The NTA salaries guideline is an important document for harmonization in the salaries of these NTA employees and the document has been prepared according to the explanations.
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**Acronym and Abbreviation**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADB</td>
<td>Asian Development Bank</td>
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<tr>
<td>CSMD</td>
<td>Civil Service Management Department</td>
</tr>
<tr>
<td>GoIRA</td>
<td>Government of Islamic Republic of Afghanistan</td>
</tr>
<tr>
<td>IARCSC</td>
<td>Independent Administrative Reform &amp; Civil Service Commission</td>
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<tr>
<td>MOF</td>
<td>Ministry of Finance</td>
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<tr>
<td>NTA</td>
<td>National Technical Assistance</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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</table>
1. Introduction

Following to Presidential Decree No. 635, dated 1388, 10, 13 a Commission was established to assess the NTA salaries and allowances and prepare a guideline and presented to the Cabinet of Ministers. The Committee is headed by the Ministry of Finance and it includes the representatives of the High Office of Oversight and Anti-corruption, the Control and Audit Office, Independent Administrative Reform & Civil Service Commission (IARCSC) and the Monitoring and Evaluation Department of State Admin Department of the Cabinet of Ministers Secretariat. In 1389, the Ministry of Finance, with the help of all relevant stakeholders, launched a comprehensive survey to identify international donors pay scale and the number of NTA who work in line ministries and agencies. In this survey, it was found that the pay scales of donors are different and it has created a complicated situation for proposing a single harmonized salary scale. Even though, introduction of a transitional phase will be helpful for almost all donors to comply with a standard and harmonized salary scale.

Currently, the main problem is non-harmonized and imbalanced salary and allowance levels of NTA staff who work in the line ministries. These salaries have been paid in various manners to this category of staff by international donors through GoIRA or directly. Afghan Government has concerns over the non-existence of harmonization in the salaries which are manifolds higher than the salaries of civil servants and it has created problem in the country level. Therefore, it is needed to introduce a workable criteria for having harmonized salary scale.

Following these efforts and simultaneously with the assignment of a Commission from the mentioned institutions, another Working Group (WG) composed from the representatives of MOF and IARCSC was assigned in June 2012 to conduct further evaluation of the collected data and develop completed guideline to cover all the related issues. The WG presents the final guideline to the assigned Commission and then it will be sent to the Cabinet of Ministers for final endorsement. The WG had consultative meetings with all donors (USAID, WB, ADB, UNDP, EU, JICA and DFID) and took their agreements on this guideline. The WB members are:

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Position</th>
<th>Department / Organization</th>
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<tbody>
<tr>
<td>1</td>
<td>Najibullah Wardak</td>
<td>CBR PSU Manager</td>
<td>Budget Department / MoF</td>
</tr>
<tr>
<td>2</td>
<td>Abdul Elahsediqi</td>
<td>Head of Legislation and Policies Department</td>
<td>CSMD / IARCSC</td>
</tr>
<tr>
<td>3</td>
<td>Ahmad Reza Sheikhzadeh</td>
<td>Public Administrative Reform Advisor</td>
<td>CSMD / IARCSC</td>
</tr>
<tr>
<td>4</td>
<td>S. Masoud Mokhlis</td>
<td>Legislation and Policies Advisor</td>
<td>CSMD / IARCSC</td>
</tr>
<tr>
<td>5</td>
<td>Fahim Rustaey</td>
<td>Legislation and Policies Advisor</td>
<td>CSMD / IARCSC</td>
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The success of the guideline requires support and compliance of Government of Afghanistan and international donors funded NTA.

2. Objectives

Based on the Presidential Decree No. 635, this guideline was developed to harmonize the salary scales of national staff who work for the Afghan Government inside or outside of Tashkeel including Externally Funded Staff (EFS) who are being funded by international donors. The overall objectives of the guideline are:

- A harmonized, consistent, fair and transparent pay framework for all NTA who are covered by this guideline.
- Fiscal sustainability of GoIRA pay levels;
- Increase of government control over NTA, including but not limited to strengthen the ability of government to hire national contractors through the national budget of the country.
- Avoiding payment of high salaries for NTA and assuring transparency and accountability.

