



COMPENSATION SURVEY OF INTERNATIONAL DEVELOPMENT ORGANIZATIONS

PARTICIPANT'S REPORT

CONFIDENTIAL

CONDUCTED BY: PRM CONSULTING GROUP
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Table of Contents

	<u>Page</u>
I. Introduction	1
II. Survey Methodology	4
III. Cash Compensation Data	
A. Home-Based Employees	9
B. Field-Based Employees	25
IV. Compensation Practices Data	44
V. About PRM Consulting Group	65

Appendix A – Survey Job Descriptions for Home-based Positions

Appendix B – Survey Job Descriptions for Field-based Positions



INTRODUCTION

I. Introduction

- This report presents the results of PRM’s sixth annual International Development Industry Survey. PRM intends to conduct this survey each year, and to continue to increase participation for, so that the results represent the most comprehensive compensation data and reliable benchmarking source for the international development sector.
- The objective of the survey was to collect, analyze and summarize pay (base salary plus short- and long-term incentives) and compensation practices within international development organizations – both for-profit and NGO (non-government organization) in the not-for-profit sector.
- The scope of survey covers 62 distinct home-based positions and 29 field-based position titles (see Exhibit 1 and Exhibit 2, respectively).
- Job descriptions for the home-based and field-based survey positions are provided in Appendix A and Appendix B, respectively.
- The survey report summarizes pay data for home-based positions and provides separate pay summaries for field-based survey positions based on three different categories – local nationals, expats, third country nationals (TCNs), and expats/TCNs combined.
- This report describes the survey methodology and summarizes the survey findings.

Compensation Survey of International Development Organizations

Listing of Home-Based Survey Positions

Chief Positions

1. Chief Executive Officer
2. Chief Operating Officer
3. Chief Technical Programs Officer
4. Chief Business Development Officer
5. Chief Financial Officer
6. Chief Contracting and Pricing Officer
7. Chief Project Management Officer
8. Chief Human Resources Officer
9. Chief Legal Officer
10. Chief Security Officer

Lead Positions

11. Lead, Technical Programs
12. Lead, Business Development
13. Lead, Corporate and/or Project Finance
14. Lead, Contracting and Pricing
15. Lead, Project Management
16. Lead, Human Resources
17. Lead, Ethics and Compliance
18. Lead, Security
19. Lead, Information Technology
20. Lead, Internal Audit

Director Positions

21. Business Development Director
22. Controller
23. Director of Marketing
24. Director of Public Policy/Advocacy
25. Director, Corporate and Foundation Relations
26. Human Resources Director
27. Information Technology Director
28. Internal Audit Director
29. Monitoring and Evaluation (M&E) Director
30. Planned Giving Director
31. Pricing and Contracts Director

32. Project Finance Director
33. Project Management Director
34. Technical Programs Director

Manager Positions

35. Communications & Media Manager
36. Digital Manager
37. Finance & Operations Manager
38. Finance Manager
39. Foundations and Corp. Development Manager
40. Human Resources Manager
41. Information Technology Manager
42. Internal Audit Manager
43. M&E Manager
44. Pricing and Contracts Manager
45. Project Manager
46. Project/Proposal Recruitment Manager
47. Proposal Manager
48. Security Manager
49. Technical Programs Manager

Associate or Specialist Positions

50. Business Development/Proposal Specialist
51. Communications/PR/Marketing Associate
52. Contracts Specialist
53. Cost and Pricing Specialist
54. Finance Specialist
55. Human Resources Specialist
56. Information Technology/Digital Information Specialist
57. Knowledge Management Specialist
58. Outreach Coordinator
59. Project Associate
60. Project/Proposal Recruiter
61. Security Specialist
62. Start-Up Specialist

Compensation Survey of International Development Organizations

Listing of Field-Based Survey Positions

Global Level

1. Global Internal Audit Manager
2. Global Security Manager/Specialist

Regional Level

3. Regional Director – High Complexity
4. Regional Director – Moderate Complexity
5. Senior Level – Regional Technical Specialist (Senior Technical Advisor)
6. Mid-Level – Regional Technical Specialist (Technical Advisor)
7. Regional Finance & Administrative Director
8. Regional Researcher
9. Regional M&E Manager
10. Regional Finance & Administrative Manager
11. Regional HR Manager
12. Regional Information Systems Manager

Country Level

13. Chief of Party – Regional Project (Project Director)
14. Country Director – High Complexity (Head of Country Office)
15. Country Director – Moderate Complexity (Head of Country Office)

16. Country Director – Low Complexity (Head of Country Office)
17. Deputy Regional Representative (Deputy Regional Director)
18. Deputy Country Representative (Deputy Country Director/Deputy Head of Office)
19. Country Office – Head of Finance (Director of Finance and Admin.)
20. Country Office – Head of Operations
21. Country Office – Head of Grants Management

Lead Project Level

22. Chief of Party – High Complexity (Project Director)
23. Chief of Party – Moderate Complexity (Project Director)
24. Chief of Party – Low Complexity (Project Director)
25. Deputy Chief of Party (Deputy Project Director)
26. Technical Director
27. Technical Specialist
28. Monitoring & Evaluation Manager
29. Monitoring & Evaluation Specialist



SURVEY METHODOLOGY

II. Survey Methodology

- PRM developed an online survey questionnaire to collect the requested information from survey invitees.
 - Survey invitees were asked to report pay information separately for home-based and field-based employees, as well as pay practices information.
 - PRM reviewed and analyzed the submitted survey data to develop pay statistics and other summary tables based on the information provided.
 - All reported survey data is effective as of **April 1, 2022**.
- Completed questionnaires were received from a total of 55 survey invitees (see [Exhibit 3](#)).
 - A total of 13 survey respondents (or 24%) are for-profit, privately held companies, and 42 survey respondents (or 76%) are not-for-profit NGOs.
 - The pay data for home-based positions as well as for expats and third country nationals (TCNs) are stated in US dollars, while the pay data for all field-based positions was converted to local currencies.
- A summary of the annual revenues (in US dollars) and staff size for the survey respondents is as follows:

Organization Data	Summary Statistics			
	25th Percentile	Mean	Median	75th Percentile
Annual Revenues (\$ Millions)	\$23.5	\$190.0	\$80.0	\$222.0
Number of Headquarters Employees	59	285	145	286
Number of Field Employees	61	929	348	1,557
Total Number of Employees	173	1,142	552	1,748

Compensation Survey of International Development Organizations

Listing of Survey Respondents

Organization	Headquarters Location	Organization Type
Abt Associates	Rockville, MD	For Profit
Chemonics International	Washington, DC	For Profit
Coffey International	New York, NY	For Profit
Creative Associates International	Chevy Chase, MD	For Profit
Crown Agents USA	Washington, DC	For Profit
DAI Global	Bethesda, MD	For Profit
Dexis Consulting Group	Washington, DC	For Profit
DT Global	Washington, DC	For Profit
ECODIT	Arlington, VA	For Profit
EnCompass LLC	Rockville, MD	For Profit
International Development Group LLC	Arlington, VA	For Profit
Tetra Tech ARD	Burlington, VT	For Profit
University Research Co. LLC Center for Human Services	Chevy Chase, MD	For Profit
ACDI/VOCA	Washington, DC	Non-Profit
Action Against Hunger	Washington, DC	Non-Profit
American Councils for International Education	Washington, DC	Non-Profit
Blumont	Madison, WI	Non-Profit
CARE	Atlanta, GA	Non-Profit
Catholic Relief Services	Baltimore, MD	Non-Profit
Corus International (IMA/LWF)	Baltimore, MD	Non-Profit
CRDF Global	Arlington, VA	Non-Profit
Digital Global Health	Washington, DC	Non-Profit
Evidence Action	Washington, DC	Non-Profit
FHI360	Durham, NC	Non-Profit
Global Communities	Silver Spring, MD	Non-Profit
Habitat for Humanity International	Atlanta, GA	Non-Profit
Institute of International Education	New York, NY	Non-Profit
International Food Policy Research Institute	Washington, DC	Non-Profit
International Rescue Committee	New York, NY	Non-Profit

Compensation Survey of International Development Organizations

Listing of Survey Respondents

Organization	Headquarters Location	Organization Type
Internews	Arcata, CA	Non-Profit
Management Sciences for Health	Medford, OR	Non-Profit
MEDA	Waterloo, ON CANADA	Non-Profit
Medical Care Development	Silver Spring, MD	Non-Profit
Medical Teams International	Tigard, OR	Non-Profit
National Cooperative Business Association CLUSA International	Washington, DC	Non-Profit
National Democratic Institute	Washington, DC	Non-Profit
Pathfinder International	Watertown, MA	Non-Profit
Population Services International	Washington, DC	Non-Profit
Public Health Institute	Oakland, CA	Non-Profit
Rise Against Hunger	Raleigh, NC	Non-Profit
Room to Read	San Francisco, CA	Non-Profit
Saferworld	London, England	Non-Profit
Save the Children Federation	Fairfield, CT	Non-Profit
School to School International	Pacifica, CA	Non-Profit
TechnoServe	Arlington, VA	Non-Profit
The Asia Foundation	San Francisco, CA	Non-Profit
The Center for Victims of Torture	Saint Paul, MN	Non-Profit
The Clinton Foundation	New York, NY	Non-Profit
The END Fund	New York, NY	Non-Profit
The Hunger Project	New York, NY	Non-Profit
The Synergos Institute	New York, NY	Non-Profit
Vital Strategies	New York, NY	Non-Profit
Water for People	Denver, CO	Non-Profit
World Renew	Byron Center, MI	Non-Profit
World Vision International	Uxbridge, UK	Non-Profit

II. Survey Methodology

- The definitions of the summary statistics reported in the survey are as follows:
 - **25th percentile** represents the figure above which 75% of all reported figures fall.
 - **Mean** (average) represents the average of all figures reported.
 - **Median** (50th percentile) represents the figure above and below which half of all reported figures fall.
 - **75th percentile** represents the figure above which 25% of all reported figures fall.

- The definitions of other terms used in the survey are as follows:
 - **Number of Organizations** reflects the total number of survey respondents who reported data for a survey question.
 - **Number of Incumbents** indicates the total number of employees matched to a survey position.
 - **% of Total Survey** (percent of total survey) reflects the number of survey respondents reporting data for a survey question as a percent of all survey respondents.
 - **Base Salary** represents the salaries reported for all position incumbents in each survey position as of April 1, 2022.
 - **Short-Term Incentives** reflect additional annual cash awards provided to eligible survey positions during the most recently completed fiscal year.
 - **Long-Term Incentives** reflect incentive awards which are calculated annually but paid out on a cyclical basis for eligible positions (typically every three to five years).
 - **# Eligible** (number eligible) indicates the number of position incumbents eligible to participate in the organization's short- and/or long-term incentive plans.

II. Survey Methodology

- **% Eligible** (percent eligible) reflects the number of incentive-eligible position incumbents as a percent of all position incumbents reported.
- **Target** reflects the typical incentive award opportunity (short- and long-term) as a percent of base salary.
- **Total Cash** represents the sum of the base salaries plus short-term incentives reported for survey position incumbents.
- **Total Direct Compensation** represents the sum of the total cash plus any long-term incentives reported for survey position incumbents.
- It should be noted the long-term incentive and total direct compensation data summary statistics reflect for-profit survey respondents only, since long-term incentives are not available in the not-for-profit sector.
- To preserve the confidentiality of survey respondents, only limited information is shown where insufficient data was reported.
 - Only the mean and median summary statistics are shown for three or four survey respondents, and no summary statistics are shown for fewer than three survey respondents.
 - For field-based positions, no summary pay statistics are shown for fewer than two organizations and fewer than four incumbents reported for any position.
- The pay for home-based employees, expats, and TCNs are reported in US dollars.
- All pay figures for field-based employees are reported in local currencies for the reported countries. For those survey respondents who reported pay for field-based employees in US dollars, the pay data was converted to the in-country salary equivalent based on currency exchange rates as of November 15, 2022.

P R M

DATA

CASH

COMPENSATION

A. Home-Based Employees

- A description of the exhibits included in this section is as follows:
 - Exhibit 4 provides the **base salary** summary statistics for home-based survey positions.
 - Exhibit 5 summarizes the **variable pay eligibility** as well as the average and median **target awards** (as a percent of base salary) for survey positions.
 - Exhibit 6 provides the **total cash** (base salary plus any short-term incentives paid) for home-based survey positions.
 - Exhibit 7 summarizes the mean and median **base salaries** for home-based survey positions **by organization type**.
 - Exhibit 8 summarizes the mean and median **total cash** for home-based survey positions **by organization type**.

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Base Salary			
			25th %ile	Mean	Median	75th %ile
<u>Chief Positions</u>						
1. Chief Executive Officer	44	44	\$296,804	\$404,909	\$364,252	\$484,603
2. Chief Operating Officer	28	31	211,984	287,130	285,243	375,738
3. Chief Technical Programs Officer	15	31	185,538	261,452	254,250	315,643
4. Chief Business Development Officer	16	16	228,974	257,825	264,897	297,084
5. Chief Financial Officer	34	34	221,141	286,114	303,857	340,771
6. Chief Contracting and Pricing Officer	4	4	--	213,861	203,677	--
7. Chief Project Management Officer	14	19	168,465	208,104	208,685	237,210
8. Chief Human Resources Officer	19	19	192,659	254,114	269,645	312,282
9. Chief Legal Officer	20	21	185,129	248,600	269,883	299,876
10. Chief Security Officer	3	3	--	195,006	185,720	--
<u>Lead Positions</u>						
11. Lead, Technical Programs	25	103	156,426	209,278	211,478	250,744
12. Lead, Business Development	28	34	153,505	189,731	197,785	216,329
13. Lead, Corporate and/or Project Finance	15	33	155,856	197,270	170,461	216,463
14. Lead, Contracting and Pricing	12	12	172,068	179,658	184,350	195,060
15. Lead, Project Management	17	56	110,495	157,172	163,071	203,524
16. Lead, Human Resources	22	43	141,146	176,600	181,457	211,236
17. Lead, Ethics and Compliance	10	10	160,380	193,877	199,000	246,690
18. Lead, Security	9	9	159,766	170,809	187,383	210,145
19. Lead, Information Technology	17	18	132,758	202,311	201,311	245,285
20. Lead, Internal Audit	10	10	171,590	189,259	193,455	222,578

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Base Salary			
			25th %ile	Mean	Median	75th %ile
<u>Director Positions</u>						
21. Business Development Director	27	49	122,545	145,244	150,000	170,206
22. Controller	33	44	134,506	162,050	163,412	182,279
23. Director of Marketing	22	37	121,958	151,147	156,010	180,000
24. Director of Public Policy/Advocacy	10	13	122,390	156,813	141,256	176,800
25. Director, Corporate and Foundation Relations	18	31	115,830	147,991	150,000	171,555
26. Human Resources Director	24	56	122,431	145,862	136,729	162,638
27. Information Technology Director	19	46	148,283	163,225	161,344	174,246
28. Internal Audit Director	10	14	125,698	138,000	136,804	160,169
29. Monitoring and Evaluation (M&E) Director	25	31	108,172	127,755	125,000	143,707
30. Planned Giving Director	10	10	111,404	156,358	147,875	171,167
31. Pricing and Contracts Director	15	24	134,188	144,686	148,845	165,422
32. Project Finance Director	16	40	109,476	145,318	126,921	148,933
33. Project Management Director	27	172	127,573	153,563	155,115	186,883
34. Technical Programs Director	21	135	141,304	149,622	169,639	203,789
<u>Manager Positions</u>						
35. Communications & Media Manager	29	54	90,279	103,542	104,265	121,386
36. Digital Manager	13	25	77,126	95,226	92,581	110,058
37. Finance & Operations Manager	24	94	84,329	103,171	100,000	119,073
38. Finance Manager	36	130	78,000	96,329	94,666	109,288
39. Foundations and Corporate Development Manager	14	36	64,469	88,684	77,707	89,477
40. Human Resources Manager	28	68	88,578	102,715	107,608	117,765
41. Information Technology Manager	22	100	100,880	115,134	125,569	137,306
42. Internal Audit Manager	12	23	91,555	96,826	102,000	109,906

