic of Afghanistan

National Technical Assistance Salary Scale and Implementation Guideline
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<th>Acronym</th>
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<td>ADB</td>
<td>Asian Development Bank</td>
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<td>CSMD</td>
<td>Civil Service Management Department</td>
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<td>GoIRA</td>
<td>Government of Islamic Republic of Afghanistan</td>
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<td>IARSCSC</td>
<td>Independent Administrative Reform &amp; Civil Service Commission</td>
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<td>MOF</td>
<td>Ministry of Finance</td>
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<td>NTA</td>
<td>National Technical Assistance</td>
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<td>SOM</td>
<td>Senior Official Meeting</td>
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<td>USAID</td>
<td>United State Agency for International Development</td>
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<td>WB</td>
<td>World Bank</td>
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<td>WG</td>
<td>Working Group</td>
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1. Introduction

Variant pay scales were used in the line ministries based on the mutual agreement of the line ministries and donors. These variant pay scales raised different challenges. Different benefits provided by different government organizations caused high employment turnover which leads to lack of institutional memory, which is an obstacle in institutional development. 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 aligned NTA salary scale. Following to the Presidential Decree No. 852, dated 7 Assad 1394, MoF was 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 developing partners.

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 as technical assistance and are not official Tashkeel position, including Externally Funded Staff (EFS) who are funded by developing partners. 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 enabling 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 those national technical assistance who work for the GoIRA ministries and other public agencies on national and sub-national levels, who are out of official Tashkeel position of the institutions. This includes all those national staff who are hired by and reporting to GoIRA but paid by donor agencies through GoIRA core budget as well as those who are funded through off-budget programs hired by donor agencies or their implementing partners and report to donors and GoIRA.

It is worth mentioning that NTA Salary Scale and Guideline do not apply to those 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 hired either by the international donors or the Government of Afghanistan.

4. Problem Statement

Since 2001(1382), the Government of Afghanistan has constantly brought and implemented selective salary 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 pay and grade (P & G) System couple of years ago and it has brought
substantial consistency in the payments of civil servants, but due to continues inflation and increased living cost, the system is still incompatible in maintaining professionals in the public system. The System has eight grades (G1-G8) and each grade has five steps. The lowest grade's salary is Afghani 5,000 and the highest Afghani 32,500 per month plus non-cash benefits. Besides the P&G system, the Government of Afghanistan 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 Capacity Building for Results Facility (CBR) started which funds 1 - 4 grades of Tashkeel position and sometimes grade 5 of Tashkeel. CBR salary scale 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.

The purpose of having one pay scale for NTA and CBR is to attract TAs to Tashkeel positions of the government.

Considering the social, economic and human resources situation in the country, there is a strong need to develop a guideline for harmonization of the NTA salary scale and to implement it. This guideline will have important effect on project performance, service delivery, job securities and cooperation between different concerned agencies and institutions. Thus, it is important for the Government of Afghanistan to develop a single salary scale which will improve the performance of the government; it will also bring accountability and transparency for the Government, international donors and other stakeholders. Meanwhile it will stabilize CBR program appointees in line ministries as well. Therefore it is necessary to present a unified, fair and comprehensive remuneration scale for all donors and GoIRA agencies to consider it for NTA.