3. Target Group

NTA staff who will be covered by this guideline are identified as below:

The NTA guideline covers the remuneration of national staff working for and in GoIRA ministries and agencies national and sub-national levels. This includes national staff hired by and reporting to GoIRA but paid by donor agencies through GoIRA core budget as well as national employees working through off budget programs hired by donor agencies and currently reporting to donors and GoIRA. It is worth to mentioned that NTA guideline does not include dual national and non-project donor direct hire staff and short term technical consultants to be funded by donors or GoIRA and hired through consultancy firms.

This guideline defines only salaries and allowances of NTA staff, other circumstances, conditions and manner of implementation regarding the mentioned staff will be arranged according to the related regulations and concerned contracts between the employer and employee.

4. Analysis of Projects Current Payments and Evaluation of Existing Problems

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 launched the P&G System and it has caused substantial consistency in the pay system of the civil servants, but due to the changing living cost with non-sufficient and stable salaries of civil servants and due to low financial ability of the government, and lack of proper legislation implementation, 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 of which the pay scale of each grade is different. The lowest is Afghans 5,000 and the highest is Afghans 32,500 per month plus non-cash benefits.

Besides the P&G system, the Afghan Government introduced Super Scale benefits to attract and keep technical staff in public offices. The amount of this incentive window is in the range of US$ 300 to US$ 1500 per month. In addition to these two scales, another program-based allowance by the name of Management Capacity Program (MCP) and currently its substitute Capacity Building for Results Facility (CBR) are launched as well and it is planned to be given from 1 -4 grades of Tashkeel positions. In CBR the remuneration level will be higher than P&G scale for technical and qualified civil servants.

Since the very beginning, due to low capacity in the line ministries, international donors are implementing their projects by channelling their resources through outside of Afghanistan National Budget (off budget), some of these projects are still in progress and they pay different salaries to their staffs according to their internal policies and procedures. Donors recruit staff for implementation of their project in various ways and all these include national staff who work for Donors or GoIRA funded projects within Government Tashkeel or outside the Tashkeel, PMUs / PIUs national staff, International Donors Projects, Technical National Advisors, Seconded Staff, and Contractors who have either operational or non-operational roles.
As it was mentioned before, each donor applies their own pay scale for local staff (NTA) and that has caused technical and administrative difficulties for GoIRA, and sometimes even that is a problem for donors and their implementing partners as they are experiencing high rate of local staff turnover each year. Currently, the donors’ pay scale is many times higher than the P&G salary scale. These non-cooperative and non-harmonized salaries for Tashkeel and Non-Tashkeel, have created several problems in various dimensions of the administration.

In 2010/11, Ministry of Finance and IARCSC with the help of other relevant institutions collected information from various donors about NTA and limited amount of data was obtained but that is not the entire picture of NTA salary levels. In the following, some comparative tables are illustrated for information purposes:

This figure shows variances in the NTA salaries

The above graph shows the average salary of NTA but it is based on the available data from donors and does not include all levels of salaries. The figures are in US Dollars.

In the above graph, a comparison is made between the average of donors paid salary with P & G scale and it shows a big difference.

These different mentioned remuneration scales are independent or semi-independent although in some cases they are completely dependent on each other which is a unique situation in this country. Overall, it has created a challenge for the Government of Afghanistan to attract or keep qualified staff within the civil service system. In general, setting a standard salary scale is difficult in the present context of the country. We can observe that the current labor market conditions in Afghanistan are distorted by the unusually higher wages offered by the donors to attract and retain skilled personnel to work on their projects and programs.

Meanwhile, it is worth to mention that the pay arrangements of the newly commenced program, Capacity Building for Results (CBR) could play an important role and it could be a platform
to design and develop the guideline for NTA. The primary objective of the CBR is to create positive incentives for civil service staff by providing them competitive wages for building capacity within the line ministries for better service delivery and improved management. Considering the market situation, the Ministry of Finance and IARCSC have reviewed the salary scale of CBR in order to maintain balance in a proportionate way. The CBR salary scale is designed higher than P&G system in order to help government agencies to attract experts, skilled and capable staff. Salaries in this guideline show 30% reduction as compared to previous programs. The proposed salary scales are flexible enough to provide a higher-level entry for people with significantly better experience and skills than is required for at the entry levels. This approach is consistent with international best practices. Movement between the steps will be based on an annual performance assessment. It covers only from grade 1 to 4 of the civil service system while NTA guideline needs salary scale from director level to support level staff.