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Base Salary			
			25th %ile	Mean	Median	75th %ile
43. M&E Manager	26	57	82,326	97,401	93,647	102,801
44. Pricing and Contracts Manager	22	150	83,200	105,461	93,600	108,006
45. Project Manager	35	637	76,121	85,770	87,000	99,840
46. Project/Proposal Recruitment Manager	12	23	86,420	109,317	124,094	139,961
47. Proposal Manager	19	56	77,977	98,008	89,067	108,681
48. Security Manager	11	16	92,932	103,122	120,340	123,700
49. Technical Programs Manager	21	382	82,943	106,682	101,069	124,747
<u>Associate or Specialist Positions</u>						
50. Business Development/Proposal Specialist	24	85	57,782	73,532	65,000	80,870
51. Communications/PR/ Marketing Associate	25	55	58,200	66,838	65,000	83,143
52. Contracts Specialist	20	90	63,180	77,278	72,964	93,077
53. Cost and Pricing Specialist	11	23	64,950	87,168	87,656	98,302
54. Finance Specialist	28	296	46,833	68,817	59,675	72,314
55. Human Resources Specialist	30	115	56,346	71,764	69,332	83,415
56. Information Technology/Digital Information Specialist	25	76	59,542	71,487	67,852	76,455
57. Knowledge Management Specialist	12	19	73,182	80,624	79,950	88,188
58. Outreach Coordinator	8	27	60,500	65,683	65,000	72,468
59. Project Associate	29	874	51,917	60,840	56,025	64,619
60. Project/Proposal Recruiter	15	56	70,174	83,694	87,488	105,157
61. Security Specialist	8	13	72,000	76,602	74,100	81,000
62. Start--Up Specialist	7	20	35,360	53,200	44,865	70,147

Compensation Survey of International Development Organizations

Summary of Variable Pay Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Short-Term Incentives			Long-Term Incentives*		
			# Eligible	% Eligible	Average Target	# Eligible	% Eligible	Average Target
<u>Chief Positions</u>								
1. Chief Executive Officer	44	44	9	20%	18.0%	6	14%	12.0%
2. Chief Operating Officer	28	31	6	18%	9.3%	6	18%	--
3. Chief Technical Programs Officer	15	31	2	7%	--	1	3%	--
4. Chief Business Development Officer	16	16	3	17%	14.5%	2	13%	7.0%
5. Chief Financial Officer	34	34	6	18%	13.4%	3	8%	--
6. Chief Contracting and Pricing Officer	4	4	0	0%	--	0	--	--
7. Chief Project Management Officer	14	19	2	9%	25.7%	1	3%	--
8. Chief Human Resources Officer	19	19	3	17%	19.2%	1	4%	--
9. Chief Legal Officer	20	21	5	22%	20.1%	1	6%	--
10. Chief Security Officer	3	3	0	0%	--	0	--	--
<u>Lead Positions</u>								
11. Lead, Technical Programs	25	103	43	42%	15.1%	22	22%	5.0%
12. Lead, Business Development	28	34	7	19%	15.0%	3	8%	5.0%
13. Lead, Corporate and/or Project Finance	15	33	6	19%	15.5%	0	--	--
14. Lead, Contracting and Pricing	12	12	2	18%	--	0	--	--
15. Lead, Project Management	17	56	20	35%	14.2%	8	14%	5.0%
16. Lead, Human Resources	22	43	8	18%	11.4%	2	4%	--
17. Lead, Ethics and Compliance	10	10	2	20%	--	0	--	--
18. Lead, Security	9	9	0	4%	--	0	--	--
19. Lead, Information Technology	17	18	1	5%	--	0	--	--
20. Lead, Internal Audit	10	10	1	5%	--	--	--	--

Compensation Survey of International Development Organizations

Summary of Variable Pay Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Short-Term Incentives			Long-Term Incentives*		
			# Eligible	% Eligible	Average Target	# Eligible	% Eligible	Average Target
<u>Director Positions</u>								
21. Business Development Director	27	49	16	32%	9.4%	3	6%	--
22. Controller	33	44	7	16%	12.5%	4	9%	--
23. Director of Marketing	22	37	13	35%	9.0%	1	4%	--
24. Director of Public Policy/Advocacy	10	13	1	11%	--	0	--	--
25. Director, Corporate and Foundation Relations	18	31	3	8%	--	1	4%	--
26. Human Resources Director	24	56	6	11%	9.5%	2	4%	--
27. Information Technology Director	19	46	5	12%	6.8%	0	--	--
28. Internal Audit Director	10	14	0	0%	--	0	--	--
29. Monitoring and Evaluation (M&E) Director	25	31	3	11%	3.2%	2	7%	--
30. Planned Giving Director	10	10	0	0%	--	0	--	--
31. Pricing and Contracts Director	15	24	8	32%	5.9%	1	4%	--
32. Project Finance Director	16	40	8	20%	9.8%	1	3%	--
33. Project Management Director	27	172	62	36%	9.2%	1	1%	--
34. Technical Programs Director	21	135	34	25%	8.5%	10	8%	--
<u>Manager Positions</u>								
35. Communications & Media Manager	29	54	13	24%	6.9%	10	18%	--
36. Digital Manager	13	25	9	35%	--	0	--	--
37. Finance & Operations Manager	24	94	49	52%	8.0%	13	14%	--
38. Finance Manager	36	130	15	12%	5.1%	8	6%	--
39. Foundations and Corporate Development Manager	14	36	0	0%	--	2	4%	--
40. Human Resources Manager	28	68	4	5%	9.5%	2	4%	--
41. Information Technology Manager	22	100	12	12%	6.0%	2	2%	--
42. Internal Audit Manager	12	23	6	25%	5.0%	0	--	--

Compensation Survey of International Development Organizations

Summary of Variable Pay Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Short-Term Incentives			Long-Term Incentives*		
			# Eligible	% Eligible	Average Target	# Eligible	% Eligible	Average Target
43. M&E Manager	26	57	6	11%	6.5%	3	4%	--
44. Pricing and Contracts Manager	22	150	39	26%	6.2%	23	16%	--
45. Project Manager	35	637	162	25%	6.1%	74	12%	--
46. Project/Proposal Recruitment Manager	12	23	15	65%	8.3%	3	12%	--
47. Proposal Manager	19	56	15	27%	4.8%	7	12%	--
48. Security Manager	11	16	4	25%	2.5%	0	--	--
49. Technical Programs Manager	21	382	38	10%	5.8%	3	1%	--
<u>Associate or Specialist Positions</u>								
50. Business Development/Proposal Specialist	24	85	22	25%	--	7	8%	--
51. Communications/PR/ Marketing Associate	25	55	0	0%	--	4	6%	--
52. Contracts Specialist	20	90	7	8%	--	28	32%	--
53. Cost and Pricing Specialist	11	23	2	10%	--	5	20%	--
54. Finance Specialist	28	296	6	2%	--	19	7%	--
55. Human Resources Specialist	30	115	11	9%	7.0%	13	11%	--
56. Information Technology/Digital Information Specialist	25	76	5	6%	--	6	7%	--
57. Knowledge Management Specialist	12	19	0	3%	--	0	3%	--
58. Outreach Coordinator	8	27	0	0%	--	0	--	--
59. Project Associate	29	874	113	13%	4.1%	114	13%	--
60. Project/Proposal Recruiter	15	56	20	36%	3.0%	0	--	--
61. Security Specialist	8	13	0	0%	--	0	--	--
62. Start-Up Specialist	7	20	0	0%	--	5	25%	--

*Long-term incentives are provided only to eligible positions within for-profit companies.

Compensation Survey of International Development Organizations

Summary of Total Cash Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Cash			
			25th %ile	Mean	Median	75th %ile
<u>Chief Positions</u>						
1. Chief Executive Officer	44	44	\$296,804	\$423,478	\$364,252	\$491,275
2. Chief Operating Officer	28	31	218,449	297,506	285,243	375,738
3. Chief Technical Programs Officer	15	31	170,900	246,445	231,750	283,941
4. Chief Business Development Officer	16	16	228,974	270,637	274,206	307,688
5. Chief Financial Officer	34	34	203,450	270,902	276,967	320,754
6. Chief Contracting and Pricing Officer	4	4	--	217,307	206,959	--
7. Chief Project Management Officer	14	19	168,465	219,013	208,685	244,713
8. Chief Human Resources Officer	19	19	192,659	262,922	269,645	330,636
9. Chief Legal Officer	20	21	185,129	259,808	269,883	299,876
10. Chief Security Officer	3	3	--	195,006	185,720	--
<u>Lead Positions</u>						
11. Lead, Technical Programs	25	103	158,226	213,481	212,582	259,560
12. Lead, Business Development	28	34	153,505	191,392	200,840	221,447
13. Lead, Corporate and/or Project Finance	15	33	155,856	202,406	173,167	221,356
14. Lead, Contracting and Pricing	12	12	172,068	187,978	184,350	195,498
15. Lead, Project Management	17	56	110,495	159,944	163,071	211,024
16. Lead, Human Resources	22	43	141,146	177,080	181,457	211,236
17. Lead, Ethics and Compliance	10	10	160,380	196,677	200,438	250,198
18. Lead, Security	9	9	163,245	172,423	191,117	210,145
19. Lead, Information Technology	17	18	135,383	202,517	201,311	245,285
20. Lead, Internal Audit	10	10	172,022	193,312	199,441	235,227

Compensation Survey of International Development Organizations

Summary of Total Cash Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Cash			
			25th %ile	Mean	Median	75th %ile
<u>Director Positions</u>						
21. Business Development Director	27	49	122,545	146,973	155,600	170,206
22. Controller	33	44	134,506	163,445	163,412	183,643
23. Director of Marketing	22	37	121,958	152,047	156,010	183,569
24. Director of Public Policy/Advocacy	10	13	122,390	156,813	141,256	176,800
25. Director, Corporate and Foundation Relations	18	31	115,830	148,879	150,000	175,955
26. Human Resources Director	24	56	122,431	147,265	138,666	163,573
27. Information Technology Director	19	46	148,283	163,382	161,344	174,246
28. Internal Audit Director	10	14	125,698	138,000	136,804	160,169
29. Monitoring and Evaluation (M&E) Director	25	31	108,172	128,118	125,000	143,707
30. Planned Giving Director	10	10	111,404	156,358	147,875	171,167
31. Pricing and Contracts Director	15	24	134,432	147,009	149,940	170,356
32. Project Finance Director	16	40	109,476	146,631	126,921	148,933
33. Project Management Director	27	172	128,072	154,873	157,394	192,351
34. Technical Programs Director	21	135	141,304	149,911	170,051	205,383
<u>Manager Positions</u>						
35. Communications & Media Manager	29	54	90,279	104,369	104,494	121,386
36. Digital Manager	13	25	77,126	95,726	92,581	110,058
37. Finance & Operations Manager	24	94	85,326	103,897	100,171	119,858
38. Finance Manager	36	130	78,000	96,867	94,666	109,619
39. Foundations and Corporate Development Manager	14	36	64,469	89,194	77,707	93,047
40. Human Resources Manager	28	68	88,578	102,786	107,608	117,765
41. Information Technology Manager	22	100	100,880	115,635	125,569	137,306
42. Internal Audit Manager	12	23	91,555	97,251	102,000	109,906

Compensation Survey of International Development Organizations

Summary of Total Cash Reported for Survey Positions

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Cash			
			25th %ile	Mean	Median	75th %ile
43. M&E Manager	26	57	82,326	97,484	94,500	102,801
44. Pricing and Contracts Manager	22	150	83,200	105,708	93,600	108,006
45. Project Manager	35	637	76,130	86,098	87,209	99,840
46. Project/Proposal Recruitment Manager	12	23	86,420	110,039	124,094	146,555
47. Proposal Manager	19	56	78,810	98,346	89,067	108,681
48. Security Manager	11	16	92,932	104,031	120,340	123,700
49. Technical Programs Manager	21	382	82,943	107,137	101,069	124,747
<u>Associate or Specialist Positions</u>						
50. Business Development/Proposal Specialist	24	85	58,510	73,616	65,000	80,870
51. Communications/PR/ Marketing Associate	25	55	58,200	66,963	66,560	83,143
52. Contracts Specialist	20	90	63,180	77,425	72,964	93,077
53. Cost and Pricing Specialist	11	23	64,950	87,350	87,656	98,302
54. Finance Specialist	28	296	46,833	69,070	59,675	72,314
55. Human Resources Specialist	30	115	56,346	71,891	69,332	83,415
56. Information Technology/Digital Information Specialist	25	76	59,542	71,607	67,852	76,455
57. Knowledge Management Specialist	12	19	73,182	80,624	79,950	88,188
58. Outreach Coordinator	8	27	60,500	65,683	65,000	72,468
59. Project Associate	29	874	51,917	60,840	56,160	64,797
60. Project/Proposal Recruiter	15	56	70,174	83,916	87,488	105,157
61. Security Specialist	8	13	72,000	76,602	74,100	81,000
62. Start-Up Specialist	7	20	36,421	53,344	44,865	70,147

Compensation Survey of International Development Organizations

Summary of Mean and Median Base Salaries Reported by Organization Type

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Survey		No. of Orgs.	No. of Incs.	For Profit		No. of Orgs.	No. of Incs.	Not-for-Profit (NGO)	
			Mean	Median			Mean	Median			Mean	Median
Chief Positions												
1. Chief Executive Officer	44	44	\$404,909	\$364,252	10	10	\$400,707	\$324,386	34	34	\$371,025	\$305,448
2. Chief Operating Officer	28	31	287,130	285,243	6	6	296,693	314,107	22	25	251,300	260,000
3. Chief Technical Programs Officer	15	31	261,452	254,250	0	0	--	--	15	31	233,542	231,750
4. Chief Business Development Officer	16	16	257,825	264,897	0	0	--	--	16	16	192,191	203,443
5. Chief Financial Officer	34	34	286,114	303,857	4	4	297,938	329,614	30	30	255,059	270,660
6. Chief Contracting/Pricing Officer	4	4	213,861	203,677	0	0	--	--	4	4	211,389	170,000
7. Chief Project Management Officer	14	19	208,104	208,685	4	6	243,876	221,061	10	13	193,796	173,250
8. Chief Human Resources Officer	19	19	254,114	269,645	0	0	--	--	19	19	227,736	245,426
9. Chief Legal Officer	20	21	248,600	269,883	3	3	293,071	299,452	17	18	214,164	234,176
10. Chief Security Officer	3	3	195,006	185,720	0	0	--	--	3	3	195,006	198,697
Lead Positions												
11. Lead, Technical Programs	25	103	209,278	211,478	6	28	198,889	201,791	19	75	166,664	160,000
12. Lead, Business Development	28	34	189,731	197,785	8	11	175,996	176,779	20	23	171,078	182,334
13. Lead, Corp. and/or Project Finance	15	33	197,270	170,461	3	3	193,949	215,000	12	30	157,003	142,372
14. Lead, Contracting and Pricing	12	12	179,658	184,350	4	4	185,332	195,416	8	8	176,826	180,000
15. Lead, Project Management	17	56	157,172	163,071	5	21	170,581	165,610	12	35	131,343	139,256
16. Lead, Human Resources	22	43	176,600	181,457	4	5	200,634	205,505	18	38	151,636	159,078
17. Lead, Ethics and Compliance	10	10	193,877	199,000	3	3	226,946	212,877	7	7	179,705	176,165
18. Lead, Security	9	9	170,809	187,383	3	3	184,946	189,039	6	6	140,448	157,030
19. Lead, Information Technology	17	18	202,311	201,311	0	0	--	--	17	18	206,809	209,866
20. Lead, Internal Audit	10	10	189,259	193,455	0	0	--	--	10	10	173,343	190,631

