



Ministry of Finance
Islamic Republic of Afghanistan

A Guideline

For Recruitment of International
Technical Assistants ITAs

For Ministry of Finance

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1. Basic Principles

- These guidelines on Technical Assistants appointments (TA) come into effect on ____/____/____. The guidelines cover the principles, policies and procedures for recruitment and administration of TAs and reinforce the following elements:
- Correct use of the TA;
- Proper budget planning inclusive of accommodation, pay and other incentives;
- Transparency and objectivity in job classification and recruitment based on the highest standards of competence and integrity;
- Clarity in the lines of roles and responsibilities of stakeholders involved in TA management;
- Close corporate oversight through constructive monitoring, evaluation and reporting on the management of TAs;

2. Legal Framework

- The Labor Law, and other relevant policies and procedures of human resources directorate of Ministry of Finance govern staff members recruited under a TA contract.

3. Technical Assistants Appointment:

3.1 Definition

A TA is a staff appointment governed by relevant law, policies and procedures for activities expected to be of a duration set based on mutually agreed deliverables between the relevant MoF directorate and ITA.

- Incase not defined previously, the ITA in collaboration with the relevant directorate must define the deliverables in one-month period.

4. Who is an ITA

ITA helps ministry to find or sustain success in strategic activities by analyzing the organization's operations and proposing improvements. They focus on achieving objectives that contribute to growth and sustainability in a highly competitive environment.

5. Conditions;

1. Foreign Citizen
2. Minimum Bachelor's degree (further elaborated in annex 1)
3. Minimum 8 years of experience (further elaborated in annex 1)

6. When to use a TA the TA modality is to be used under limited circumstances as follows

- To appoint staff for seasonal or peak workloads and specific short-term requirements for a duration being mutually agreed based on expected deliverables with an amendable expiration date specified in the letter of appointment; or
- The TA contractual modality is the appropriate contract for specific functions related to supporting project activities that are focused on a specific deliverable. On the job training to a tashkeel employee counterpart, to avoid institutional memory loss.
- For some project deliverables due to their limited duration, highly technical or specialized nature, crisis situations, etc., which do not require establishment of a management approved position.

7. Examples of the proper use of a TA

A TA shall not be issued to succeed another TA for the same functions where the maximum period has been served unless new deliverables and recommendations are defined by the relevant directorate of Ministry of Finance. This prohibition applies even if the relevant department intended to grant the new TA to another individual.

8. The TA contract modality must NOT be used

- To inflate or minimize remuneration;
- As a temporary contract pending the completion of a recruitment process;
- A staff member separated for abolition of post or reduction in posts cannot be offered a TA with the same functions he/she occupied before separation. In the case of separation because of retirement or abolition of post, the break in service requirement applicable to the type of separation must be strictly adhered to.

9. Budget Planning, accommodation, pay and other incentives

- The relevant department needs to ensure that sufficient budget is available to cover the cost of the Temporary Position for the expected duration of the TA. For proper planning purposes, the relevant department is required to follow the proper procedures assigned by the Finance directorate.

10. TA Position Management

- Delegation of authority
- The authority to establish and fill TA positions is delegated to the Directors of relevant departments and the HR directorate plays the role of facilitator as per specific norms and standards.
- Position designation:

-The purpose of a TA assignment is to perform specific functions that are for a clearly limited and finite period. This type of assignment will require the formal establishment of the post by the Minister and/or Deputy Minister considering the HR planning process.

- Job description

-All TAs require a complete job description (JD), prepared by the supervisor, with the assistance of the Human Resources directorate using the standard MoF Job Description Template. TA JDs should emphasize the essential qualifications, experience and competencies for the job and clearly define the functions and expected results to be completed within the finite prescribed period.

- Job Classification principles and authority

-Job classification is a mechanism for determining the grade level of each position in the Ministry, on the basis of clearly established criteria, and for ensuring that positions with the same level of responsibilities and accountability are graded at the same level. While TAs are short-term in nature, it remains important that their JDs accurately reflect the full content of their expected contribution and that their roles are consistently graded in relation to current structure and jobs of the office.

-The basic principles of the MoF job evaluation system are:

-The level of responsibility and accountability of the positions in question is the primary basis for determining the level of the position.

-Every position should be supported by an up-to-date job description which clearly describes the content of jobs, levels of responsibility and accountability, functions, main results expected and impact of the results, relationships between the position and other staff in and outside the Ministry, main competencies required and minimum recruitment requirements.