**CBR Salary Scale for Tashkeel Staff, Shown in USD**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Salary Scale</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>5,000 4,500 4,100 3,700 3,300 2,900 2,500 4 3 2 1</td>
</tr>
<tr>
<td>2</td>
<td>4,000 3,500 3,000 2,500 2,000 1,500 1,000</td>
</tr>
<tr>
<td>3</td>
<td>1,500 1,400 1,300 1,200 1,100 950 800</td>
</tr>
<tr>
<td>4</td>
<td>1,000 900 800 700 600 500 400</td>
</tr>
</tbody>
</table>

Considering the local conditions such as, 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. Such a mechanism will have important effect on project performance, service delivery for people, job securities and cooperation between different concerned agencies and institutions.

So, that is why it is very important for the Afghan Government to bring all the various salaries schemes 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 individuals and meanwhile it will stabilize CBR program appointees in line ministries. Therefore it is necessary to present a unified, fair and comprehensive remuneration scale for all donors and GoIRA agencies to consider it for NTA as per the Target Group of the guideline.

### 5. Suggested Scheme for Payment of NTA Salaries

The following suggestions have been given for arranging the NTA staff salaries.

#### 5.1 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 and each grade has seven (7) steps. The purpose of this categorization to organize all payments of NTA according to the job responsibilities and donors can adjust NTA’s salaries accordingly. The following table suggests work conditions on the basis of eight categories system named with letters (A to H).
<table>
<thead>
<tr>
<th>Purpose</th>
<th>Dimensions</th>
<th>Skills and Competence</th>
</tr>
</thead>
</table>
| Category (Grade) A- | Management, assignment and implementation of visions and strategic plans of the organization and having the authority to take decisions on behalf of the organization. | • Overall management responsibility of administration, including HR, Financial and assets affairs.  
• Develops and provides administrative strategies divisionally and across the organization and approval of various plans.  
• Authority for taking final decisions on organization level and planning for and resolve diverse challenges.  
• Long term strategic decisions and general leadership of the organization.  
• Other responsibilities will be mentioned in the contracts of the individual. | General Skills:  
• Develop general policy and strategy to manage and conclude conflicting priorities, and effective management of human, financial and assets resources.  
• Ability to implement working leadership model in the organization, maximizing the contribution of team through effective performance management.  
• Ability to professionally communicate about the organization and represent the organization/project at national and international levels.  
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. |

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Dimensions</th>
<th>Skills and Competence</th>
</tr>
</thead>
</table>
| Category (Grade) B- | For implementation and arrangement of administrative and technical affairs of the organization or project. | • Managing organization resources within defined boundaries  
• Contributes to the development of strategies and implements across the division or through departmental areas of the organization or the entire organization. | General Skills:  
• Ability to prepare strategy 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. |
### Category (Grade) C-

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
</tr>
</thead>
</table>
| To establish, implement and monitor certain and specialized functions and activities. | • 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 advice to senior managers in the specialized areas.  
• Develop solutions to diverse and complex problems.  
• Project management and budgeting for the function or activities being managed. | General Skills:  
• Management and team leadership ability.  
• Having professional skills in general management and related department.  
• Writing and communication ability in professional and related area.  
Minimum Requirements:  
• Bachelor's Degree with 7 years experience in the related field. |

### Examples:
- General Director of Program  
- Head of Division  
- Senior Technical Specialist  
- Senior Advisor

### Minimum Requirements:
- Having at least Master’s or its equivalent degree with 10 years working experience or having Bachelor’s degree with 8 years relevant experience.

- Ability of managing and liaison with outside of organization and project.
<table>
<thead>
<tr>
<th>Category (Grade) D-</th>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
</tr>
</thead>
</table>
| | To provide support to and implement technical and managerial activities. | • 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 according to the agreed criteria.  
• Supervising and managing related functional units.  
• Supervising and managing daily operations of the concerned field or unit. | General Skills:  
• Ability to prepare various operational plans of the organization or project.  
• Having specific skills in the related technical field.  
• Having experience and ability of team management and leadership.  

Minimum Requirements:  
• Bachelor’s Degree with 6 years experience in the related field or 10 years working experience. |

Examples:  
• Project Manager  
• Associates |

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<table>
<thead>
<tr>
<th>Category (Grade) E-</th>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
</tr>
</thead>
</table>
| | To perform operational/support, educational, technical and other tasks of the organization or project. | • 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. | General Skills:  
• Ability to prepare various operational plans of the organization or project.  
• Having specific skills in the related technical field.  
• Having experience and ability of team management and leadership.  