Compensation Survey of International Development Organizations

Summary of Mean and Median Base Salaries Reported by Organization Type

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Survey		No. of Orgs.	No. of Incs.	For Profit		No. of Orgs.	No. of Incs.	Not-for-Profit (NGO)	
			Mean	Median			Mean	Median			Mean	Median
Director Positions												
21. Business Development Director	27	49	145,244	150,000	7	20	158,322	154,048	20	29	140,667	137,531
22. Controller	33	44	162,050	163,412	7	11	198,620	185,400	26	33	152,204	145,000
23. Director of Marketing	22	37	151,147	156,010	4	10	166,533	165,912	18	27	147,727	137,683
24. Director of Public Policy/Advocacy	10	13	156,813	141,256	0	0	--	--	10	13	156,813	141,256
25. Director, Corp./Foundation Rel.	18	31	147,991	150,000	0	0	--	--	18	31	145,892	150,000
26. Human Resources Director	24	56	145,862	136,729	6	12	163,413	162,531	18	44	140,012	132,980
27. Information Technology Director	19	46	163,225	161,344	3	3	154,715	149,041	16	43	164,820	162,042
28. Internal Audit Director	10	14	138,000	136,804	0	0	--	--	10	14	135,732	134,557
29. M&E Director	25	31	127,755	125,000	4	4	164,791	154,830	21	27	120,700	124,440
30. Planned Giving Director	10	10	156,358	147,875	0	0	--	--	10	10	142,144	134,789
31. Pricing and Contracts Director	15	24	144,686	148,845	5	13	178,074	159,994	10	11	127,991	122,726
32. Project Finance Director	16	40	145,318	126,921	4	7	163,001	161,060	12	33	139,424	117,832
33. Project Management Director	27	172	153,563	155,115	8	57	157,528	165,464	19	115	132,056	128,229
34. Technical Programs Director	21	135	149,622	169,639	4	40	192,655	185,630	17	95	122,695	140,639
Manager Positions												
35. Communications & Media Manager	29	54	103,542	104,265	7	9	117,477	117,000	22	45	99,108	100,000
36. Digital Manager	13	25	95,226	92,581	4	11	122,484	94,307	9	14	83,111	82,864
37. Finance & Operations Manager	24	94	103,171	100,000	5	16	127,570	117,433	19	78	96,750	96,846
38. Finance Manager	36	130	96,329	94,666	7	27	113,688	115,566	29	103	92,139	92,000
39. Foundations/Corporate Dev. Mgr.	14	36	88,684	77,707	0	0	--	--	14	36	88,684	77,707
40. Human Resources Manager	28	68	102,715	107,608	6	11	116,357	110,040	22	57	98,994	104,000
41. Information Technology Manager	22	100	115,134	125,569	6	12	126,995	130,041	16	88	110,685	122,183
42. Internal Audit Manager	12	23	96,826	102,000	0	0	--	--	12	23	93,474	102,000

Compensation Survey of International Development Organizations

Summary of Mean and Median Base Salaries Reported by Organization Type

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Survey		No. of Orgs.	No. of Incs.	For Profit		No. of Orgs.	No. of Incs.	Not-for-Profit (NGO)	
			Mean	Median			Mean	Median			Mean	Median
43. M&E Manager	26	57	97,401	93,647	4	7	138,007	130,000	22	50	90,018	92,800
44. Pricing and Contracts Manager	22	150	105,461	93,600	7	22	119,977	119,166	15	128	96,688	88,400
45. Project Manager	35	637	85,770	87,000	8	119	105,277	100,000	27	518	79,990	84,401
46. Project/Proposal Recruitment Mgr.	12	23	109,317	124,094	5	12	118,894	133,410	7	11	102,476	116,660
47. Proposal Manager	19	56	98,008	89,067	4	16	107,416	104,510	15	40	95,499	82,000
48. Security Manager	11	16	103,122	120,340	3	4	126,251	115,146	8	12	94,449	120,340
49. Technical Programs Manager	21	382	106,682	101,069	4	70	127,273	132,917	17	312	87,718	86,492
Associate or Specialist Positions												
50. Business Dev./Proposal Specialist	24	85	73,532	65,000	6	31	75,687	62,109	18	54	72,813	71,442
51. Comm./PR/Marketing Associate	25	55	66,838	65,000	3	5	73,971	62,000	22	50	65,865	65,975
52. Contracts Specialist	20	90	77,278	72,964	5	17	81,129	77,043	15	73	75,995	71,770
53. Cost and Pricing Specialist	11	23	87,168	87,656	4	6	95,557	92,238	7	17	81,803	78,000
54. Finance Specialist	28	296	68,817	59,675	5	23	70,915	87,568	23	273	68,361	56,222
55. Human Resources Specialist	30	115	71,764	69,332	6	11	70,623	65,488	24	104	72,049	70,111
56. Info. Tech./Digital Info. Specialist	25	76	71,487	67,852	4	8	76,225	78,250	21	68	70,584	67,615
57. Knowledge Management Specialist	12	19	80,624	79,950	3	3	82,769	81,786	9	16	79,909	78,122
58. Outreach Coordinator	8	27	65,683	65,000	0	0	--	--	8	27	65,683	65,000
59. Project Associate	29	874	60,840	56,025	6	108	59,408	57,782	23	766	65,978	55,427
60. Project/Proposal Recruiter	15	56	83,694	87,488	6	25	93,938	80,517	9	31	76,866	87,975
61. Security Specialist	8	13	76,602	74,100	0	0	--	--	8	13	76,602	74,100
62. Start-Up Specialist	7	20	53,200	44,865	0	0	--	--	7	20	53,343	58,298

Compensation Survey of International Development Organizations

Summary of Mean and Median Total Cash Reported by Organization Type

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Survey		No. of Orgs.	No. of Incs.	For Profit		No. of Orgs.	No. of Incs.	Not-for-Profit (NGO)	
			Mean	Median			Mean	Median			Mean	Median
Chief Positions												
1. Chief Executive Officer	44	44	\$423,478	\$364,252	10	10	\$454,909	\$358,829	34	34	\$373,639	\$314,611
2. Chief Operating Officer	28	31	297,506	285,243	6	6	331,803	317,500	22	25	253,731	260,000
3. Chief Technical Programs Officer	15	31	246,445	231,750	0	0	--	--	15	31	234,837	231,750
4. Chief Business Development Officer	16	16	270,637	274,206	0	0	--	--	16	16	207,467	218,011
5. Chief Financial Officer	34	34	270,902	276,967	4	4	359,141	384,614	30	30	259,137	270,660
6. Chief Contracting/Pricing Officer	4	4	217,307	206,959	0	0	--	--	4	4	215,983	176,891
7. Chief Project Management Officer	14	19	219,013	208,685	4	6	276,684	224,243	10	13	195,945	173,250
8. Chief Human Resources Officer	19	19	262,922	269,645	0	0	--	--	19	19	229,570	245,426
9. Chief Legal Officer	20	21	259,808	269,883	3	3	360,996	374,829	17	18	214,164	234,176
10. Chief Security Officer	3	3	195,006	185,720	0	0	--	--	3	3	195,006	198,697
Lead Positions												
11. Lead, Technical Programs	25	103	213,481	212,582	6	28	211,076	216,598	19	75	167,425	162,400
12. Lead, Business Development	28	34	191,392	200,840	8	11	179,420	183,801	20	23	171,822	182,334
13. Lead, Corp. and/or Project Finance	15	33	202,406	173,167	3	3	214,179	215,000	12	30	157,295	142,744
14. Lead, Contracting and Pricing	12	12	187,978	184,350	4	4	210,283	220,416	8	8	176,826	180,000
15. Lead, Project Management	17	56	159,944	163,071	5	21	178,650	165,610	12	35	131,552	141,756
16. Lead, Human Resources	22	43	177,080	181,457	4	5	201,884	205,505	18	38	151,893	159,078
17. Lead, Ethics and Compliance	10	10	196,677	200,438	3	3	236,279	215,000	7	7	179,705	176,165
18. Lead, Security	9	9	172,423	191,117	3	3	188,280	189,039	6	6	140,982	158,630
19. Lead, Information Technology	17	18	202,517	201,311	0	0	--	--	17	18	206,809	209,866
20. Lead, Internal Audit	10	10	193,312	199,441	0	0	--	--	10	10	175,738	190,631

Compensation Survey of International Development Organizations

Summary of Mean and Median Total Cash Reported by Organization Type

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Survey		No. of Orgs.	No. of Incs.	For Profit		No. of Orgs.	No. of Incs.	Not-for-Profit (NGO)	
			Mean	Median			Mean	Median			Mean	Median
Director Positions												
21. Business Development Director	27	49	146,973	155,600	7	20	162,996	163,078	20	29	141,365	137,531
22. Controller	33	44	163,445	163,412	7	11	203,347	185,400	26	33	152,702	146,543
23. Director of Marketing	22	37	152,047	156,010	4	10	170,115	183,202	18	27	148,032	137,683
24. Director of Public Policy/Advocacy	10	13	156,813	141,256	0	0	--	--	10	13	156,813	141,256
25. Director, Corp./Foundation Rel.	18	31	148,879	150,000	0	0	--	--	18	31	146,769	150,000
26. Human Resources Director	24	56	147,265	138,666	6	12	169,023	167,531	18	44	140,012	132,980
27. Information Technology Director	19	46	163,382	161,344	3	3	155,715	149,041	16	43	164,820	162,042
28. Internal Audit Director	10	14	138,000	136,804	0	0	--	--	10	14	135,732	134,557
29. M&E Director	25	31	128,118	125,000	4	4	164,791	154,830	21	27	121,133	124,440
30. Planned Giving Director	10	10	156,358	147,875	0	0	--	--	10	10	142,144	134,789
31. Pricing and Contracts Director	15	24	147,009	149,940	5	13	184,850	165,000	10	11	128,089	123,702
32. Project Finance Director	16	40	146,631	126,921	4	7	167,938	161,060	12	33	139,528	119,500
33. Project Management Director	27	172	154,873	157,394	8	57	160,261	173,000	19	115	132,597	128,229
34. Technical Programs Director	21	135	149,911	170,051	4	40	193,773	187,304	17	95	122,756	141,304
Manager Positions												
35. Communications & Media Manager	29	54	104,369	104,494	7	9	120,213	117,000	22	45	99,328	100,000
36. Digital Manager	13	25	95,726	92,581	4	11	124,109	94,307	9	14	83,111	82,864
37. Finance & Operations Manager	24	94	103,897	100,171	5	16	129,295	121,470	19	78	97,214	96,846
38. Finance Manager	36	130	96,867	94,666	7	27	115,730	119,033	29	103	92,314	92,000
39. Foundations/Corporate Dev. Mgr.	14	36	89,194	77,707	0	0	--	--	14	36	89,194	77,707
40. Human Resources Manager	28	68	102,786	107,608	6	11	116,689	110,040	22	57	98,994	104,000
41. Information Technology Manager	22	100	115,635	125,569	6	12	128,834	134,434	16	88	110,685	122,569
42. Internal Audit Manager	12	23	97,251	102,000	0	0	--	--	12	23	93,982	102,000

Compensation Survey of International Development Organizations

Summary of Mean and Median Total Cash Reported by Organization Type

(Home-Based Employees)

Survey Position	No. of Orgs.	No. of Incs.	Total Survey		No. of Orgs.	No. of Incs.	For Profit		No. of Orgs.	No. of Incs.	Not-for-Profit (NGO)	
			Mean	Median			Mean	Median			Mean	Median
43. M&E Manager	26	57	97,484	94,500	4	7	138,007	130,000	22	50	90,116	93,073
44. Pricing and Contracts Manager	22	150	105,708	93,600	7	22	119,977	119,166	15	128	99,049	88,400
45. Project Manager	35	637	86,098	87,209	8	119	105,816	100,000	27	518	80,256	84,401
46. Project/Proposal Recruitment Mgr.	12	23	110,039	124,094	5	12	120,627	137,410	7	11	102,476	116,660
47. Proposal Manager	19	56	98,346	89,067	4	16	107,416	104,510	15	40	95,927	83,730
48. Security Manager	11	16	104,031	120,340	3	4	129,584	115,146	8	12	94,449	120,340
49. Technical Programs Manager	21	382	107,137	101,069	4	70	127,292	132,917	17	312	88,215	86,492
Associate or Specialist Positions												
50. Business Dev./Proposal Specialist	24	85	73,616	65,000	6	31	76,024	62,109	18	54	72,813	71,442
51. Comm./PR/ Marketing Associate	25	55	66,963	66,560	3	5	73,971	62,000	22	50	66,007	66,755
52. Contracts Specialist	20	90	77,425	72,964	5	17	81,717	77,043	15	73	75,995	71,770
53. Cost and Pricing Specialist	11	23	87,350	87,656	4	6	97,057	92,238	7	17	81,803	78,000
54. Finance Specialist	28	296	69,070	59,675	5	23	71,319	87,568	23	273	68,581	56,222
55. Human Resources Specialist	30	115	71,891	69,332	6	11	71,263	67,488	24	104	72,049	70,111
56. Info. Tech./Digital Info. Specialist	25	76	71,607	67,852	4	8	76,975	78,250	21	68	70,584	67,615
57. Knowledge Management Specialist	12	19	80,624	79,950	3	3	82,769	81,786	9	16	79,909	78,122
58. Outreach Coordinator	8	27	65,683	65,000	0	0	--	--	8	27	65,683	65,000
59. Project Associate	29	874	60,840	56,160	6	108	59,561	57,862	23	766	66,163	55,522
60. Project/Proposal Recruiter	15	56	83,916	87,488	6	25	94,493	80,517	9	31	76,866	87,975
61. Security Specialist	8	13	76,602	74,100	0	0	--	--	8	13	76,602	74,100
62. Start-Up Specialist	7	20	53,344	44,865	0	0	--	--	7	20	53,343	58,298

B. Field-Based Employees

- Survey respondents were asked to report pay data in the local currency for any matched positions based on their assigned countries. Only the mean base salary is reported for two organizations reporting the same position within a country; the mean and median base salaries are shown for three or more organizations.
- Exhibit 9 provides a country listing, the local currency for each, and their US dollar equivalents. The US dollar equivalents reflect exchange rates as of November 15, 2022.
- Exhibits 10 and 11 provide the mean and median base salary summary statistics for local national survey positions, and the data is arranged alphabetically by region and country, then by survey position number. Base salaries are displayed in each country's local currency (Exhibit 10) and then in their US dollar equivalents (Exhibit 11).
- Exhibits 12 and 13 summarize the reported base salaries for expat and third country national positions, respectively. Salaries are reported in US dollars, and the positions are grouped based on job level – global, regional, country, and local project.
- Exhibit 14 summarizes of the reported base salaries for expat and third country national positions combined.
- There was insufficient bonus and/or incentive data reported to calculate total cash statistics for any field-based positions in this year's survey.

Compensation Survey of International Development Organizations

Listing of Local Currencies and Exchange Rates for Field-Based Positions

Local Currency	Currency Code	US Dollar Equivalent*	Local Currency	Currency Code	US Dollar Equivalent*	Local Currency	Currency Code	US Dollar Equivalent*
Afghan afghani	AFN	0.0112	Hungarian forint	HUF	0.0026	Pakistani rupee	PKR	0.0048
Australian dollar	AUD	0.6891	Indian rupee	INR	0.0127	Papua New Guinean kina	PGK	0.2750
Bangladeshi taka	BDT	0.0105	Indonesian rupiah	IDR	0.0001	Peruvian sol	PEN	0.2596
Bolivian boliviano	BOB	0.1409	Iraqi dinar	IQD	0.0007	Philippine peso	PHP	0.0182
Botswana pula	BWP	0.0801	Jamaican dollar	JMD	0.0065	Russian Rouble	RUB	0.0187
Brazilian real	BRL	0.1920	Japanese yen	JPY	0.0074	Rwandan franc	RWF	0.0010
Brunei dollar	BND	0.7187	Jordanian dinar	JOD	1.4104	Sierra Leonean leone	SLL	0.0001
Burundi franc	BIF	0.0005	Kazakhstani tenge	KZT	0.0021	Singapore dollar	SGD	0.7187
Cambodian riel	KHR	0.0003	Kenyan shilling	KES	0.0084	South African rand	ZAR	0.0614
Canadian dollar	CAD	0.7756	Kyrgyzstani som	KGS	0.0126	South Korean won	KRW	0.0008
Central African CFA franc	XAF	0.0016	Laotian kip	LAK	0.0001	Sri Lankan Rupee	LKR	0.0028
Chinese yuan	CNY	0.1493	Lesotho loti	LSL	0.0614	Swedish krona	SEK	0.0976
Colombian peso	COP	0.0011	Liberian dollar	LRD	0.0065	Swiss franc	CHF	1.0466
Congolese franc	CDF	0.0005	Malagasy ariary	MGA	0.0002	Tajikistani somoni	TJS	0.0971
Czech koruna	CZK	0.0422	Malawian kwacha	MWK	0.0010	Tanzanian shilling	TZS	0.0004
Djibouti franc	DJF	0.0056	Malaysian ringgit	MYR	0.2268	Thai baht	THB	0.0283
Dominican peso	DOP	0.0180	Maldivian rufiyaa	MVR	0.0635	Tunisian Dinar	TND	0.3255
Egyptian pound	EGP	0.0531	Mexican peso	MXN	0.0496	Ugandan shilling	UGX	0.0003
Ethiopian birr	ETB	0.0191	Mongolian tögrög	MNT	0.0004	UK pound	GBP	1.2146
Euro	EUR	1.0450	Moroccan dirham	MAD	0.0968	Ukrainian hryvnia	UAH	0.0335
Ghana cedi	GHS	0.1242	Mozambican metical	MZN	0.0155	Uzbekistani so'm	UZS	0.0001
Guatemalan quetzal	GTQ	0.1257	Myanmar kyat	MMK	0.0005	Vietnamese đồng	VND	0.0000
Guinea franc	GNF	0.0001	Namibian dollar	NAD	0.0614	West African CFA franc	XOF	0.0016
Haitian gourde	HTG	0.0086	Nepalese rupee	NPR	0.0078	Yemeni rial	YER	0.0040
Honduran lempira	HNL	0.0398	Nicaraguan córdoba	NIO	0.0275	Zambian kwacha	ZMW	0.0587
Hong Kong dollar	HKD	0.1274	Nigerian naira	NGN	0.0024			

*Reflects currency exchange rates as of November 15, 2022.