11. Recruitment and Selection of TA

11.1 Principles of Recruitment

-The same fundamental principles as described in the MoF Recruitment Framework apply to the recruitment of TA holders, i.e. competitive process, objective selection, transparency, diversity and accountability.

11.2 Recruitment and selection process

-The recruitment of TA holders must strike a balance between fulfilling the above-mentioned principles and related processes while at the same time being as simple and quick as possible to administer given the time-bound nature of a TA. This places responsibility on HR directorate and candidates to act within both the letter and spirit of the rules in all aspects of the recruitment process.

12. Recruitment Types:

12.1 Open Competition

The promise of open, competitive recruitment is what inspires applicants to push past the boundaries of what is possible to create new realities. Today's changing environment mean job applicants have more choice and more freedom to apply the best vacant positions for their needs at competitive manner.

Therefore open competition is standard form of competition where all qualified or responsible parties are eligible to compete.

12.2 Single Source

Single-source selection of ITA does not provide the benefits of competition about quality and cost; lacks transparency in selection and could encourage unacceptable practices. Therefore, single-source selection shall be used only in exceptional cases. The justification for single-source selection shall be examined in the context of the overall interests of the Ministry.

Single-source selection may be appropriate only if it presents a clear advantage over competition:

- (a) For tasks that represent a natural continuation of previous work carried out by the firm
- (b) In emergency cases, such as in response to disasters and for technical assistance required during the period immediately following the emergency, or
- (d) When only one ITA is qualified or has experience of exceptional worth for the assignment.

13. The essential requirements of a TA recruitment process:

13.1 Open Competition;

- The recruitment begins with ***filling a form*** where the budget code is specified and approval of Minister or Deputy Minister is obtained.
- The position must be properly budgeted, classified and established prior to being advertised.
- A complete vacancy announcement, stating all the competencies and other corporate requirements for the position must be advertised externally, normally for two weeks, but at least for a minimum period of one week;
- All candidates must complete and submit a signed application form;
- Only the criteria specified in the Vacancy Announcement must be used in the review and screening of applications;
- Only candidates who meet all the requirements of the post (e.g. academic, experience, languages etc.), as specified in the vacancy announcement may be given consideration for the position;
- No recruitment and selection process is complete without proper verification of critical information, including academic qualifications, languages, nationality, prior experience, and detailed reference checks, including with former employers of the candidate who may not be listed as a reference.

- The selection of a candidate must take into account the results from all the assessment methods indicated in the recruitment plan for the post including any technical assessment/interview, reference checks and performance report.

13.2 Single Source

- The recruitment begins with a ***filling a form*** where the budget code is specified and approval of Minister or Deputy Minister is obtained.
- Filling the single source justification form
- Review by HR Department
- Review by the World Bank
- Confirmation

14. Recruitment Procedures for ITA based on Open Competition

- Preparing the vacancy announcement
- All TA vacancies must be budgeted for and be classified prior to being advertised. TA vacancies will not be posted without an HRIS post number.
- The relevant department, in consultation with HR, shall prepare the Vacancy Announcement (VA) using the established templates and including all required information. The VA for the post must state all the competencies and other corporate requirements for the position. It may also indicate qualifications that are desirable for the post. Only those qualifications (required or desirable) that are indicated in the job description may be specified in the VA for the post.
- TA posts require the same adherence to Civil Servants Law minimum academic qualification standards and relevant work experience requirements.

14.1 Posting the vacancy announcement

- The HR department MoF Job Site shall post all VAs for international TAs. HR Department is responsible for quality control and review of the VA prior to posting on the appropriate office website for editorial consistency and for compliance with eligibility and other corporate requirements.
- These posts should be advertised, normally for two weeks, but at least for a minimum period of one week.

14.2 Receipt and review of applications

- All candidates for a post shall apply through submission of an application via the MoF email.
- The closing date for applications may be extended, following a preliminary review of applications if the HR Department finds that the quality or quantity of the candidates is not sufficient to conduct a competitive selection process.

14.3 Reviewing candidates

- Only those criteria specified in the VA may be used in the review of applications and screening of candidates for the post.
- Only candidates who meet all the requirements for the post (e.g. academic, experience, languages, etc.), as specified in the VA, may be given further consideration for the position.