Minimum Requirements:  
• Bachelor’s Degree with 4 years related experience or 8 years working experience. |

Examples:  
• Officer |

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<table>
<thead>
<tr>
<th>Category (Grade) F-</th>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PURPOSE</td>
<td>DIMENSIONS</td>
<td>SKILLS AND COMPETENCE</td>
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</table>
| To perform administrative support tasks of the department. | • Delivery of managerial and technical tasks of the organization or project.  
• Implementation of working plans and reporting to the organization or project management.  
• Coordinating activities with other related units of the organization or project.  
• Carries out duties, day-to-day tasks and plans on a weekly basis in accordance to the instructions received from line management. | General Skills:  
• Working ability in the field of management or support according to the internal terms of a project.  
• Having specific skills in the related technical field. |
| Examples:  
• Assistant  
• Clerk | | Minimum Requirements:  
• Bachelor degree with 2 years relevant experience or Baccalaureate degree with 5 years relevant experience. |

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**Category (Grade) G-**

<table>
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<tr>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
</tr>
</thead>
</table>
| To perform administrative support tasks of the department. | • 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:  
• The required skills as per the TOR of the position  
• Showing agreement and flexibility.  
• Produces work or conduct the assignment with acceptable standard. |
| Examples:  
• Technician  
• Driver | | Minimum Requirements:  
• Baccalaureate degree from school / educational institute / professional institute as per the requirement of the job. |

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**Category (Grade) H-**

<table>
<thead>
<tr>
<th>PURPOSE</th>
<th>DIMENSIONS</th>
<th>SKILLS AND COMPETENCE</th>
</tr>
</thead>
</table>
| 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. |
| Examples:  
• Chief  
• Housekeeper | | Minimum Requirements:  
• Knowledge of equipment under care. |
### 5.2 Suggested Salary Scale for NTA Staff

Payment of NTA salaries according to the eight grade system and seven steps within each grade, differs and all the factors affecting this salary scale have been considered in this guideline. If any donor wants to pay the NTA’s salary in Afghani currency then the official exchange rate from USD to Afghani approved by GoIRA (MOF) will be considered.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Interval</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
<th>Step 7</th>
<th>Step 8</th>
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<tr>
<td>A</td>
<td>500</td>
<td>7000</td>
<td>6500</td>
<td>6000</td>
<td>5500</td>
<td>5000</td>
<td>4500</td>
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<td>B</td>
<td>500</td>
<td>6000</td>
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<td>400</td>
<td>4200</td>
<td>3800</td>
<td>3400</td>
<td>3000</td>
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<td>D</td>
<td>200</td>
<td>2400</td>
<td>2000</td>
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<td>1600</td>
<td>1400</td>
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</table>

Recruitment and promotion to the next step at the same grade will be as below:

- Newly recruited staff should not be offered above step 4 of the same grade to have promotion room after successful annual appraisal.
- Promotion from one step to another should be possible only after annual successful appraisal of an employee.
- If the salary history of a successful candidate is higher than the first step of the relevant grade, then considering the salary history the following two factors could increase two steps:
  - Acquisition of over 80% score in test of the same position.
  - Having 5 years additional experience as per the job profile of this guideline.
5.3 Coefficients

For improving the benefits of the work conditions, the below coefficients could be considered for NTA positions as per the instruction of the following instructions. This is to motivate qualified people while they are working in different environment.

These co-efficient will be considered in NTA contracts and these will be multiplied and annexed to the salary package of the staff. These coefficients are not compulsory for the employer but in case if the employer wants to consider either of the above mentioned factors then it should be calculated accordingly. Employers can consider one, two or all three factors in the payment of an employee (NTA). These coefficients are applicable if the salary is lower than 1500 USD per month.

In the coefficients table there are totally three affecting factors considered which are shown with different colors with indicating its intensity and lightness. In case of applicability of coefficients, the salary of NTA will be calculated as below:

\[ P = S \times (1 + SC + JHC + DC) \]

- **Security Factor**

  Security of work environment for staff has specific importance and in the coefficients table considering intensity and lightness of this factor, it has been divided to five levels (Green, yellow, orange, red, black), Green color indicates most secure environment and the black indicates most insecure environment.