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in Local Currency)

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in Local Currency)	
					Mean	Median
Africa	Benin (CFA Franc)	28. Monitoring & Evaluation Manager	2	4	16,880,154	--
	Burkina Faso (CFA Franc)	15. Country Dir. Moderate Complex. (Head of Country Office)	2	2	16,868,819	--
	Burkina Faso (CFA Franc)	25. Deputy Chief of Party (Deputy Project Director)	2	2	40,560,658	--
	Burkina Faso (CFA Franc)	27. Technical Specialist	2	19	30,941,095	--
	Burkina Faso (CFA Franc)	28. Monitoring & Evaluation Manager	2	5	33,829,689	--
	Burkina Faso (CFA Franc)	29. Monitoring & Evaluation Specialist	3	14	12,343,797	10,484,401
	Burundi (Burundian Franc)	27. Technical Specialist	2	12	90,719,689	--
	Burundi (Burundian Franc)	29. Monitoring & Evaluation Specialist	2	6	54,967,986	--
	Cote d'Ivoire (West African CFA Franc)	10. Regional Finance & Administrative Manager	2	2	31,538,927	--
	Cote d'Ivoire (West African CFA Franc)	29. Monitoring & Evaluation Specialist	3	4	16,720,866	15,924,634
	Egypt (Egyptian Pound)	14. Country Dir. High Complex. (Head of Country Office)	2	2	662,453	--
	Ethiopia (Birr)	14. Country Dir. High Complex. (Head of Country Office)	2	2	1,562,128	--
	Ethiopia (Birr)	19. Country Office -- Head of Finance (Director of Finance and Admin)	3	3	1,336,321	1,272,687
	Ethiopia (Birr)	20. Country Office -- Head of Operations	2	2	582,546	--
	Ethiopia (Birr)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	826,000	--
	Ethiopia (Birr)	26. Technical Director	3	4	772,221	735,449
	Ethiopia (Birr)	27. Technical Specialist	3	7	257,566	242,987
	Ethiopia (Birr)	29. Monitoring & Evaluation Specialist	4	11	249,354	237,480
	Ghana (Ghanain Cedi)	26. Technical Director	2	3	301,088	--
	Kenya (Kenyan Shilling)	1. Global Internal Audit Manager	2	6	4,187,685	--
	Kenya (Kenyan Shilling)	3. Regional Director -- High Complexity	2	2	4,768,077	--
	Kenya (Kenyan Shilling)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	5	22,013,772	--
	Kenya (Kenyan Shilling)	6. Mid--Level -- Regional Technical Specialist (Technical Advisor)	2	11	14,541,753	--
	Kenya (Kenyan Shilling)	9. Regional M&E Manager	2	2	7,777,500	--
	Kenya (Kenyan Shilling)	9. Regional M&E Manager	2	2	7,777,500	--
	Kenya (Kenyan Shilling)	10. Regional Finance & Administrative Manager	2	3	7,380,000	--
Kenya (Kenyan Shilling)	11. Regional HR Manager	3	3	5,907,900	6,134,903	
Kenya (Kenyan Shilling)	19. Country Office -- Head of Finance (Director of Finance and Admin)	3	66	17,021,040	16,210,514	
Kenya (Kenyan Shilling)	26. Technical Director	3	5	15,112,200	15,781,019	

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in Local Currency)

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in Local Currency)	
					Mean	Median
	Kenya (Kenyan Shilling)	27. Technical Specialist	3	22	8,214,324	7,239,072
	Kenya (Kenyan Shilling)	28. Monitoring & Evaluation Manager	3	3	11,105,854	10,178,938
	Malawi (Malawian Kwacha)	16. Country Director -- Low Complexity (Head of Country Office)	2	2	25,485,822	--
	Malawi (Malawian Kwacha)	26. Technical Director	3	6	32,716,624	30,864,740
	Malawi (Malawian Kwacha)	27. Technical Specialist	3	6	19,427,348	18,502,236
	Malawi (Malawian Kwacha)	28. Monitoring & Evaluation Manager	5	5	22,479,950	24,190,634
	Malawi (Malawian Kwacha)	29. Monitoring & Evaluation Specialist	3	3	10,449,930	11,707,000
	Mozambique (Metical)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	1,828,283	--
	Mozambique (Metical)	29. Monitoring & Evaluation Specialist	2	25	1,106,002	1,043,398
	Nigeria (Naira)	2. Global Security Manager/Specialist	2	6	11,425,138	--
	Nigeria (Naira)	14. Country Dir. High Complex. (Head of Country Office)	3	3	17,449,320	16,618,400
	Nigeria (Naira)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	3	18,200,815	--
	Nigeria (Naira)	22. Chief of Party High Complex. (Project Director)	2	3	40,941,790	--
	Nigeria (Naira)	23. Chief of Party -- Moderate Complexity (Project Director)	4	5	23,329,584	23,347,300
	Nigeria (Naira)	25. Deputy Chief of Party (Deputy Project Director)	2	2	20,498,074	--
	Nigeria (Naira)	26. Technical Director	3	12	18,844,945	19,088,178
	Nigeria (Naira)	27. Technical Specialist	3	50	17,465,262	16,793,521
	Nigeria (Naira)	28. Monitoring & Evaluation Manager	3	15	11,666,953	11,218,224
	Nigeria (Naira)	29. Monitoring & Evaluation Specialist	4	8	12,958,071	11,312,166
	Rwanda (Rwandan Franc)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	3	7	19,019,258	18,465,299
	Rwanda (Rwandan Franc)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	2	45,429,926	--
	Rwanda (Rwandan Franc)	27. Technical Specialist	4	17	31,676,944	30,168,518
	Rwanda (Rwandan Franc)	28. Monitoring & Evaluation Manager	3	3	35,224,448	38,950,818
	Rwanda (Rwandan Franc)	29. Monitoring & Evaluation Specialist	2	3	18,081,744	--
	Senegal (CFA Franc)	8. Regional Researcher	2	2	24,000,000	--
	Senegal (CFA Franc)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	2	29,738,691	--
	Senegal (CFA Franc)	28. Monitoring & Evaluation Manager	2	5	15,524,964	--
	Senegal (CFA Franc)	29. Monitoring & Evaluation Specialist	2	2	20,412,362	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in Local Currency)

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in Local Currency)	
					Mean	Median
	South Africa (Rand)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	1,562,407	--
	South Africa (Rand)	27. Technical Specialist	2	67	376,591	--
	Tanzania (Tanzanian Shilling)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	7	130,190,022	--
	Tanzania (Tanzanian Shilling)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	2	20	190,003,937	--
	Tanzania (Tanzanian Shilling)	18. Deputy Chief of Party (Deputy Project Director/Deputy Head of Office)	2	2	113,812,115	--
	Tanzania (Tanzanian Shilling)	23. Chief of Party Moderate Complex. (Project Director)	2	3	231,951,532	--
	Tanzania (Tanzanian Shilling)	26. Technical Director	3	7	346,729,038	330,218,131
	Tanzania (Tanzanian Shilling)	27. Technical Specialist	3	60	147,181,021	141,520,213
	Tanzania (Tanzanian Shilling)	28. Monitoring & Evaluation Manager	6	12	124,256,956	118,339,958
	Uganda (Ugandan Shilling)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	6	237,603,610	--
	Uganda (Ugandan Shilling)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	2	9	105,230,674	--
	Uganda (Ugandan Shilling)	19. Country Office Head of Finance (Director, Fin. & Admin.)	3	3	211,973,494	190,000,000
	Uganda (Ugandan Shilling)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	529,838,867	--
	Uganda (Ugandan Shilling)	27. Technical Specialist	2	16	196,810,599	--
	Uganda (Ugandan Shilling)	28. Monitoring & Evaluation Manager	3	5	124,560,064	138,000,000
	Uganda (Ugandan Shilling)	29. Monitoring & Evaluation Specialist	5	14	123,250,309	131,806,405
	Zambia (Zambian Kwacha)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	3	522,258	--
	Zambia (Zambian Kwacha)	24. Chief of Party Low Complex. (Project Director)	3	10	476,932	517,877
	Zambia (Zambian Kwacha)	24. Chief of Party -- Low Complexity (Project Director)	2	2	653,388	--
	Zambia (Zambian Kwacha)	27. Technical Specialist	4	24	316,372	273,462
Asia	Nepal (Nepalese Rupee)	26. Technical Director	2	8	3,816,353	--
	Nepal (Nepalese Rupee)	27. Technical Specialist	2	30	2,270,310	--
	Nepal (Nepalese Rupee)	28. Monitoring & Evaluation Manager	3	13	2,411,136	2,246,396
	Nepal (Nepalese Rupee)	29. Monitoring & Evaluation Specialist	2	2	2,065,409	--
Central America	Guatemala (Quetzal)	23. Chief of Party Moderate Complex. (Project Director)	2	2	679,800	--
	Guatemala (Quetzal)	25. Deputy Chief of Party (Deputy Project Director)	2	2	200,915	--
	Guatemala (Quetzal)	26. Technical Director	2	2	138,723	--
	Guatemala (Quetzal)	27. Technical Specialist	2	26	97,747	--
	Guatemala (Quetzal)	29. Monitoring & Evaluation Specialist	2	2	65,522	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in Local Currency)

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in Local Currency)	
					Mean	Median
Central Asia	Honduras (Lempira)	2. Global Security Manager/Specialist	2	2	438,991	--
	Honduras (Lempira)	27. Technical Specialist	2	7	558,619	--
	Afghanistan (Afghani)	25. Deputy Chief of Party (Deputy Project Director)	2	3	1,293,500	--
	Afghanistan (Afghani)	26. Technical Director	2	15	2,057,942	--
	Afghanistan (Afghani)	27. Technical Specialist	2	43	1,020,924	--
	Kazakhstan (Kazakhstani Tenge)	26. Technical Director	2	3	13,188,870	--
	Kyrgyzstan (Som)	26. Technical Director	2	2	1,836,403	--
Europe	Tajikistan (Somoni)	27. Technical Specialist	2	26	94,422	--
	Ukraine (Hryvnia)	25. Deputy Chief of Party (Deputy Project Director)	2	2	470,636	--
	Ukraine (Hryvnia)	27. Technical Specialist	4	36	197,049	187,666
Latin Am./Caribbean	Ukraine (Hryvnia)	29. Monitoring & Evaluation Specialist	2	8	24,006	--
	Haiti (Haitian Gourde)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	2	2	1,942,224	--
Middle East	Haiti (Haitian Gourde)	28. Monitoring & Evaluation Manager	2	2	64,194	--
	Jordan (Jordanian Dinar)	7. Regional Finance & Administrative Manager	2	3	67,165	--
	Jordan (Jordanian Dinar)	15. Country Dir. Moderate Complex. (Head of Country Office)	3	3	68,926	66,918
	Jordan (Jordanian Dinar)	25. Deputy Chief of Party (Deputy Project Director)	2	2	60,296	--
	Jordan (Jordanian Dinar)	27. Technical Specialist	3	30	44,279	41,091
North America	Jordan (Jordanian Dinar)	29. Monitoring & Evaluation Specialist	2	2	49,662	--
	Mexico (Mexican Peso)	27. Technical Specialist	3	10	574,711	547,344
South America	Brazil (Brazilian Real)	20. Country Office -- Head of Operations	2	2	166,274	--
	Brazil (Brazilian Real)	27. Technical Specialist	2	2	310,312	--
	Columbia (Columbian Peso)	28. Monitoring & Evaluation Manager	2	3	159,453,708	--
	Peru (Sol)	23. Chief of Party Moderate Complex. (Project Director)	2	2	420,056	--
	Peru (Sol)	26. Technical Director	2	5	357,337	--
	Peru (Sol)	27. Technical Specialist	2	12	157,666	--
	Peru (Sol)	29. Monitoring & Evaluation Specialist	2	2	60,609	--
South Asia/SE Asia	Bangladesh (Taka)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	2	3,650,974	--
	Bangladesh (Taka)	23. Chief of Party Moderate Complex. (Project Director)	3	6	1,824,530	1,737,648
	Bangladesh (Taka)	24. Chief of Party -- Low Complexity (Project Director)	2	2	2,627,434	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in Local Currency)

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in Local Currency)	
					Mean	Median
	Bangladesh (Taka)	25. Deputy Chief of Party (Deputy Project Director)	2	3	4,335,829	--
	Bangladesh (Taka)	26. Technical Director	2	2	2,012,432	--
	Bangladesh (Taka)	27. Technical Specialist	4	44	2,711,971	2,607,664
	Bangladesh (Taka)	28. Monitoring & Evaluation Manager	4	6	2,826,541	2,744,215
	Bangladesh (Taka)	29. Monitoring & Evaluation Specialist	5	9	4,437,061	4,185,907
	India (Rupee)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	6	3,715,299	--
	India (Rupee)	12. Regional Information Systems Manager	2	2	2,468,400	--
	India (Rupee)	14. Country Dir. High Complex. (Head of Country Office)	2	2	6,045,468	--
	India (Rupee)	15. Country Dir. Moderate Complex. (Head of Country Office)	2	2	6,510,090	--
	India (Rupee)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	3	1,661,812	--
	India (Rupee)	26. Technical Director	2	4	7,918,491	--
	India (Rupee)	27. Technical Specialist	4	6	3,292,703	2,705,942
	India (Rupee)	28. Monitoring & Evaluation Manager	2	2	802,209	--
	Indonesia (Indonesian Rupiah)	27. Technical Specialist	3	113	280,459,621	268,382,412
	Indonesia (Indonesian Rupiah)	29. Monitoring & Evaluation Specialist	2	4	192,609,435	--
	Pakistan (Pakistani Rupee)	11. Regional HR Manager	2	2	5,972,548	--
	Pakistan (Pakistani Rupee)	28. Monitoring & Evaluation Manager	2	4	2,745,783	--
	Philippines (Philippine Peso)	11. Regional HR Manager	2	2	1,814,490	--
	Philippines (Philippine Peso)	23. Chief of Party -- Moderate Complexity (Project Director)	3	4	6,515,768	5,723,892
	Philippines (Philippine Peso)	27. Technical Specialist	2	48	1,407,293	--
	Philippines (Philippine Peso)	29. Monitoring & Evaluation Specialist	2	4	2,453,565	--
	Thailand (Baht)	10. Regional Finance & Administrative Manager	4	5	2,227,365	2,472,000
	Thailand (Baht)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	4	1,926,854	--
	Thailand (Baht)	27. Technical Specialist	3	16	1,013,366	1,078,990
	Thailand (Baht)	29. Monitoring & Evaluation Specialist	2	2	1,207,884	--
	Vietnam (Dong)	27. Technical Specialist	2	39	663,973,171	--
	Vietnam (Dong)	29. Monitoring & Evaluation Specialist	2	4	644,442,654	--
United Kingdom	United Kingdom (Pound)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	5	70,388	--

Note: To preserve confidentiality, only the mean is reported for two organizations reporting any position.