14.4 Interview Based Recruitment Process

- Long-listing process: The long listing of candidates involves an initial screening of applications received from a Vacancy Announcement by HR and the relevant department against minimum corporate requirements, including eligibility, academic qualifications, and years of relevant work experience and fluency in other language.
- Technical experts may be used to conduct an initial assessment of applications, based on the technical selection criteria specified in the VA. This may be useful especially for screening a large number of applications.
- Short-listing process: Following the long-listing process, the remaining candidates are reviewed for short-listing. To arrive at a short-list of candidates, the HR department and relevant department engages in a closer review of a candidate's professional and managerial background against the requirements of the post, giving additional weight to those candidates who possess one or more of the desirable qualifications for the post, as specified in the VA.
- The short-listing process also involves additional fact-finding, which HR department conducts a telephone screening to test fluency in other languages and to clarify issues raised in the job application.
- Technical assessment
- When assessing short-listed candidate's technical competencies, the HR department shall use at least one of the following:
- Technical interview; Technical test
- The technical interview panel should be comprised of individuals with the substantive background to evaluate the technical suitability of the candidate for the post. Panelists may be drawn from relevant department, HR department and other experts.

14.5 Selection of a candidate

- The results of the various assessment techniques used in the evaluation of short-listed candidates shall be summarized in a candidate assessment report prepared by HR for approval of H.E. Minister.

15. Administration of the TA

- International TA

Once the selection process has been finalized, the relevant department must prepare all relevant documentation and take action for processing of the appointment as follows:

- Initiate Medical clearance process with selected candidate.
- Verification and determination of salary on appointment.
- Issue offer letter
- Follow up and ensure that medical clearance is received
- Ensure that the requested documentation from selected candidate is received
- Process travel documents in collaboration with Chief of Staff office
- Process travel entitlements, if applicable who will process this travel costs, please specify
- Issue Letter of Appointment
- Ensure enrollment in insurance plans as applicable

16. Duration of appointment

The initial appointment period will be mutually agreed based on the expected number of deliverables and shall be amended as and when required.

17. Determining salary range on appointment (Please refer to the annex to #)

All new appointments in the Professional categories for TAs begin at minimum range of the appropriate grade. Additional increase may be granted based on qualification and relevant work experience beyond the minimum required for appointment at minimum range of the grade.

18. Offer and Letter of Appointment

The Offer of Appointment must include the Summary of Conditions of Services and all administrative forms. The Letter of Appointment (LOA) granted for TA holders contains expressly or by reference all the terms and conditions of employment. All contractual entitlements of staff members are strictly limited to those contained expressly or by reference in their Letter of Appointment. The template for a Letter of Appointment as provided in Annex # must be used without modification.

19. Medical Clearance

Medical clearance for TA of less than six months:

Individuals who are expected to work on a TA in any MoF office will be required to submit a medical clearance from a qualified medical practitioner prior to commencement of work.

Medical expenses and result of medical examination:

Medical Clearance expenses, subject to the maximum reimbursable rates established in the annex#, are borne by the Ministry.

20. Entry on Duty Date:

The appointment under a TA shall take effect from the date on which the staff member enters into official travel status to assume his or her duties where applicable, or, if no official travel is involved, from the date on which the staff member starts to perform his or her duties.

21. Other Administrative Conditions

- Learning;

Any MoF wide requirements for training such as Security Training, Ethics Training, Prevention of Harassment training etc., are also applicable to TA holders and shall be facilitated by HR directorate.

- Performance Evaluation;

TA holders must undergo a performance evaluation for their period of service as per the deliverables. The performance appraisal of a TA is simplified format annex #.

22. Extension of a TA

The ITA's employment period shall be decided between both the parties, the MoF and World Bank, considering the amount of services to be delivered and the ITAs will be entitled of receiving their remuneration based on the actual number of days worked and the expected services being rendered. The period for such service agreements will be extend based on mutual consensus of both the parties in-line with the expected deliverables.

23. Salaries and Allowances

23.1 General

The remuneration (including salary, entitlements and benefits) of NTA holders is established in accordance with annex #_2__ of salaries and other benefits.

23.2 Tax withholding:

MoF will withhold income taxes deducted from the ITA staff member and paid to Afghan tax authorities.

24. Accommodation

Internationally recruited TA holders irrespective of the duration of contract are entitled to accommodation upon meeting all applicable conditions. As the premier source of accommodation in Kabul, the Serena hotel offers a viable solution for consultants traveling frequently to Kabul. It can be, with a government rate mentioned in annex # 2. Another option for accommodation is the use of a private guesthouse. If teams are more sporadic and smaller, MoF may consider housing them in guesthouses with available space, such as the Ministry guesthouses.

