

# BENCHMARKING, SALARY SURVEYS for MSF



# Why does MSF do salary surveys?

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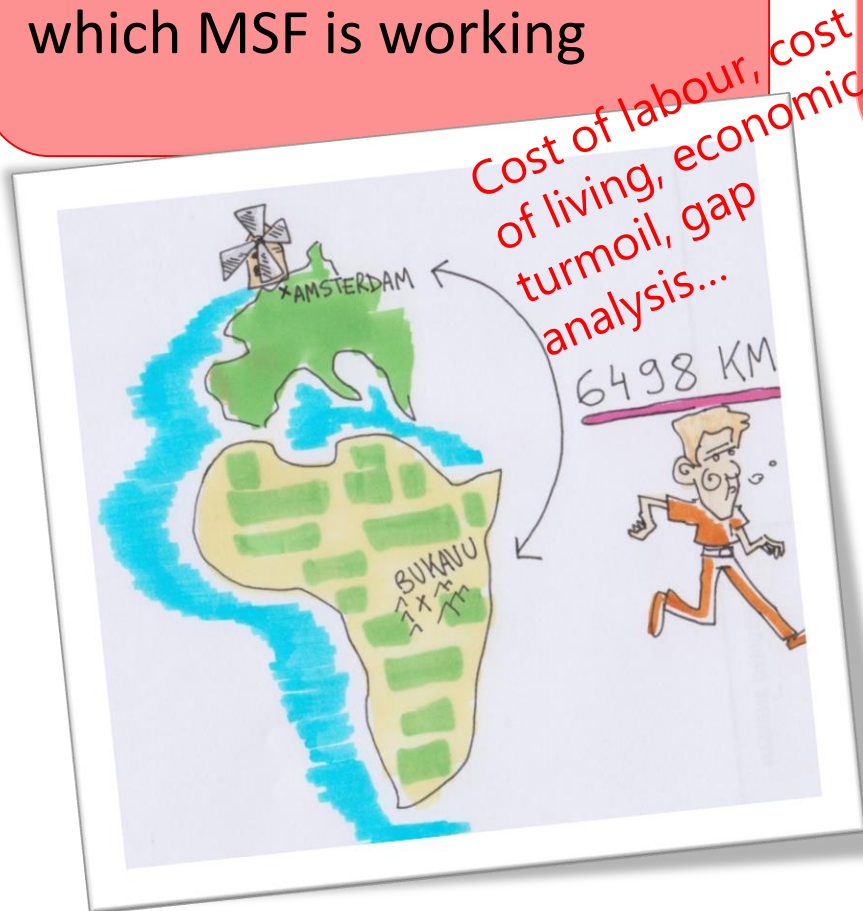
Market intelligence:  
Understand the market in  
which MSF is working

2

Compliance: to MSF  
methodology and the law

3

Frequency: every 3 to 5  
years. Updates after 1 to 2  
years.



# Guiding principles

- **Independent:** MSF Benchmarking Unit Norway, worldwide advice for all countries and operations
- **Confidential:** Data aggregation, anonymous, data security
- **Specific:** defined reference market & functions: 18+ INGOs, local employers, private international employers – determined by specific market
- **Tailored and analytic:** beyond pure figures and statistics, added qualitative analysis and interpretation guide
- **Sharing:** participants = cooperation partners, mutual benefit from results and analysis
- **Accurate:** job evaluation and matching, as exact as possible