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in US Dollar Equivalents)*

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)	
					Mean	Median
Africa	Benin (CFA Franc)	28. Monitoring & Evaluation Manager	2	4	26,839	--
	Burkina Faso (CFA Franc)	15. Country Dir. Moderate Complex. (Head of Country Office)	2	2	26,821	--
	Burkina Faso (CFA Franc)	25. Deputy Chief of Party (Deputy Project Director)	2	2	64,491	--
	Burkina Faso (CFA Franc)	27. Technical Specialist	2	19	49,196	--
	Burkina Faso (CFA Franc)	28. Monitoring & Evaluation Manager	2	5	53,789	--
	Burkina Faso (CFA Franc)	29. Monitoring & Evaluation Specialist	3	14	19,627	16,670
	Burundi (Burundian Franc)	27. Technical Specialist	2	12	44,560	--
	Burundi (Burundian Franc)	29. Monitoring & Evaluation Specialist	2	6	26,999	--
	Cote d'Ivoire (West African CFA Franc)	10. Regional Finance & Administrative Manager	2	2	50,147	--
	Cote d'Ivoire (West African CFA Franc)	29. Monitoring & Evaluation Specialist	3	4	26,586	25,320
	Egypt (Egyptian Pound)	14. Country Dir. High Complex. (Head of Country Office)	2	2	35,183	--
	Ethiopia (Birr)	14. Country Dir. High Complex. (Head of Country Office)	2	2	29,759	--
	Ethiopia (Birr)	19. Country Office -- Head of Finance (Director of Finance and Admin)	3	3	25,457	24,245
	Ethiopia (Birr)	20. Country Office -- Head of Operations	2	2	11,098	--
	Ethiopia (Birr)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	15,735	--
	Ethiopia (Birr)	26. Technical Director	3	4	14,711	14,010
	Ethiopia (Birr)	27. Technical Specialist	3	7	4,907	4,629
	Ethiopia (Birr)	29. Monitoring & Evaluation Specialist	4	11	4,750	4,524
	Ghana (Ghanain Cedi)	26. Technical Director	2	3	37,386	--
	Kenya (Kenyan Shilling)	1. Global Internal Audit Manager	2	6	35,218	--
	Kenya (Kenyan Shilling)	3. Regional Director -- High Complexity	2	2	40,100	--
	Kenya (Kenyan Shilling)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	5	185,136	--
	Kenya (Kenyan Shilling)	6. Mid--Level -- Regional Technical Specialist (Technical Advisor)	2	11	122,296	--
	Kenya (Kenyan Shilling)	9. Regional M&E Manager	2	2	65,409	--
	Kenya (Kenyan Shilling)	9. Regional M&E Manager	2	2	65,409	--
	Kenya (Kenyan Shilling)	10. Regional Finance & Administrative Manager	2	3	62,066	--
	Kenya (Kenyan Shilling)	11. Regional HR Manager	3	3	49,685	51,595
	Kenya (Kenyan Shilling)	19. Country Office -- Head of Finance (Director of Finance and Admin)	3	66	143,147	136,330
	Kenya (Kenyan Shilling)	26. Technical Director	3	5	127,094	132,718

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in US Dollar Equivalents)*

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)	
					Mean	Median
	Kenya (Kenyan Shilling)	27. Technical Specialist	3	22	69,082	60,881
	Kenya (Kenyan Shilling)	28. Monitoring & Evaluation Manager	3	3	93,400	85,605
	Malawi (Malawian Kwacha)	16. Country Director -- Low Complexity (Head of Country Office)	2	2	25,046	--
	Malawi (Malawian Kwacha)	26. Technical Director	3	6	32,151	30,332
	Malawi (Malawian Kwacha)	27. Technical Specialist	3	6	19,092	18,183
	Malawi (Malawian Kwacha)	28. Monitoring & Evaluation Manager	5	5	22,092	23,773
	Malawi (Malawian Kwacha)	29. Monitoring & Evaluation Specialist	3	3	10,269	11,505
	Mozambique (Metical)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	28,357	--
	Mozambique (Metical)	29. Monitoring & Evaluation Specialist	2	25	17,154	16,183
	Nigeria (Naira)	2. Global Security Manager/Specialist	2	6	27,535	--
	Nigeria (Naira)	14. Country Dir. High Complex. (Head of Country Office)	3	3	42,053	40,050
	Nigeria (Naira)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	3	43,864	--
	Nigeria (Naira)	22. Chief of Party High Complex. (Project Director)	2	3	98,670	--
	Nigeria (Naira)	23. Chief of Party -- Moderate Complexity (Project Director)	4	5	56,224	56,267
	Nigeria (Naira)	25. Deputy Chief of Party (Deputy Project Director)	2	2	49,400	--
	Nigeria (Naira)	26. Technical Director	3	12	45,416	46,003
	Nigeria (Naira)	27. Technical Specialist	3	50	42,091	40,472
	Nigeria (Naira)	28. Monitoring & Evaluation Manager	3	15	28,117	27,036
	Nigeria (Naira)	29. Monitoring & Evaluation Specialist	4	8	31,229	27,262
	Rwanda (Rwandan Franc)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	3	7	18,801	18,253
	Rwanda (Rwandan Franc)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	2	44,908	--
	Rwanda (Rwandan Franc)	27. Technical Specialist	4	17	31,313	29,822
	Rwanda (Rwandan Franc)	28. Monitoring & Evaluation Manager	3	3	34,820	38,503
	Rwanda (Rwandan Franc)	29. Monitoring & Evaluation Specialist	2	3	17,874	--
	Senegal (CFA Franc)	8. Regional Researcher	2	2	38,160	--
	Senegal (CFA Franc)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	2	47,285	--
	Senegal (CFA Franc)	28. Monitoring & Evaluation Manager	2	5	24,685	--
	Senegal (CFA Franc)	29. Monitoring & Evaluation Specialist	2	2	32,456	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in US Dollar Equivalents)*

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)	
					Mean	Median
	South Africa (Rand)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	95,869	--
	South Africa (Rand)	27. Technical Specialist	2	67	23,108	--
	Tanzania (Tanzanian Shilling)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	7	55,933	--
	Tanzania (Tanzanian Shilling)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	2	20	81,630	--
	Tanzania (Tanzanian Shilling)	18. Deputy Chief of Party (Deputy Project Director/Deputy Head of Office)	2	2	48,897	--
	Tanzania (Tanzanian Shilling)	23. Chief of Party Moderate Complex. (Project Director)	2	3	99,652	--
	Tanzania (Tanzanian Shilling)	26. Technical Director	3	7	148,964	141,870
	Tanzania (Tanzanian Shilling)	27. Technical Specialist	3	60	63,233	60,801
	Tanzania (Tanzanian Shilling)	28. Monitoring & Evaluation Manager	6	12	53,384	50,842
	Uganda (Ugandan Shilling)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	6	63,471	--
	Uganda (Ugandan Shilling)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	2	9	28,110	--
	Uganda (Ugandan Shilling)	19. Country Office Head of Finance (Director, Fin. & Admin.)	3	3	56,625	50,755
	Uganda (Ugandan Shilling)	23. Chief of Party -- Moderate Complexity (Project Director)	2	2	141,536	--
	Uganda (Ugandan Shilling)	27. Technical Specialist	2	16	52,574	--
	Uganda (Ugandan Shilling)	28. Monitoring & Evaluation Manager	3	5	33,274	36,864
	Uganda (Ugandan Shilling)	29. Monitoring & Evaluation Specialist	5	14	32,924	35,210
	Zambia (Zambian Kwacha)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	3	30,641	--
	Zambia (Zambian Kwacha)	24. Chief of Party Low Complex. (Project Director)	3	10	27,982	30,384
	Zambia (Zambian Kwacha)	24. Chief of Party -- Low Complexity (Project Director)	2	2	38,334	--
	Zambia (Zambian Kwacha)	27. Technical Specialist	4	24	18,562	16,044
Asia	Nepal (Nepalese Rupee)	26. Technical Director	2	8	29,920	--
	Nepal (Nepalese Rupee)	27. Technical Specialist	2	30	17,799	--
	Nepal (Nepalese Rupee)	28. Monitoring & Evaluation Manager	3	13	18,903	17,612
	Nepal (Nepalese Rupee)	29. Monitoring & Evaluation Specialist	2	2	16,193	--
Central America	Guatemala (Quetzal)	23. Chief of Party Moderate Complex. (Project Director)	2	2	85,417	--
	Guatemala (Quetzal)	25. Deputy Chief of Party (Deputy Project Director)	2	2	25,245	--
	Guatemala (Quetzal)	26. Technical Director	2	2	17,431	--
	Guatemala (Quetzal)	27. Technical Specialist	2	26	12,282	--
	Guatemala (Quetzal)	29. Monitoring & Evaluation Specialist	2	2	8,233	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in US Dollar Equivalents)*

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)	
					Mean	Median
Central Asia	Honduras (Lempira)	2. Global Security Manager/Specialist	2	2	17,489	--
	Honduras (Lempira)	27. Technical Specialist	2	7	22,255	--
	Afghanistan (Afghani)	25. Deputy Chief of Party (Deputy Project Director)	2	3	14,487	--
	Afghanistan (Afghani)	26. Technical Director	2	15	23,049	--
	Afghanistan (Afghani)	27. Technical Specialist	2	43	11,434	--
	Kazakhstan (Kazakhstani Tenge)	26. Technical Director	2	3	27,960	--
	Kyrgyzstan (Som)	26. Technical Director	2	2	23,102	--
Europe	Tajikistan (Somoni)	27. Technical Specialist	2	26	9,168	--
	Ukraine (Hryvnia)	25. Deputy Chief of Party (Deputy Project Director)	2	2	15,757	--
	Ukraine (Hryvnia)	27. Technical Specialist	4	36	6,597	6,283
Latin Am./Caribbean	Ukraine (Hryvnia)	29. Monitoring & Evaluation Specialist	2	8	804	--
	Haiti (Haitian Gourde)	6. Mid--Level Regional Tech. Specialist (Tech. Advisor)	2	2	16,645	--
	Haiti (Haitian Gourde)	28. Monitoring & Evaluation Manager	2	2	550	--
Middle East	Jordan (Jordanian Dinar)	7. Regional Finance & Administrative Manager	2	3	94,732	--
	Jordan (Jordanian Dinar)	15. Country Dir. Moderate Complex. (Head of Country Office)	3	3	97,216	94,384
	Jordan (Jordanian Dinar)	25. Deputy Chief of Party (Deputy Project Director)	2	2	85,044	--
	Jordan (Jordanian Dinar)	27. Technical Specialist	3	30	62,453	57,956
	Jordan (Jordanian Dinar)	29. Monitoring & Evaluation Specialist	2	2	70,045	--
North America	Mexico (Mexican Peso)	27. Technical Specialist	3	10	28,511	27,154
South America	Brazil (Brazilian Real)	20. Country Office -- Head of Operations	2	2	31,916	--
	Brazil (Brazilian Real)	27. Technical Specialist	2	2	59,564	--
	Columbia (Columbian Peso)	28. Monitoring & Evaluation Manager	2	3	172,210	--
	Peru (Sol)	23. Chief of Party Moderate Complex. (Project Director)	2	2	109,030	--
	Peru (Sol)	26. Technical Director	2	5	92,750	--
	Peru (Sol)	27. Technical Specialist	2	12	40,924	--
	Peru (Sol)	29. Monitoring & Evaluation Specialist	2	2	15,732	--
South Asia/SE Asia	Bangladesh (Taka)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	2	38,299	--
	Bangladesh (Taka)	23. Chief of Party Moderate Complex. (Project Director)	3	6	19,139	18,228
	Bangladesh (Taka)	24. Chief of Party -- Low Complexity (Project Director)	2	2	27,562	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions by Region and Country

(Local Nationals – Base Salaries in US Dollar Equivalents)*

Region	Country (Local Currency)	Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)	
					Mean	Median
	Bangladesh (Taka)	25. Deputy Chief of Party (Deputy Project Director)	2	3	45,483	--
	Bangladesh (Taka)	26. Technical Director	2	2	21,110	--
	Bangladesh (Taka)	27. Technical Specialist	4	44	28,449	27,354
	Bangladesh (Taka)	28. Monitoring & Evaluation Manager	4	6	29,650	28,787
	Bangladesh (Taka)	29. Monitoring & Evaluation Specialist	5	9	46,545	43,910
	India (Rupee)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	6	47,110	--
	India (Rupee)	12. Regional Information Systems Manager	2	2	31,299	--
	India (Rupee)	14. Country Dir. High Complex. (Head of Country Office)	2	2	76,657	--
	India (Rupee)	15. Country Dir. Moderate Complex. (Head of Country Office)	2	2	82,548	--
	India (Rupee)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	3	21,072	--
	India (Rupee)	26. Technical Director	2	4	100,406	--
	India (Rupee)	27. Technical Specialist	4	6	41,751	34,311
	India (Rupee)	28. Monitoring & Evaluation Manager	2	2	10,172	--
	Indonesia (Indonesian Rupiah)	27. Technical Specialist	3	113	18,814	18,004
	Indonesia (Indonesian Rupiah)	29. Monitoring & Evaluation Specialist	2	4	12,921	--
	Pakistan (Pakistani Rupee)	11. Regional HR Manager	2	2	28,907	--
	Pakistan (Pakistani Rupee)	28. Monitoring & Evaluation Manager	2	4	13,290	--
	Philippines (Philippine Peso)	11. Regional HR Manager	2	2	32,987	--
	Philippines (Philippine Peso)	23. Chief of Party -- Moderate Complexity (Project Director)	3	4	118,457	104,060
	Philippines (Philippine Peso)	27. Technical Specialist	2	48	25,585	--
	Philippines (Philippine Peso)	29. Monitoring & Evaluation Specialist	2	4	44,606	--
	Thailand (Baht)	10. Regional Finance & Administrative Manager	4	5	62,990	69,908
	Thailand (Baht)	19. Country Office -- Head of Finance (Director of Finance and Admin)	2	4	54,491	--
	Thailand (Baht)	27. Technical Specialist	3	16	28,658	30,514
	Thailand (Baht)	29. Monitoring & Evaluation Specialist	2	2	34,159	--
	Vietnam (Dong)	27. Technical Specialist	2	39	28,542	--
	Vietnam (Dong)	29. Monitoring & Evaluation Specialist	2	4	27,702	--
United Kingdom	United Kingdom (Pound)	5. Sr. Level Regional Tech. Specialist (Sr. Tech. Advisor)	2	5	85,492	--

Note: To preserve confidentiality, only the mean is reported for two organizations reporting any position.