25. Travel on Appointment

Provided the appointee is required to travel to the duty station to take the assignment, on initial appointment an international TA holder is entitled to a lump sum receipt-based reimbursement representing one-way full economy class fare, based on the most direct and least costly route less than 5 hours, However if the destination is more than five hours, the TA shall be entitled to business class fare (upon provision of receipts). Upon separation at end of assignment, a lump sum representing one-way full fare, on the basis of the most direct and least costly route (as per above terms regarding class of travel). Any in situ personal or rest & recreation travel (agreed with hiring manager) is at personal expense of the international TA holder.

26. Insurances

The insurance includes Personal accident, illness insurance and in some cases life insurance. This would cover evacuation in medical emergency, back to home country/ country of residence. The TA will be paid a lump sum indicated in the annex.

Their terms, including benefits, exclusions, eligibility requirements and subsidy arrangements are determined and coordinated by/with the carriers.

27. Security

Consultants traveling to Kabul require specific security arrangements. That shall be partnered with bespoke security agencies, such as NDS or any other, to provide a basic package of services required to keep our consultants safe. A summary of what is normally provided is detailed below:

Security Monitoring and Alert Services - Analysis of security incidents and recommended adjustments to mitigate risks to the Consultant (via text/email), plus emergency response advice and crisis management support.

For the rest; MoF is responsible to provide security guards and other security related packages as required.

28. Transportation

MoF will arrange armored Vehicle for the ITA as per the carpooling system available with Service Directorate.

29. Separation and Termination

- Expiry of the appointment
- A TA does not carry any expectancy, legal or otherwise, of renewal. A TA shall not be converted to any other type of appointment. A TA shall therefore expire automatically and without prior notice on the expiration date specified in the letter of appointment.
- The TA is a stand-alone contract from which the TA holder is separated upon expiry date.
- The separation of a TA staff member upon expiry of his/her TA is not a termination.

30. Termination

Termination for grounds other than dismissal for serious misconduct

- A termination of a TA is a separation from service initiated by the MoF before the expiry of the TA.
- A TA may be terminated for any of the following reasons:

- Abolition of posts or reduction of staff; unsatisfactory service; Reasons of health; misconduct; or other just cause.

31.Termination notice

A staff member whose TA is to be terminated shall be given not less than 20 days written notice of such termination or such written notice as may otherwise be stipulated in his or her letter of appointment.

32.Accountability

Each department where the TA is assigned has delegated authority with full responsibility and accountability to grant and manage TAs. Issuance of these appointments must be in coordination with HR directorate and in accordance with the guidelines.

Various layers in the MoF share the responsibility to correctly use and administer the TA contractual modality. The following is a list of the major parties involved in the process and their respective roles.

- HR Directorate and Performance Management Team (PMT) is responsible for providing the policy, instruments and mechanisms to administer oversight and monitor the correct and appropriate use of ITAs. HR Directorate is responsible for the planning of human resources necessary to meet the Ministry/Directorates goals, objectives and work plan. HR directorate in coordination with the relevant directorate is responsible for the preparation of the TOR, the selection of the most qualified candidate against appropriately classified assignment through a competitive and transparent process, and for properly upholding the ITA modality guidelines. The HR directorate should also monitor and provide oversight for the correct and appropriate use of the TAs contractual modality and take necessary action to prevent misuse.
- The relevant directorate is responsible for ensuring availability of funds, Budget and Finance directorates are responsible for budget allocation, allotment process and payment process for the duration of the contract and any potential extension.

ANNEX

CHECKLIST FOR TA APPOINTMENTS

Type of TA Yes No

1. Is candidate being recruited for International TA appointment? _____
2. _____
3. Is the initial duration of appointment less than/more than one year? _____
4. Is this appointment a Part time ITA? _____
5. Is this a successive ITA? _____

Position data

1. Is the position budgeted for? _____
2. Is the position established and position number issued in HRIS? _____
3. Is the Job Description developed according to the dept business needs? _____
4. Is the position classified? _____
5. Recruitment Process
6. Is the TA post advertised? _____
7. Is it advertised internally? _____
8. Is it advertised externally? _____
9. Do the long listed candidates meet the minimum criteria as specified in the VA? _____
10. Does the shortlist comprise of minimum one female candidate? _____
11. Was there a technical assessment? _____
12. Is the candidate assessed by the interview panel? _____

Selected Candidate

1. Is Reference checks, academic qualification verification and _____ Family relationships verified?
2. Is the candidate medically cleared? _____