5. Job Categories

Taking into consideration various job responsibilities, titles and conditions, all NTA jobs have been divided in eight (8) categories and each category (grade) has its own conditions and responsibilities and each grade has ten (10) steps. The purpose of this categorization is to organize all payments of NTA according to the job responsibilities. The following table suggests work conditions on the basis of eight categories system named with letters (A to H).
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<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
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| Management, assignment and implementation of visions and strategic plans of the organization and having the authority to take decisions on behalf of organization. | • 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  
• Strategic planning and decisions of the organization. General leadership of the organization.  
• Other responsibilities will be mentioned in the contracts of the individual. | • Develop overall policies and strategies for the organization identify organizational 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. |
| Examples:  
• Director on Country or Zone level  
• Equivalent of Director General or Grade I level Positions in Civil Service  
• Senior Advisors to Ministers | General Skills:  
Minimum Requirements:  
• Doctorate degree with 3 years relevant experience or Master degree with 5 years relevant experience or bachelor degree with 10 years relevant experience. |
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<th>PURPOSE</th>
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<th>SKILLS AND COMPETENCE</th>
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| Implementation and arrangement of administrative and technical tasks of the organization or project. | • 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. | General Skills:  
• 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 it in related meetings.  
• Ability of managing and liaison with outside of organization and project. |
| Examples:  
• Head of Division  
• Senior Technical Specialist  
• Senior Advisor or Specialist  
• Project Manager  
• Deputy project managers National Level  
• Project coordinators national level  
• Equivalent to Grade 2 civil servant | Minimum Requirements:  
Having at least Master's or its equivalent degree with 5 years working experience or having Bachelor's degree with 7 years relevant experience. |
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<th>Category (Grade) C-</th>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
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<td></td>
<td>Development and implementation of certain specialized functions and activities.</td>
<td>• Managing/ supervising organization resources within defined boundaries. Implementation of operational plans of organization or project&lt;br&gt;• Provision and arrangement of an organization or project internal policies or terms.&lt;br&gt;• Providing professional/technical advice to senior managers in the specialized areas.&lt;br&gt;• Project management and budgeting for the function or activities being managed.</td>
<td>General Skills:&lt;br&gt;• Management and team leadership ability.&lt;br&gt;• Having the required skills in general management&lt;br&gt;• Writing and communication ability in professional and related area.</td>
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<td>Examples:&lt;br&gt;• Advisor&lt;br&gt;• Technical Specialist&lt;br&gt;• Managers&lt;br&gt;• Senior officers&lt;br&gt;• Specialized Engineers&lt;br&gt;• Equivalent to Grade 3 of civil Servants</td>
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<th>Category (Grade) D-</th>
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<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
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<td>To provide support to and implement technical and managerial activities...</td>
<td>• Preparing financial, operational, technical and other plans for related field of an organization or project.&lt;br&gt;• Implementing related part of the organization or project working plan&lt;br&gt;• Support to and implementing the organization or project operational plans&lt;br&gt;• Supervising and managing related functional units.</td>
<td>General Skills:&lt;br&gt;• Ability to implement operational plans of organization or project.&lt;br&gt;• Having required skills in the related technical field.</td>
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<td>Examples:&lt;br&gt;• Officers&lt;br&gt;• Field Engineers</td>
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<tr>
<th>Category (Grade) E-</th>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
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<td>General Skills:&lt;br&gt;• Ability to implement operational plans of organization or project.&lt;br&gt;• Having required skills in the related technical field.</td>
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<td>Minimum Requirements:&lt;br&gt;• Bachelor’s Degree with 4 years experience in the related field.</td>
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### Category (Grade) F-

**PURPOSE**

To perform administrative support tasks of the department.

**DIMENSIONS**

- 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.
- Liaison and follow up activities with other related units of the organization or project.
- Prepare and type documents, manage the filing of the documents and coding when needed.

**SKILLS AND COMPETENCE**

**General Skills:**
- Working ability in the field of management or support according to the internal terms of a project.
- Having skills in the related technical field.

**Minimum Requirements:**
Bachelor degree with 2 years relevant experience or Baccalaureate degree with 4 years relevant experience.

**Examples:**
- Assistant
- Clerk

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### Category (Grade) F-

**PURPOSE**

To perform operational/support, educational, technical and other tasks of the organization or project.

**Examples:**
- Community mobilizer
- Surveyors
- Senior assistant

**DIMENSIONS**

- Responsible for resources implementation within defined boundaries or a specialist area.
- Implement departmental plans to agreed standards of the organization or project.
- Liaison and follow up activities with the related departments, data collection and preparation of project documents.
- Communication with interested persons both internally and externally.

**SKILLS AND COMPETENCE**

**General Skills:**
- Ability to prepare various operational plans of the organization or project.
- Having specific skills in the related technical field.

**Minimum Requirements:**
Bachelor's degree with 3 years related experience or 5 years working experience.
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<tr>
<th>Category (Grade) G-</th>
<th>Purpose</th>
<th>Dimensions</th>
<th>Skills and Competence</th>
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</table>
|                  | To perform administrative support tasks of the department. | • Carrying out daily tasks that are assigned to them by the organization or project. | **General Skills:**  
- 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. |

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<tr>
<th>Category (Grade) H-</th>
<th>Purpose</th>
<th>Dimensions</th>
<th>Skills and Competence</th>
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|                   | Manual labour as per the requirements of the position | • Undertakes day to day routine work which is assigned by supervisor. | **General Skills:**  
- The required skills as per the TOR of the position  
- Produces work of a consistently and acceptable standard.  

**Minimum Requirements:**  
Knowledge of equipment under care. |
Note: Senior Officer is placed in category C. It is worth mentioning that a senior officer can only go up to step five of the grade C. 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 local currency which is Afghani.

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<th>Steps</th>
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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 the process as it is mentioned in the below. 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, an additional step could be offered and if the candidate has two years additional experience than what is required, one more 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. 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 and 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.

• Those employees whose salary is lower than the salary scale of NTA will remain the same until the end of the project.

8. 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 GoRIAls offices are obliged to issue a notification to all their relevant NTAs about their contracts’ adjustments by the date which is mentioned in the above points;

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 JARCSC, 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 (International donors and GoRIAls offices). For consistency, a standard reporting format will be shared with all donors and GoRIAls 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 GoRIAls 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

End