**Local currencies converted to US dollars based on 11/15/2022 exchange rates.*

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions

(Expats – Base Salaries in US Dollars)

Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)			
			25th %ile	Mean	Median	75th %ile
<u>Global Level</u>						
1. Global Internal Audit Manager	2	2	--	--	--	--
2. Global Security Manager/Specialist	2	8	--	--	--	--
<u>Regional Level</u>						
3. Regional Director -- High Complexity	8	24	\$129,625	152,076	147,772	179,577
4. Regional Director -- Moderate Complexity	9	27	109,978	127,863	120,000	141,299
5. Senior Level -- Regional Technical Specialist (Senior Technical Advisor)	7	20	87,474	114,043	95,242	126,885
6. Mid-Level -- Regional Technical Specialist (Technical Advisor)	3	25	--	95,616	94,434	--
7. Regional Finance & Administrative Director	5	5	117,900	124,812	121,546	139,778
8. Regional Researcher	1	3	--	--	--	--
9. Regional M&E Manager	1	16	--	--	--	--
10. Regional Finance & Administrative Manager	2	6	--	--	--	--
11. Regional HR Manager	2	2	--	--	--	--
12. Regional Information Systems Manager						
<u>Country Level</u>						
13. Chief of Party -- Regional Project (Project Director)	3	11	--	153,421	166,415	--
14. Country Director -- High Complexity (Head of Country Office)	7	42	97,234	126,574	109,874	138,537
15. Country Director; Moderate Complexity (Head of Country Office)	9	55	87,010	101,828	100,062	116,951
16. Country Director -- Low Complexity (Head of Country Office)	5	9	62,862	75,906	72,291	87,465
17. Deputy Regional Representative (Deputy Regional Director)	2	4	--	--	--	--
18. Deputy Country Rep. (Deputy Country Dir./Deputy Head of Office)	3	12	--	108,731	97,000	--
19. Country Office -- Head of Finance (Director of Finance and Admin)	3	11	--	55,633	53,493	--
20. Country Office -- Head of Operations	4	16	--	73,886	72,250	--
21. Country Office -- Head of Grants Management	1	1	--	--	--	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions

(Expats – Base Salaries in US Dollars)

Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)			
			25th %ile	Mean	Median	75th %ile
Local Project Level						
22. Chief of Party -- High Complexity (Project Director)	7	24	95,310	120,983	124,350	136,514
23. Chief of Party -- Moderate Complexity (Project Director)	14	56	122,007	142,583	138,430	160,579
24. Chief of Party -- Low Complexity (Project Director)	4	13	--	133,246	126,901	--
25. Deputy Chief of Party (Deputy Project Director)	12	45	89,286	103,366	101,339	112,050
26. Technical Director	11	25	96,533	121,533	116,300	132,581
27. Technical Specialist	5	18	50,135	59,385	57,655	67,680
28. Monitoring & Evaluation Manager	3	6	--	72,545	71,123	--
29. Monitoring & Evaluation Specialist	2	4	--	--	--	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions

(Third Country Nationals – Base Salaries in US Dollars)

Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)			
			25th %ile	Mean	Median	75th %ile
<u>Global Level</u>						
1. Global Internal Audit Manager	1	1	--	--	--	--
2. Global Security Manager/Specialist	1	1	--	--	--	--
<u>Regional Level</u>						
3. Regional Director - High Complexity	2	6	--	--	--	--
4. Regional Director - Moderate Complexity	1	1	--	--	--	--
5. Senior Level - Regional Technical Specialist (Senior Technical Advisor)	5	9	64,834	79,373	67,265	84,500
6. Mid-Level - Regional Technical Specialist (Technical Advisor)	5	11	80,084	90,816	84,000	94,469
7. Regional Finance & Administrative Director	4	6	--	95,558	88,582	--
8. Regional Researcher	--	--	--	--	--	--
9. Regional M&E Manager	1	1	--	--	--	--
10. Regional Finance & Administrative Manager	2	2	--	--	--	--
11. Regional HR Manager	--	--	--	--	--	--
12. Regional Information Systems Manager	--	--	--	--	--	--
<u>Country Level</u>						
13. Chief of Party - Regional Project (Project Director)	3	16	--	150,754	130,546	--
14. Country Director - High Complexity (Head of Country Office)	5	30	127,113	138,520	138,952	148,323
15. Country Director; Moderate Complexity (Head of Country Office)	8	31	107,640	116,180	124,100	134,028
16. Country Director - Low Complexity (Head of Country Office)	5	10	93,428	105,463	110,500	128,702
17. Deputy Regional Representative (Deputy Regional Director)	1	2	--	--	--	--
18. Deputy Country Rep. (Deputy Country Dir./Deputy Head of Office)	8	28	90,000	88,142	92,372	98,000
19. Country Office - Head of Finance (Director of Finance and Admin)	3	4	--	81,875	77,848	--
20. Country Office - Head of Operations	--	--	--	--	--	--
21. Country Office - Head of Grants Management	--	--	--	--	--	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions

(Third Country Nationals – Base Salaries in US Dollars)

Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)			
			25th %ile	Mean	Median	75th %ile
Local Project Level						
22. Chief of Party - High Complexity (Project Director)	5	13	131,325	146,566	149,968	173,963
23. Chief of Party - Moderate Complexity (Project Director)	12	42	110,635	130,254	139,299	158,801
24. Chief of Party - Low Complexity (Project Director)	3	6	--	125,276	119,310	--
25. Deputy Chief of Party (Deputy Project Director)	6	18	108,212	111,717	109,990	121,167
26. Technical Director	8	17	94,161	112,140	103,537	119,068
27. Technical Specialist	7	12	76,761	92,689	88,275	97,282
28. Monitoring & Evaluation Manager	5	6	96,741	100,033	105,938	108,628
29. Monitoring & Evaluation Specialist	4	4	--	69,445	62,171	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions

(Expats and Third Country Nationals – Base Salaries in US Dollars)

Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)			
			25th %ile	Mean	Median	75th %ile
<u>Global Level</u>						
1. Global Internal Audit Manager	3	3	--	\$102,761	\$107,641	--
2. Global Security Manager/Specialist	3	9	--	94,653	85,172	--
<u>Regional Level</u>						
3. Regional Director - High Complexity	10	30	139,707	158,071	160,663	188,597
4. Regional Director - Moderate Complexity	10	28	110,802	135,777	120,175	148,528
5. Senior Level - Regional Technical Specialist (Senior Technical Advisor)	12	29	78,375	97,057	84,473	97,144
6. Mid-Level - Regional Technical Specialist (Technical Advisor)	8	36	83,922	92,193	89,857	98,560
7. Regional Finance & Administrative Director	9	11	95,558	107,849	110,900	119,723
8. Regional Researcher	1	3	--	--	--	--
9. Regional M&E Manager	2	17	--	--	--	--
10. Regional Finance & Administrative Manager	4	8	--	91,303	74,985	--
11. Regional HR Manager	2	6	--	--	--	--
12. Regional Information Systems Manager	2	2	--	--	--	--
<u>Country Level</u>						
13. Chief of Party - Regional Project (Project Director)	6	27	131,804	151,715	151,575	175,717
14. Country Director - High Complexity (Head of Country Office)	12	72	120,985	130,333	117,577	142,475
15. Country Director; Moderate Complexity (Head of Country Office)	17	86	93,098	102,743	107,994	125,547
16. Country Director - Low Complexity (Head of Country Office)	10	19	76,724	86,377	87,465	101,459
17. Deputy Regional Representative (Deputy Regional Director)	3	6	--	139,643	136,438	--
18. Deputy Country Rep. (Deputy Country Dir./Deputy Head of Office)	11	40	90,943	91,658	95,000	102,600
19. Country Office - Head of Finance (Director of Finance and Admin)	6	15	51,853	62,613	59,631	66,824
20. Country Office - Head of Operations	4	16	--	73,886	72,250	--
21. Country Office - Head of Grants Management	1	1	--	--	--	--

Compensation Survey of International Development Organizations

Summary of Base Salaries Reported for Survey Field Positions

(Expats and Third Country Nationals – Base Salaries in US Dollars)

Survey Position Title	No. of Organizations	No. of Incumbents	Annual Base Salary (in US Dollars)			
			25th %ile	Mean	Median	75th %ile
Local Project Level						
22. Chief of Party - High Complexity (Project Director)	12	37	111,300	128,317	131,325	156,277
23. Chief of Party - Moderate Complexity (Project Director)	26	98	115,075	153,741	134,713	157,614
24. Chief of Party - Low Complexity (Project Director)	7	19	100,001	120,751	115,001	133,401
25. Deputy Chief of Party (Deputy Project Director)	18	63	81,547	105,510	97,125	118,084
26. Technical Director	19	42	94,541	119,210	116,107	134,684
27. Technical Specialist	12	30	48,361	61,350	55,615	63,957
28. Monitoring & Evaluation Manager	8	12	63,738	99,481	89,725	101,389
29. Monitoring & Evaluation Specialist	6	8	5,574	51,628	49,170	57,774



DATA
COMPENSATION
PRACTICES

IV. Compensation Practices Data

- Exhibit 11 provides a summary of the compensation practices reported for home- and field-based survey positions. This year, a total of 51 organizations reported compensation practices for their employees. The percentages indicated in Exhibit 11 (“Percent of Survey”) are stated as a proportion of the 51 organizations reporting data for this section of the survey.

Home-Based Employees

- Highlights of the reported compensation practices for home-based employees are as follows:
 - Most survey respondents (82%) indicated the COVID-19 pandemic has not affected their salaries or pay practices.
 - Over half of all survey respondents (65%) target the “middle of the market” (median) as their philosophy for cash compensation; conversely, most respondents did not indicate a stated compensation philosophy for employee benefits, although the largest percentage (31%) also indicate they target the market median.
 - The most recent (2022) mean salary increase budgets vary from 3.5% to 3.7% depending on position level, but the reported median increase budget was 3.0% for all position levels.
 - For 2023, the anticipated mean salary increase budgets reported are higher and range from 4.0% to 4.2%, and the median increase budget is 4.0% for all position levels.
 - Internal financial considerations are the primary determinant for annual salary increase budgets, reported by 88% of all survey respondents; individual employee salary increases are typically determined based solely on merit, or based on a combination of merit and pay range location.

IV. Compensation Practices Data

- Variable pay opportunities are typically limited to executive and management employees only, and discretionary bonuses are the most common type of variable pay provided.
- Average discretionary bonus opportunities range from 4.0% to 6.1% of base salary depending on position level, while formal annual incentives range from 4.7% to 12.7% of base salary.
- The most common medical plan reported by survey respondents is a preferred provider organization (PPO), and employers typically pay about 85% of the premium for employee coverage only and about 75% for dependent/family coverage.
- The maximum employer contribution to the organization's retirement plan is 6.0% to 6.7% of salary at the median and mean, respectively.
- About two-thirds of all survey respondents utilize separate accruals for different types of paid time off and accruals are typically the same regardless of position level, except executives may have slightly higher accruals.

Field-Based Employees

- Highlights of the reported compensation practices for field -based employees are as follows:
 - Slightly over half of all survey respondents (61%) indicated their pay philosophy for expats is the same as for home-based employees, while the pay philosophy for third-country nationals and local nationals is different for approximately half of all survey respondents.

IV. Compensation Practices Data

- The largest percentage of survey respondents (approximately 37% to 43%) reported they utilize merit pools with rules for distributing individual increases, although approximately 16% of them indicated they utilize a flat increase plus variable merit adjustments for field-based staff.
- The basis for determining regional/local pay administration decisions varies somewhat for expats, third-country nationals, and local nationals, but geographic location was the most commonly reported basis, followed by location of assignment.
- The prevalence of employee benefits provided to field staff varies noticeably for expats and third country nationals (TCNs) versus their local national counterparts, and local nationals are noticeably less likely to be provided the same benefits as their expat and TCN counterparts.
- Additional pay and/or allowances (e.g., danger pay, per diems, housing allowances, and supplemental leave) are provided to expat and TCN employees only.
- The majority of survey respondents (71%) do not provide tax equalization benefits to their field employees.

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
<u>HOME-BASED POSITIONS</u>		
1. Has the Covid-19 pandemic affected salaries or pay practices in your organization?		
-- Yes	9	17.6%
-- No	42	82.4%
2. Which of these compensation philosophies apply for your home-based employees?		
-- We have a formal philosophy that covers both pay and benefits	24	47.1%
-- Our compensation philosophy is uniform for all job levels across the organization	30	58.8%
-- Our compensation philosophy varies by staff level, contract requirements, or other considerations	11	21.6%
-- We provide more competitive compensation for positions that have a direct impact on revenue	1	2.0%
-- We do not have a formal compensation philosophy	4	7.8%
3. What is the primary basis (i.e. for most employees) for determining the market competitiveness of your organization's pay?		
-- Market median	33	64.7%
-- Market average	11	21.6%
-- Market 75th percentile	3	5.9%
-- Other	0	0.0%
4. What is the primary basis (i.e. for most employees) for determining the market competitiveness of your organization's benefits?		
-- Market median	16	31.4%
-- Market average	12	23.5%
-- Market 75th percentile	13	25.5%
-- Other	0	0.0%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

Number of Orgs.	Percent of Survey
-----------------	-------------------

5. The most recent 2022 annual salary increase budget percentages for the following staff levels:

	Mean	Median		
Executive	3.7%	3.0%	43	84.3%
Management	3.5%	3.0%	43	84.3%
Technical/Professional	3.5%	3.0%	42	82.4%
Administrative	3.5%	3.0%	43	84.3%

6. The projected 2023 salary increase budget percentages for the following staff levels:

	Mean	Median		
Executive	4.1%	4.0%	32	62.7%
Management	4.0%	4.0%	35	68.6%
Technical/Professional	4.0%	4.0%	36	70.6%
Administrative	4.2%	4.0%	37	72.5%

7. Criteria that is used for determining annual salary change budgets

-- Internal financial considerations	45	88.2%
-- General external market conditions	34	66.7%
-- Published survey data for specific market sectors	31	60.8%
-- Other; please describe:	5	9.8%

8. What salary adjustment method best describes your current practice?

-- Flat increase percentage for all employees	8	15.7%
-- Flat increase plus variable merit adjustment	10	19.6%
-- Merit pool with rules for distributing individual increases	25	49.0%
-- Other; please describe:	5	9.8%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
9. How are salary increases for individual employees determined?		
-- Cost of living adjustment (COLA)	5	9.8%
-- Merit/performance only	21	41.2%
-- Combination of merit and pay range location	19	37.3%
-- Other; please describe:	5	9.8%
10. Select the type(s) of annual variable pay opportunities provided to employees as well as the position levels eligible for each.		
Discretionary bonuses (based on past performance)		
-- Executive	17	33.3%
-- Management	16	31.4%
-- Technical/Professional	0	0.0%
-- Administrative	0	0.0%
Formal annual incentives (based on pre-determined goals)		
-- Executive	11	21.6%
-- Management	12	23.5%
-- Technical/Professional	0	0.0%
-- Administrative	0	0.0%
Team-based awards		
-- Executive	2	3.9%
-- Management	3	5.9%
-- Technical/Professional	0	0.0%
-- Administrative	0	0.0%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Other		
-- Executive	4	7.8%
-- Management	7	13.7%
-- Technical/Professional	0	0.0%
-- Administrative	0	0.0%
None		
-- Executive	22	43.1%
-- Management	22	43.1%
-- Technical/Professional	0	0.0%
-- Administrative	0	0.0%

11. If applicable, enter the typical or target award opportunities under any variable pay program for the requested staff levels.

Discretionary bonuses (flat dollar amount)	Mean	Median		
-- Executive	\$30,000	\$30,000	2	3.9%
-- Management	\$5,000	\$5,000	2	3.9%
-- Technical/Professional	\$4,000	\$4,000	2	3.9%
-- Administrative	\$3,000	\$3,000	2	3.9%
Discretionary bonuses (% base salary)	Mean	Median		
-- Executive	6.1%	5.0%	7	13.7%
-- Management	4.7%	4.0%	7	13.7%
-- Technical/Professional	4.7%	4.0%	7	13.7%
-- Administrative	4.0%	4.0%	7	13.7%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

			Number of Orgs.	Percent of Survey
Formal annual incentives (% base salary)				
-- Executive	Mean 12.7%	Median 15.0%	3	5.9%
-- Management	6.7%	6.0%	3	5.9%
-- Technical/Professional	4.7%	4.0%	3	5.9%
-- Administrative	4.7%	4.0%	3	5.9%
Team-based awards (% of base salary)				
-- Executive	Mean 5.0%	Median 5.0%	2	3.9%
-- Management	5.0%	5.0%	2	3.9%
-- Technical/Professional	5.0%	5.0%	2	3.9%
-- Administrative	5.0%	5.0%	2	3.9%
12. Does your organization provide any deferred compensation or salary sacrifice arrangements?				
-- Yes			13	25.5%
-- No			36	70.6%
13. Does your organization provide long-term incentives or other special compensation arrangements?				
-- No			41	80.4%
-- Yes; to eligible positions only			4	7.8%
-- Yes; all employees are eligible			4	7.8%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

Number of Orgs.	Percent of Survey
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14. Please enter your most recent and projected internal mobility metrics (actual).