# Median value per function

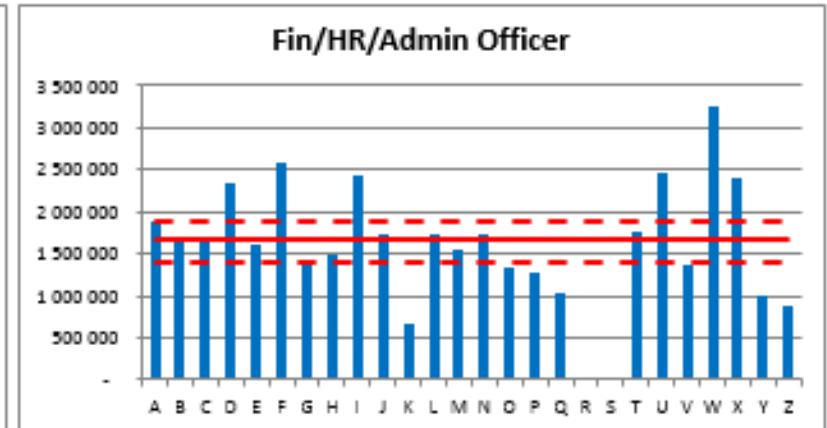
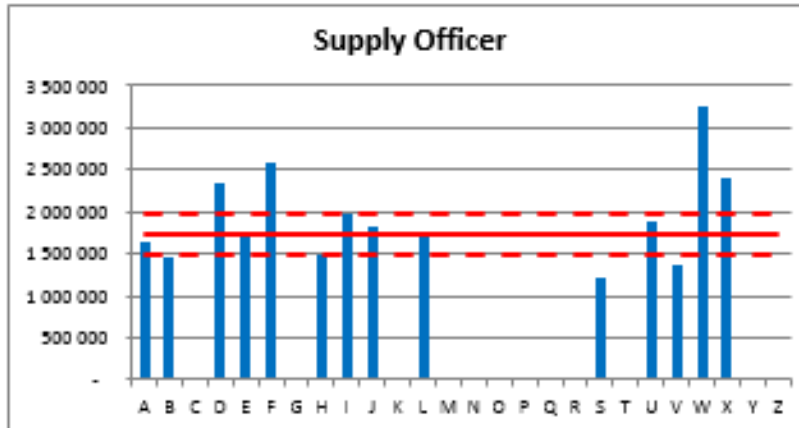
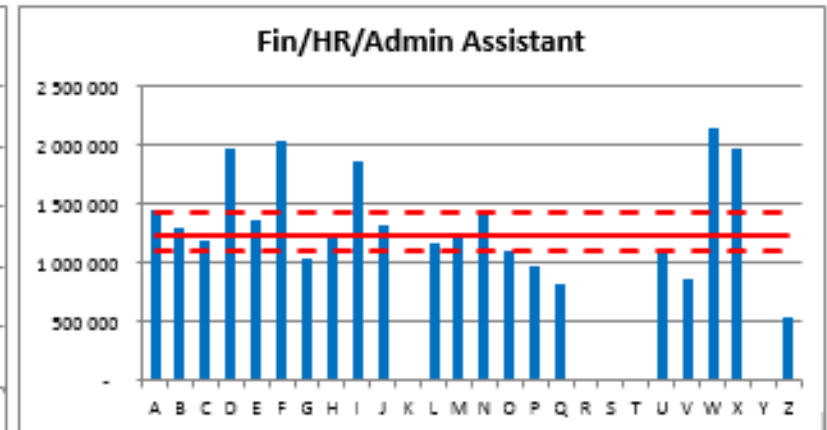
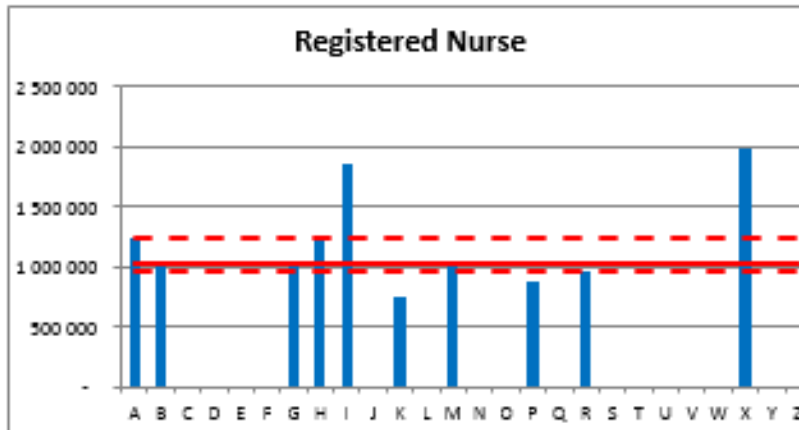
## Median values for specific positions per category