- **Job Hazardous Factor**

  Each job has its own nature, for example, demining is a hazardous job, but there are also safe jobs, the work stress is another factor to be considered. hazardous and stressed jobs are eligible for this factor, and authorities can identify eligible staff and multiply or add these coefficients with their salaries.
• **Distance Factor**

The GoIRA must implement development programs equally in all over the country, therefore NTA technical staff must be assigned in all provinces and remote areas of the country and an opportunity of strengthening public administration must be provided. This factor could motivate staff to apply for services delivery in the remote areas.

5.4 **Other entitlements for the NTA staff.**

All other benefits should be according to the Labor Law of Afghanistan and concerned contract with NTA.

6. **Implementation Condition of NTA Guideline**

Harmonization of all NTA staff could not be possible to happen at once and it is not implementable on all NTAs at the same time, renewal and adjusting of all contracts according to this guideline takes time, and there is need for some time to reach to the final and complete phase of the implementation.

The following tasks must be done in order to achieve the results and implement the guideline in an appropriate manner:

- **New NTA:** All contracts and salary scales of new NTAs should be made based on the NTA guideline;
- **Current NTA:** The contracts of all current staff will be renewed after the end of their contracts according to this guideline, and if their contracts were not finalized until the end of 1392 fiscal year, then their contracts will be adjusted according to this guideline.
- **After the approval of this guideline, all donors are expected to inform their national staff, as per the definition of this guideline, about the applicability of the guideline on their contracts extension or renewal.**
- **In case NTAs are hired and paid through external budget, the donors will be providing on quarterly basis the required information (format will be designed by the Budget Department of MOF) on their relevant NTAs such as number of NTAs and salary range to the Budget Department of the Ministry of Finance.**
- **Budget Department of MOF will develop NTA database to register all on-budget NTA contracts and other available information of off-budget NTAs. This will enhance overall accountability and transparency.**
- **NTA Terms of Reference must have specific format and must contain clear information regarding the responsibilities and work conditions of the employee. Other work conditions, entitlements and allowances could be explained clearly in the contract.**
- **Promotion from one step to another step will be happening in the same grade after the successful performances of the contractors and it will be the responsibility of the relevant agency to conduct the annual appraisal.**

7. **Supervision Responsibility of NTA Guideline Implementation**

After the agreement of all related organizations/donors and approval of the Cabinet of Ministers, for smooth implementation of the guideline an Executive Committee will be established. The Executive Committee will be operating under the leadership of MOF and will be composed from the representatives of IARCSC, World Bank (representing ARTF responsibilities) and one rotating member from other key donor for one year. The Committee will be responsible for supervision of the guideline’s implementation. This Committee will be holding quarterly meetings in the Ministry of Finance and will be reporting regularly to the Ministry of Finance and ARTF Steering...
Committee. Detail TOR of the Executive Committee will be prepared after the approval of the guideline.

In order to assure applicability and transparency, the Executive Committee will be reviewing the NTA salary scale in consultation with donors, if needed. In addition, the Executive Committee will also be responsible for the development of standard TORs, Contract and other required documents of NTAs for GoIRA.

But according to this guideline the responsibility of all NTA staff (On budget funded) 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.

8. 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.

9. Possible Risks and Challenges
As many other policies, the NTA guideline will have certain risk factors during its implementation. Below is an outline of a few key factors:

<table>
<thead>
<tr>
<th>Risks</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of the proposal salary scale and job category will not become possible at the same time, because there is need for time for donors to adopt. This is a critical challenge as some donors may not apply this guideline in their projects soon.</td>
<td>Introduction of a timeline will give a chance for all donors to adjust their NTA salaries with this guideline.</td>
</tr>
<tr>
<td>All donors have their own limitations imposed by their concerned governments on them and they work in these limitations. Generally they have their own salary scale therefore it might be difficult for this number of donors to agree to the guidance.</td>
<td>Donors’ concern will be reflected in the guideline and this will pave the way for their agreement and it will be helpful for donors as well.</td>
</tr>
</tbody>
</table>
| There is still insufficient mutual trust between Donors/Implementers and the GoIRA. And this could also be counted as a harmful factor. | Consultation and mutual partnership between the GoIRA and international community not only on this front will be helpful to build trust. For example:
  o There enough cooperation with the Executive Committee and regular meetings of the Committee and reporting to it.
  o Implementation of the guideline by all |
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.
- Avoiding misuse by government agencies or donors high salaries without any condition or limitation.
- Preventing wastage of international assistance specified to the public administration of the country.
- Reduction in administrative and financial corruption
- Creating order in the national staff payments.
- Transparency, fruitfulness and accountability

End