	Mean	Median		
-- Percentage of staff receiving non-competitive (career progressive) promotions	13.1%	12.0%	23	45.1%
-- Average pay increase percentage for non-competitive (career progressive) promotions	10.0%	10.0%	26	51.0%
-- Percentage of staff promoted competitively (by applying for an open position)	5.4%	5.0%	19	37.3%
-- Average pay increase percentage for competitive promotions	10.6%	10.0%	18	35.3%

15. Please enter your most recent and projected internal mobility metrics (projected)

	Mean	Median		
-- Percentage of staff receiving non-competitive (career progressive) promotions	11.4%	13.0%	21	41.2%
-- Average pay increase percentage for non-competitive (career progressive) promotions	9.5%	10.0%	24	47.1%
-- Percentage of staff promoted competitively (by applying for an open position)	5.6%	5.0%	18	35.3%
-- Average pay increase percentage for competitive promotions	11.2%	10.0%	19	37.3%

16. Please select the types of medical benefits offered to home-based (HQ) employees.

-- Health maintenance organization (HMO)	17	33.3%
-- Preferred provider organization (PPO)	34	66.7%
-- Point-of-service plan (PPO)	17	33.3%
-- High-deductible health plan (HDHP) + health savings account (HSA)	21	41.2%
-- Health reimbursement arrangement (HRA) or flexible spending account (FSA)	28	54.9%
-- Other	4	7.8%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

			Number of Orgs.	Percent of Survey
17. Please select the primary plan (i.e. the one utilized by most home-based (HQ) employees).				
-- Health maintenance organization (HMO)			8	15.7%
-- Preferred provider organization (PPO)			23	45.1%
-- Point-of-service plan (PPO)			9	17.6%
-- High-deductible health plan (HDHP) + health savings account (HSA)			6	11.8%
-- Health reimbursement arrangement (HRA) or flexible spending account (FSA)			1	2.0%
-- Other			0	0.0%
18. For your organization's primary plan, please enter the employer premium percentage paid for the following levels of coverage:				
	Mean	Median		
-- Employee-only	82%	85%	43	84.3%
-- Employee plus spouse or domestic partner	73%	77%	41	80.4%
-- Employee plus family	74%	75%	41	80.4%
19. Please select any additional benefits your organization provides to home-based (HQ) employees.				
-- Dental Benefits			49	96.1%
-- Vision Benefits			49	96.1%
-- Short-Term Disability			45	88.2%
-- Long-Term Disability			45	88.2%
-- None of these			0	0.0%
20. Please enter the following for your short-term disability plan.				
	Mean	Median		
-- % of weekly earnings paid	67%	60%	43	84.3%
-- Maximum \$ per week	\$1,948	\$1,500	41	80.4%
-- Maximum number of weeks	16	12	42	82.4%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

			Number of Orgs.	Percent of Survey
21. Please enter the following for your long-term disability plan.				
	Mean	Median		
-- % of monthly earnings paid	61%	60%	43	84.3%
-- Maximum \$ per month	\$9,222	\$10,000	41	80.4%
22. Please enter the types of retirement or pension benefits provided by your organization.				
-- Defined benefit pension plan			5	9.8%
-- 401(k) defined contribution plan			25	49.0%
-- 403(b) defined contribution plan			26	51.0%
-- Roth defined contribution plan			15	29.4%
-- Supplemental retirement – 457(b) plan			5	9.8%
-- Supplemental retirement – 457(f) plan			0	0.0%
-- Other; please describe:			4	7.8%
-- 401a defined contribution plan			1	2.0%
23. For your primary US-based retirement plan, please indicate the following as a % of pay:				
	Mean	Median		
-- Maximum employer contribution % (include matched and/or unmatched contribution):	6.7%	6.0%	43	84.3%
24. Please indicate the vesting schedule for employer contributions under your primary retirement plan.				
-- Immediate vesting			33	64.7%
-- Cliff vesting			6	11.8%
-- Graded vesting			9	17.6%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

			Number of Orgs.	Percent of Survey
25. Please describe your organization's paid time off policies.				
-- Plan has separate accruals for vacation, holidays, personal days sick days, and other paid leave			33	64.7%
-- We utilize a "paid time off" policy with a uniform accrual rate for all types of paid leave			9	17.6%
-- Paid leave accrues based on years of service only			19	37.3%
-- Paid leave accrues based on a combination of job level and service			10	19.6%
-- Paid leave accrues based on job level only			0	0.0%
26. Please enter the minimum and maximum paid time off accruals in weeks for the requested staff levels. For the maximum paid time off accrual, please also enter the number of years of service required to reach this level.				
Minimum Accrual				
	Mean	Median		
-- Executive	7	4	44	86.3%
-- Management	6	4	44	86.3%
-- Technical/Professional	6	4	44	86.3%
-- Administrative	6	4	44	86.3%
Maximum Accrual				
	Mean	Median		
-- Executive	7	5	44	86.3%
-- Management	7	5	46	90.2%
-- Technical/Professional	7	5	45	88.2%
-- Administrative	7	5	45	88.2%
Years of Service Required				
	Mean	Median		
-- Executive	6	5	31	60.8%
-- Management	6	5	39	76.5%
-- Technical/Professional	7	6	38	74.5%
-- Administrative	7	6	38	74.5%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
<u>FIELD-BASED POSITIONS</u>		
27. For each category of field-based employees, please describe your organization's compensation philosophy.		
Our compensation philosophy is the same as for home-based employees		
-- Expats	31	60.8%
-- TCNs	27	52.9%
-- LNs	25	49.0%
We provide more competitive compensation for positions that have a direct impact on revenue		
-- Expats	4	7.8%
-- TCNs	3	5.9%
-- LNs	2	3.9%
Our compensation philosophy varies by staff level, contract requirements, or other considerations		
-- Expats	10	19.6%
-- TCNs	11	21.6%
-- LNs	12	23.5%
We do not have a formal compensation philosophy		
-- Expats	5	9.8%
-- TCNs	5	9.8%
-- LNs	5	9.8%
28. What type of salary review system describes your current practice for field-based employees?		
Annual Review		
-- Expats	35	68.6%
-- TCNs	32	62.7%
-- LNs	30	58.8%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Employee anniversary date		
-- Expats	8	15.7%
-- TCNs	9	17.6%
-- LNs	12	23.5%
Other		
-- Expats	3	5.9%
-- TCNs	4	7.8%
-- LNs	6	11.8%
29. What salary adjustment methods best describes your current practice?		
Flat increase percentage for all employees		
-- Expats	8	15.7%
-- TCNs	9	17.6%
-- LNs	10	19.6%
Flat increase plus variable merit adjustment		
-- Expats	8	15.7%
-- TCNs	8	15.7%
-- LNs	9	17.6%
Merit pool with rules for distributing individual increases		
-- Expats	22	43.1%
-- TCNs	21	41.2%
-- LNs	19	37.3%
Other		
-- Expats	4	7.8%
-- TCNs	5	9.8%
-- LNs	6	11.8%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
30. Please describe your organization's pay administration practices for field-based employees.		
No difference; the salary structure is the same as headquarters/home based employees		
-- Expats	22	43.1%
-- TCNs	18	35.3%
-- LNs	16	31.4%
We utilize separate pay rates on a per-job basis		
-- Expats	11	21.6%
-- TCNs	15	29.4%
-- LNs	14	27.5%
We negotiate pay rates for individual employees		
-- Expats	6	11.8%
-- TCNs	6	11.8%
-- LNs	5	9.8%
Other		
-- Expats	6	11.8%
-- TCNs	6	11.8%
-- LNs	10	19.6%
31. Please indicate the basis for determining regional/local pay administration decisions.		
Geographic Location		
-- Expats	20	39.2%
-- TCNs	24	47.1%
-- LNs	31	60.8%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Duration of Assignment		
-- Expats	6	11.8%
-- TCNs	6	11.8%
-- LNs	6	11.8%
Location of Assignment		
-- Expats	17	33.3%
-- TCNs	21	41.2%
-- LNs	22	43.1%
Type of Assignment		
-- Expats	14	27.5%
-- TCNs	13	25.5%
-- LNs	13	25.5%
Specific Contract Requirements		
-- Expats	14	27.5%
-- TCNs	16	31.4%
-- LNs	16	31.4%
Other		
-- Expats	6	11.8%
-- TCNs	6	11.8%
-- LNs	7	13.7%

32. Please select the types of benefits provided to field-based employees.

Medical Benefits		
-- Expats	41	80.4%
-- TCNs	39	76.5%
-- LNs	35	68.6%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Emergency Treatment		
-- Expats	30	58.8%
-- TCNs	28	54.9%
-- LNs	19	37.3%
Emergency Evacuation		
-- Expats	36	70.6%
-- TCNs	34	66.7%
-- LNs	11	21.6%
Dental Benefits		
-- Expats	40	78.4%
-- TCNs	36	70.6%
-- LNs	23	45.1%
Vision Benefits		
-- Expats	39	76.5%
-- TCNs	35	68.6%
-- LNs	20	39.2%
Pension or Retirement Benefits		
-- Expats	39	76.5%
-- TCNs	29	56.9%
-- LNs	28	54.9%
International Workers' Compensation		
-- Expats	29	56.9%
-- TCNs	26	51.0%
-- LNs	15	29.4%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Short-term Disability		
-- Expats	28	54.9%
-- TCNs	23	45.1%
-- LNs	15	29.4%
Long-Term Disability		
-- Expats	35	68.6%
-- TCNs	29	56.9%
-- LNs	14	27.5%
Life Insurance		
-- Expats	37	72.5%
-- TCNs	35	68.6%
-- LNs	24	47.1%
Accidental Death and Disability		
-- Expats	37	72.5%
-- TCNs	32	62.7%
-- LNs	15	29.4%
Home Security		
-- Expats	11	21.6%
-- TCNs	7	13.7%
-- LNs	0	0.0%
Required Employee Medical Exam prior to post		
-- Expats	19	37.3%
-- TCNs	17	33.3%
-- LNs	2	3.9%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Required Family Medical Exam prior to post		
-- Expats	7	13.7%
-- TCNs	6	11.8%
-- LNs	2	3.9%
International Travel Medical		
-- Expats	33	64.7%
-- TCNs	29	56.9%
-- LNs	12	23.5%
Other		
-- Expats	3	5.9%
-- TCNs	5	9.8%
-- LNs	4	7.8%
33. Please select any additional pay and/or allowances provided to field-based employees.		
Danger pay		
-- Expats	26	51.0%
-- TCNs	23	45.1%
-- LNs	0	0.0%
Hardship allowance		
-- Expats	27	52.9%
-- TCNs	22	43.1%
-- LNs	0	0.0%
Cost of Living Assistance		
-- Expats	22	43.1%
-- TCNs	18	35.3%
-- LNs	0	0.0%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Per Diems		
-- Expats	19	37.3%
-- TCNs	20	39.2%
-- LNs	0	0.0%
Housing Allowance		
-- Expats	33	64.7%
-- TCNs	32	62.7%
-- LNs	0	0.0%
Relocation Allowance		
-- Expats	30	58.8%
-- TCNs	25	49.0%
-- LNs	0	0.0%
Spouse/child Allowances		
-- Expats	18	35.3%
-- TCNs	18	35.3%
-- LNs	0	0.0%
Child Education Allowances		
-- Expats	30	58.8%
-- TCNs	28	54.9%
-- LNs	0	0.0%
Supplemental Leave/paid time off		
-- Expats	19	37.3%
-- TCNs	19	37.3%
-- LNs	0	0.0%

Compensation Survey of International Development Organizations

Summary of Compensation Practices Reported

	Number of Orgs.	Percent of Survey
Car Benefits		
-- Expats	7	13.7%
-- TCNs	8	15.7%
-- LNs	0	0.0%
Other		
-- Expats	5	9.8%
-- TCNs	7	13.7%
-- LNs	0	0.0%
34. Does each organization provide tax equalization benefits?		
-- Yes	8	15.7%
-- No	36	70.6%



ABOUT PRM CONSULTING GROUP

V. About PRM Consulting Group

Headquartered in Washington, D.C., PRM Consulting Group, Inc. (PRM) is a full-service human capital consultancy based on the principle that People Really Matter. We provide a fully integrated complement of consulting services tailored to meet the human resource management needs of our clients. We focus on each client and work collaboratively to maximize employee performance and improve organizational efficiency and effectiveness. We create the strategies and solutions to assist organizations in attracting, retaining and engaging the caliber of employee talent necessary to achieve their mission and objectives.

Our philosophy is to provide advice and counsel which places the client's interests first. PRM accepts only those assignments that we are fully qualified to perform. We seek to deliver the highest possible quality services in helping clients maximize their people resources.

PRM was formed in 1999 by experts from some of the world's top consulting and corporate firms. Over the past twenty years, we have grown and our ranks include many seasoned professionals with demonstrated track records of developing effective client solutions. With roots in rewards and performance consulting, PRM has grown into a broad-based organization and human resources consultancy with over 40 employees and consultants.

We blend our practice area expertise with industry knowledge to help clients develop the right solutions for their unique challenges. We are intimately familiar with a variety of industry market sectors, including international development, not-for-profit, general industry, as well as government and quasi-governmental organizations.

PRM believes in a collaborative approach to assisting clients in maximizing their people resources. To PRM consultants, collaboration means fully understanding what our clients need and tailoring our services to ensure value-added success.

V. About PRM Consulting Group

PRM's practice areas include:

Compensation

- Custom and industry compensation survey design and administration
- Reward strategy and compensation philosophy
- Intermediate sanctions / private inurement compliance
- Role analysis and evaluation
- Base pay plan design
- Annual incentive and sales compensation plan design
- Stock plan design and other forms of capital accumulation
- Executive and Board compensation

Executive Search

- Job market research and workforce planning
- Job content design, search launch and candidate sourcing
- Multi-level candidate screening and evaluation
- Coordination of hiring committees and selection boards
- State of the art reference and background investigation
- Final offer package development and negotiations
- Coordination from acceptance through on-boarding

Coaching

- Executive coaching for C-suite and senior leaders
- Coaching for high potential and emerging leaders
- Conflict resolution coaching to improve working environments and relationships
- Career/professional development coaching for all staff levels

- Life planning coaching for individuals leading to advancement and/or transition

Talent Management and Development

- Talent review and management programs to identify high potentials, technical experts, high performers and challenged performers
- Customized individual development plans
- Succession planning program development
- Individual and group services for executive and employee populations

Training

- Full range of leadership/management training program strategy and development
- Facilitation and team building consulting services
- Compliance training programs
- Diversity and inclusion/cross-cultural programs
- Behavioral interviewing programs

Strategy Development and Plan Design

- Strategic planning, cost management and collective bargaining
- Aligning benefit plans and policies with human resource and business objectives
- Health and welfare consulting, including flexible benefit plan development, integrated disability management, paid time-off, renewal rate analysis for self-funded plans,

V. About PRM Consulting Group

compliance, nondiscrimination testing, and reporting and disclosure

- Claims payment auditing and analysis

Benefit Plan Evaluation and Management

- Vendor selection
- Network access analysis including specialty networks
- Health plan report cards
- Vendor implementation and renewal, including renewal negotiations
- Ongoing plan management, including contract administration, periodic reporting, on-site reviews, and performance standards and guarantees

Benefit Plan Financial Analysis

- Experience monitoring
- Vendor renewals
- Reserving, accruals, and rate and contribution setting
- Actuarial measurement and forecasting, including retiree health and welfare benefit obligations and financial modeling guarantees

Performance Management

- Identifying performance management "best practices"
- Designing results-based and competency-based systems
- Defining performance measures and matrices
- Developing communications and training materials
- Creating pay-for-performance programs

- Alignment and integration of various performance management applications (e.g., management succession, promotability, career development, and staffing)

Retirement Plan Design and Administration

- 403(b) assistance; 401(k), 457(b), 457(f) plan design
- Plan document creation, review and analysis
- Deferred compensation Arrangements
- Supplemental executive retirement plans (SERPs)
- Non-discrimination testing
- Qualified and nonqualified plan design
- Plan administrator selection and evaluation
- Defined benefit plan actuarial valuations
- Defined benefit plan FASB/GASB expense calculation and disclosure
- Consultation and costing regarding alternative plan designs
- Consultation and assistance with plan administration processes
- Retirement communications
- Group retirement education meetings
- Compliance operational plan analysis
- Replacement ratio analysis
- Retirement benefit statements
- Benefit calculations for defined benefit plans
- Retiree health plan valuation
- Retiree health plan FASB/GASB expense calculation and disclosure

V. About PRM Consulting Group

Human Resources Management

- Auditing and evaluating human resources policies, procedures, and processes
- Systematically reviewing human resources organizational structure and staffing plan
- Evaluating human resources team competencies and recommending team and individual development plans
- Developing action plans to maximize effectiveness of human resources functions to serve the needs of the organization
- Serving as an interim and/or transitional human resources leader
- Serving as strategic human resources coach and/or advisor to organizations
- Coaching human resources leaders on strategic, technical and operational matters