Level of responsibility	Functions	25th percentile	Median	75th percentile	Number of matches	Basic skilled positions	Skilled positions	Supervisors & Specialists	Managers	Co-ordinators
Basic positions. Not requiring qualification	Watchman	605 464	747 111	861 014	23	Largely task focused, under close direction and constant supervision.	Require practical knowledge and skills, usually acquired through some form of specialised technical training. e.g. nurse, community health worker, driver, storekeeper, secretary	Responsible for the delivery of a limited field of activity, or part of an activity. They have specific deep expert knowledge in highly specialized area.	Responsible for a whole area/activity of the mission or project within a job family (implies a team, budget, resources), e.g. supply manager, personnel administration manager	Scope of accountability is the whole mission, a whole functional area or a whole project/company/organization.
	Cleaner	620 690	736 285	835 381	24					
	Housekeeper	741 073	864 453	903 035	18					
	Community Health Worker	514 634	736 856	884 227	10					
Skilled positions. Requiring qualification	Drug Dispenser	918 835	949 807	1 078 108	5					
	Health Promoter	864 514	992 874	1 236 579	13					
	Community Mental Health worker	1 036 836	1 036 836	1 325 549	3					
	Store Keeper	981 291	1 067 653	1 351 749	12					
	Driver	880 392	1 036 836	1 127 155	21					
	Psy chosocial Counsellor	1 165 150	1 245 168	1 473 349	10					
	Registered Nurse	1 014 773	1 139 717	1 245 168	9					
	Purchaser	1 093 140	1 245 168	1 525 452	13					
	Translator	1 141 404	1 245 168	1 586 708	8					
	Liaison Officer	1 245 168	1 245 168	1 764 459	6					
Supervisors and Specialists	Registered Midwife	1 114 946	1 303 634	1 460 071	4					
	Clinical Psychologist	1 324 178	1 460 071	1 460 071	4					
	Logistics Assistant	1 123 700	1 421 786	1 859 011	14					
	Fin/HR/Admin Assistant	1 113 076	1 303 634	1 460 071	20					
	Pharmacist	1 122 176	1 461 202	1 636 547	8					
	Mental Health Officer	1 505 039	1 636 547	1 636 547	3					
	Nurse Supervisor	1 274 280	1 480 157	1 636 547	7					
	Supply Officer	1 602 188	1 722 364	2 078 055	13					
	Assistant Field Coordinator	1 614 259	1 889 384	2 408 081	13					
	Medical Doctor	1 543 902	1 653 502	1 889 384	10					
Management	Logistics Officer	1 526 061	1 728 907	1 889 384	18					
	Fin/HR/Admin Officer	1 378 314	1 706 050	1 889 384	23					
	Specialized Doctor	1 980 638	2 366 313	2 366 313	4					
	Mental Health Manager	2 134 825	2 366 313	2 366 313	3					
	Fin/HR/Admin Manager	2 204 281	2 542 085	2 959 212	17					
Coordinators	Medical Liaison Officer	2 513 942	2 583 133	2 583 133	1					
	Medical Team Leader	2 035 236	3 048 151	3 216 333	7					
	Head of Mission Advisor	2 771 120	3 058 916	3 623 679	7					
	HR Coordinator	2 716 486	3 247 824	3 637 564	12					



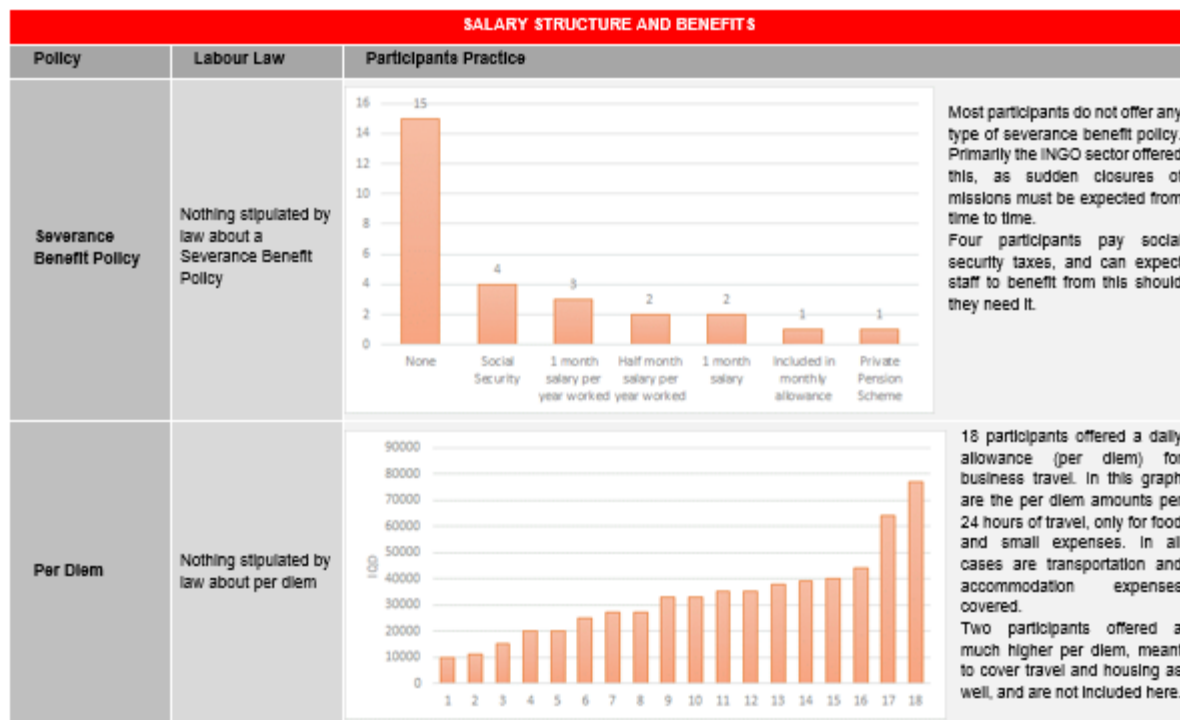
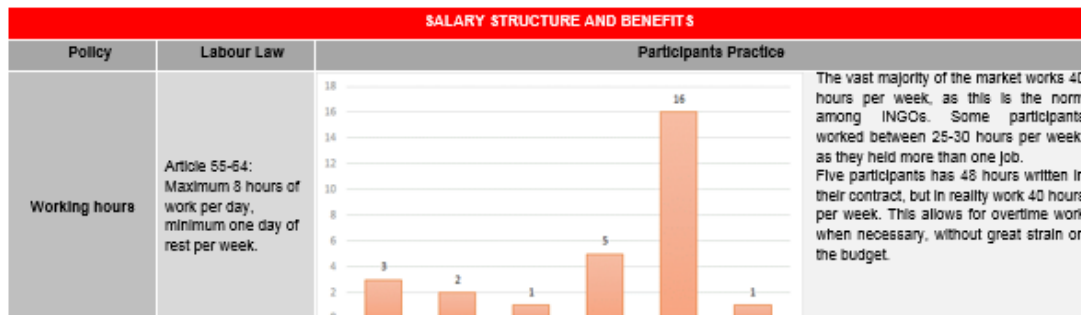
# Your position against the market

- Your own (coded, anonymous) position against the reference market visualized per functions



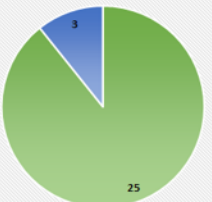
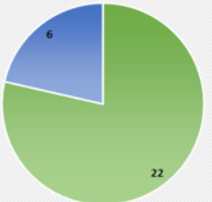
# Qualitative analysis of benefits and working conditions

- ❑ Weekly working hours and daily staff
- ❑ Allowances
- ❑ Social security, taxes and pension
- ❑ Salary structure/ management
- ❑ Policy practice
- ❑ Health coverage
- ❑ Leaves etc.



# Additional information

- ❑ Context linked to key HR matters
- ❑ Inflation, exchange rate
- ❑ Living wage, minimum wage and poverty line analysis
- ❑ Compliance: market vs. legal (anonymous, aggregated overview)

SALARY STRUCTURE AND BENEFITS			
Policy	Labour Law	Participants Practice	
Family Allowance	Nothing stipulated about a family allowance.		Family allowance is not an established practice in the Iraqi labour market, although the public sector does offer this. This is an allowance that is popular and in demand among many Iraqis, even if it is not a common practice.
Eid Bonus Payment	Nothing stipulated by law about an Eid bonus.		Six participants offered a regular Eid or Ramadan bonus. These ranged from 50-200 USD per year. Additionally, two participants say they offer it only when the budget allows.

As consumer price inflation has held its ground in the past year, cost of living has not increased dramatically. This may or may not change in 2016, as the cost of the oil crisis and war with ISIL may be felt in 2016 more than in 2015. The cash reserves have begun to run dry, and an increasingly large military is only going to put a heavier burden on the economy in the near future.



Figure 5 Iraq GDP annual growth rate. Source: tradingeconomics.com

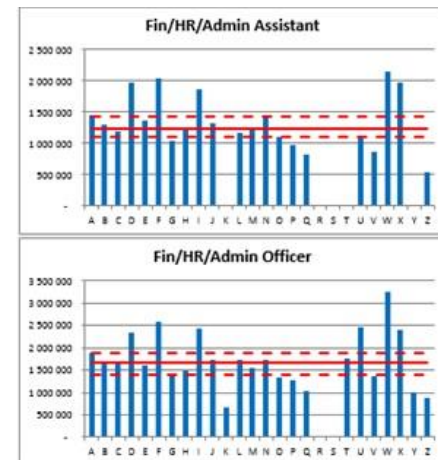
The following graph shows the exchange rate of the IQD vs USD. The Central Bank of Iraq (CBI) has pegged the IQD at 1166 for the past few years, but with the oil crisis the exchange rate has started fluctuating. It is now hovering around 1100 per USD.



Figure 6 IQD vs USD exchange rate. Source: xe.com



- **What we need from you:**  
1.5 hours of your time for an in-depth interview and function matching
- **What you get in return:**  
Free-of-charge, solid, fact-based labour market insight for your country



Please contact us for further details and to arrange a meeting!

✉ [benchmarking@msf.no](mailto:benchmarking@msf.no)