APPENDIX A
SURVEY JOB
DESCRIPTIONS
FOR HOME-BASED
POSITIONS

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	Experience and Education
<i>HQ-Based Executives</i>			
1	Chief Executive Officer	Responsible for organizational leadership, growth, overall management of the organization in accordance with stated mission. Accountable for the execution of organizational strategy. Represents organization with major customers / funders, government, prospective partners / collaborators, and the public.	Requires an advanced degree and 15+ years of experience.
2	Chief Operating Officer	Responsible for the organization's integrated operational activities. Ensures organization has proper operational controls and administrative / reporting policies and procedures. Ensures that organizational structure, staffing, and skills are designed to achieve strategic and operational results.	Requires an advanced degree and 15+ years of experience.
3	Chief Technical Programs Officer	Responsible for a geographic, technical, or client line of business in the organization. Leads the development and execution of a technical or regional growth strategy, new business opportunities, and overall management of projects. Responsible for meeting financial goals, achieving technical/project deliverables to the client's satisfaction, and complying with client and geographic contracting requirements. Multiple incumbents may occupy this position.	Requires an advanced degree and 15+ years of experience.
4	Chief Business Development Officer	Responsible for internal and external growth opportunities that align with organizational strategy. Leads business development and overall market strategy for the company/organization. Develops key relationships and synergies to support strategy. Responsible for industry and market intelligence.	Requires an advanced degree and 15+ years of experience.
5	Chief Financial Officer	Responsible for organizational financial activities including planning, budgeting, forecasting, and accounting; may oversee internal audit. Chief liaison with outside financial institutions, audit firms, valuation firms, investment bankers and others. Responsible for ensuring compliance with all financial/accounting standards; maximizes effectiveness of organization's financial resources.	Requires an advanced degree and 15+ years of experience.
6	Chief Contracting and Pricing Officer	Responsible for the government contracting and pricing function. Guides proposal teams and project teams to ensure that pricing, contractual terms and conditions comply with applicable laws and organizational policy/intent, and that operations meet contractual obligations. Manages pricing and engagement in sub-contract relationships.	Advanced degree preferred, typically requires 15+ years of experience.
7	Chief Project Management Officer	Responsible for leadership, management, implementation, and monitoring of all projects for all clients and all geographies, in accordance with contract terms and applicable laws. Regularly meets with client(s) to elicit feedback and ensure customer satisfaction and staff in country to assess project performance, from project start-up to	Advanced degree preferred, typically requires 15+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
		close-down. Builds professional network and cultivates relationships to promote organizational services.	
8	Chief Human Resources Officer	Responsible for the organization's acquisition and development of human capital globally; maximizes employee engagement to achieve the organization's mission. Develops the organization's competitive advantage through best-in-class human resources policies, benefits, and programs. Responsible for ensuring compliance with all employment, labor and benefit laws and regulations affecting the workplace.	Requires an advanced degree and 15+ years of experience.
9	Chief Legal Officer	Responsible for developing and leading the organization's legal and risk mitigation strategies. Ensures that organizational business practices and policies comply with all legal and regulatory requirements. Provides legal counsel within the organization; coordinates outside counsel relationships; may serve as Corporate Secretary.	Requires a Juris Doctor/LLB or equivalent degree and 15+ years of experience.
10	Chief Security Officer	Responsible for the organization's global security (physical and personnel) function. Develops and implements risk/security management policies, protocols, and plans for proposals and existing projects. Advises proposal and project teams on regional / country risk assessments, security budget, Duty of Care responsibilities. Oversees any security sub-contracting programs.	Advanced degree preferred plus 15+ years of experience.
Lead HQ Positions			Experience and Education
11	Lead, Technical Programs	Develops and executes strategic vision for technical programs area. Partners with business development to define technical approaches for business development opportunities, and with project leadership to achieve technical deliverables. May manage a team of technical experts in a specific technical area, region, or geography. There are often multiple incumbents in this position.	Advanced degree preferred plus 15+ years of experience.
12	Lead, Business Development	Develops strategy to win new business (in a client, regional or geographic area) that meets revenue and growth goals and aligns with organizational strategy. Leads efforts to execute new business strategy, including making bid/no bid decisions, allocating resources, and ensuring successful proposal development. Builds professional network and cultivates relationships to promote organizational services.	An advanced degree is preferred plus 10+ years of experience.
13	Lead, Corporate and/or Project Finance	Leads financial/accounting activities for HQ or regional offices, or project-based activities, including budgeting, forecasting, and monitoring accounting activity; partners with internal audit to assure that all finance/accounting compliance with contractual provisions are met. Works with outside financial institutions, audit firms, and others. Responsible for ensuring compliance with all financial/accounting standards.	Requires a degree and 10+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
14	Lead, Contracting and Pricing	Leads the government contracting and pricing function. Guides proposal teams and project teams to ensure that pricing, contractual terms and conditions comply with applicable laws and organizational policy/intent, and that operations meet contractual obligations. Manages sub-contract relationships.	Requires a degree and 10+ years of experience.
15	Lead, Project Management	Oversees the management, implementation, and monitoring of projects (for a client or geography), in accordance with contract terms and applicable laws. Regularly meets with client to elicit feedback and ensure customer satisfaction. Regularly meets with staff in country to assess project performance, from project start-up to close-down. Builds professional network and cultivates relationships to promote organizational services.	An advanced degree is preferred plus 10+ years of experience.
16	Lead, Human Resources	Leads acquisition and development of human capital; works to maximize employee engagement and develop a competitive advantage through programs in employee benefits, training and development, employee relations and talent mobility. Oversees compliance with employment, labor and benefit laws and regulations affecting the workplace.	Requires a degree and 10+ years of experience.
17	Lead, Ethics and Compliance	Designs and implements the organization's ethics programs and contracting compliance strategy. Develops and implements applicable policies, procedures, and training of all staff in ethical practices that align with organizational values and applicable laws. Manages the global ethics reporting process; leads cross-functional committees/groups to handle matters relating to workplace ethics and contracting compliance.	Requires a degree and 10+ years of experience.
18	Lead, Security	Oversees security (physical and personnel) functions. Helps develop and implement risk/security management policies, protocols, and plans for proposals and existing projects. Advises proposal and project teams on regional / country risk assessments, security budget, Duty of Care responsibilities. May oversee security sub-contracting programs.	Requires a degree and 10+ years of experience.
19	Lead, Information Technology	Leads information technology strategy and implementation for the organization. Oversees information technology governance and decision making on data & systems needs to meet organizational requirements. Ensures effective, secure delivery of information technology services globally to meet business needs and comply with various country laws and regulations.	Requires a degree and 10+ years of experience.
20	Lead, Internal Audit	Leads the company/organizational evaluation of the effectiveness of existing controls and departmental/divisional/project compliance with internal audit policies, laws, and regulations. Develops and oversees the implementation of policies, processes, and	Requires a degree and 10+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
		controls to better meet the organization's legal and contractual requirements. Oversees the development and delivery of training programs on internal audit policies and processes for all staff.	
Director HQ Positions			Experience and Education
21	Business Development Director	Implements strategies to win new business (in a client, regional or geographic area) that meets revenue and growth goals. Oversees efforts to execute new business strategy, including making bid/no bid decisions, allocating resources, and ensuring successful proposal development. Builds professional network and cultivates relationships to promote organizational services.	Requires a degree and 8+ years of experience.
22	Controller	Leads and manages the organization's accounting functions (general ledger, accounts receivable, accounts payable, and payroll). Manages the production of monthly financial statements and works with outside auditors who audit annual organizational financial statements. Ensures the legal and regulatory compliance of the accounting function.	Requires a degree and 8+ years of experience. Accounting certification strongly preferred.
23	Director of Marketing	Responsible for programmatic or organizational marketing strategy. Develops a cohesive, broad-based brand and marketing plan that builds organizational and/or program awareness. Involves developing cause related sales strategies through multiple vehicles (direct mail, print advertising, electronic media, radio, TV, distribution, special events, outreach, etc.).	Requires a degree and 8+ years of experience.
24	Director of Public Policy/Advocacy	Identifies opportunities to play a role in global/regional or national public policy based on research and an advocacy plan to support domestic and international development objectives. Leads advocacy, public outreach and educational initiatives with government officials, the media and other key influencers.	Requires a degree and 8+ years of experience.
25	Director, Corporate and Foundation Relations	Directs strategy and planning for all identification, cultivation, solicitation, and stewardship of private sector corporate and foundation donors. Guides and facilitates the development and preparation of grant/award agreements. Builds relationships with private sector agencies, partners, and collaborators.	Requires a degree and 8+ years of experience.
26	Human Resources Director	Directs one or more functions of human resources for corporate office(s) location. Ensures compliance with applicable labor, employment, and benefit laws, as well as organizational policies. May advise on interpretation of client organizations' applicable HR policies and regulations in a region or a country.	Requires a degree and 8+ years of experience.
27	Information Technology Director	Oversees the implementation of information technology strategy in HQ and the field to assure that data information systems run smoothly and efficiently. Directs aspects	Requires a degree and 8+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
		of information technology governance and decision making to assure that data & systems needs are securely met, cyber-attack-free, and comply with country laws and regulations.	
28	Internal Audit Director	Directs evaluation of the effectiveness of existing controls and departmental/divisional/project compliance with internal audit policies, laws, and regulations. Works closely with project management in recommending policies, processes, and controls to better meet the organization's policies and legal requirements. Delivers training programs on internal audit policies and processes for all staff.	Requires a degree and 8+ years of experience.
29	Monitoring and Evaluation (M&E) Director	Develops and implements monitoring and evaluation tools to assess the effectiveness of project activities. Reviews operations policies, procedures, and program results to make recommendations to improve project quality, efficiency, and effectiveness. Trains project teams, technical experts and other key staff on monitoring and evaluation best practices.	Requires a college/university degree and 5+ years of experience.
30	Planned Giving Director	Responsible for oversight of organization's planned giving programs, services, and strategies. Manages relationships with planned giving prospects and cultivates gift commitments. Assures that planned gifts are tracked and measured following compliant accounting procedures.	Requires a degree and 8+ years of experience.
31	Pricing and Contracts Director	Oversees cost/pricing model, evaluates pricing inputs, and develops pricing cost strategy and narratives for new business opportunities. Leads compliant costing / pricing strategies as part of proposal bidding process. Supports contract negotiating teams by analyzing financial impact of proposed terms and conditions.	Requires a degree and 8+ years of experience.
32	Project Finance Director	Provides oversight to the project finance and accounting function for a region, country, or for client projects. Responsible for the project accounting functions (general ledger, accounts receivable, accounts payable, etc.). Assures compliance of project accounting and finance operations with all organizational policies/procedures, contractual provisions, and legal standards. Oversees the production of project financial/accounting reporting.	Requires a degree and 8+ years of experience. Accounting certification is a plus.
33	Project Management Director	Oversees the day-to-day project activities on one or more operational projects; ensures that technical work plans are executed, and financial goals are met. Provides direction to assigned projects to foster collaboration of technical and project management experts. Leads regular project review process; ensures contract compliance with client and organizational rules and regulations.	Requires a degree and 8+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
34	Technical Programs Director	Develops technical solutions and work plans that help create winning proposals. Delivers technical solutions and partners with project team to execute work plans within a field project. Captures technical achievements, lessons learned, and best practices to enhance organization's technical competency.	Advanced degree is preferred plus 8+ years of experience.
<i>Manager HQ Employees</i>			
35	Communications & Media Manager	Leads efforts to increase public awareness and understanding of organizational mission and issues by designing and implementing communications/media strategy through preparing print and on-line material for public and internal purposes.	Requires a degree and 3+ years of experience.
36	Digital Manager	Develops and incorporates digital tools and solutions for projects. Contributes to the research and design of digital solutions. Tracks developments in hardware and software solutions and digital-focused business development. Technically proficient with software or application development, digital collaboration tools, and geospatial tools.	Requires a degree and 3+ years of experience.
37	Finance & Operations Manager	Manages operational and financial matters on assigned projects to ensure they meet operational and financial goals. Performs financial analysis, monitors indirect costs and budgets, analyzing the budgetary impact of programmatic changes on budgets and forecasts. Helps improve operational efficiency and consistency across portfolio/region.	Requires a degree and 3+ years of experience.
38	Finance Manager	Performs accounting functions such as general ledger, accounts receivable, accounts payable, and payroll. Produces monthly financial statements and may work with outside auditors who audit organizational financial statements. Uses knowledge of legal and regulatory compliance of the accounting function to maintain accurate and compliant financial statements. Requires degree and 3+ years of experience.	Requires a degree and 3+ years of experience.
39	Foundations and Corporate Development Manager	Identifies, pursues, cultivates, and enhances relationships with foundations and corporate donors in support of funding needs. Develops compliant grant proposal submissions and executes grant reporting requirements leverage outreach initiatives and engage prospects and donors.	Requires a degree and 3+ years of experience.
40	Human Resources Manager	Manages one or more functions of human resources for corporate office(s) location. Helps coordinate talent movement between HQ and the field ensuring compliance with applicable country labor, employment, and benefit laws, as well as organizational policies. Functional responsibility may include recruiting, employee relations, compensation and benefits, talent development, talent mobility, HR policies and procedures, required filings, etc.	Requires a degree and 3+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
41	Information Technology Manager	Manages information technology hardware, software, networking, and connectivity to maximize the speed and accuracy of data information flow and communication between departments, divisions, HQ/field, etc. Assures that organizational/company information and data systems are secure, minimizing/eliminating cyber threats and assuring compliance with data privacy laws and regulations.	Requires a degree and 3+ years of experience.
42	Internal Audit Manager	Implements internal audit protocols according to schedule to ensure the effectiveness of existing controls and departmental/divisional project compliance with internal audit policies, laws, and regulations. Works closely with project management in evaluating project performance against controls and recommends corrective actions when necessary.	Requires a degree and 3+ years of experience.
43	M&E Manager	Utilizes monitoring and evaluation tools to assess the effectiveness of project activities, with a focus on describing and documenting project plan impact. Recommends project implementation changes to improve project quality, efficiency, and effectiveness. Trains others on monitoring and evaluation tools, as requested.	Requires a degree and 3+ years of experience.
44	Pricing and Contracts Manager	Utilizes cost/pricing model, reviews pricing inputs, and recommends pricing cost strategy and narratives for new business opportunities. Implements compliant costing / pricing strategies as part of proposal bidding process. Helps analyze financial impact of proposed terms and conditions.	Requires a degree and 3+ years of experience.
45	Project Manager	Manages day-to-day project activities for one or more operational projects; helps monitor technical work plan implementation and ensure that financial goals are met. Helps with project implementation through coordination with contracts, internal audit, finance, human resources, and other infrastructure functions. Participates in regular project review processes, monitors contract compliance with client and organizational rules and regulations.	Requires a degree and 3+ years of experience.
46	Project/Proposal Recruitment Manager	Manages recruitment for proposals or active projects. Ensures that recruitment is compliant with all requirements. Works closely with others to assess recruitment needs. Supervises one or more project/proposal recruiters and may oversee recruitment for a geographic area, technical sector, and/or client.	Requires a degree and 3+ years of experience.
47	Proposal Manager	Manages/coordinates proposal development/writing efforts, as assigned. Helps in tracking pipelines, participating in reconnaissance trips; recruiting key personnel; coordinating proposal writing phases. Works closely with contracts, pricing, human resources to maximize success of bid submission.	Requires a degree and 3+ years of experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
48	Security Manager	Implements risk/security policies and protocols. Actively monitors alert systems worldwide regarding travel and staff movement. Assures that country briefings are current and delivered on a timely basis to traveling staff. May coordinate emergency evacuation programs, crisis communication trainings, and emergency communications channels.	Requires a degree and 3+ years of experience.
49	Technical Programs Manager	Provides technical support and expertise to project and business development leadership to assist with the development of winning proposals and the implementation of projects won. Works with senior technical program leaders to strengthen organization's in-house technical capacity by helping to develop tools, resources, systems to enhance project delivery.	Requires a degree and 3+ years of experience.
Associate HQ Positions			Education and Experience
50	Business Development/Proposal Specialist	Provides direct administrative and operational support to business development and proposal efforts; liaises with proposal and business development staff; arranges for and coordinates proposal meetings, takes notes, tracks progress, and helps assure quality proposal submissions. May help coordinate personnel recruitment and/or reconnaissance trips.	Requires a degree and some experience.
51	Communications/PR/Marketing Associate	Provides support that includes writing; editing; design; serving as liaison with vendors and media specialists. Work may also include writing and editing content for a website, developing brochures, tracking news stories and press hits, coordinating printing and publishing of materials, and ensuring technical and grammatical accuracy of materials.	Requires a degree and some experience.
52	Contracts Specialist	Provides direct administrative and operational support in support of organizational procurement and contracts administration. Assures proper authorization of all procurements and related expenditures. Elevates discrepancies to management. Processes contract submission documents, including personnel approvals, subcontract modifications, and procurement actions.	Requires a degree and some experience.
53	Cost and Pricing Specialist	Provides direct administrative and operational support by helping with the application of cost and pricing models to the development of competitive bid proposal submissions. Extensive research and calculations are researched and performed as part of this role. Liaises with business development and contracts staff in performing duties.	Requires a degree and some experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
54	Finance Specialist	Provides direct administrative support to finance and accounting operations; reviews and processes financial/accounting transactions, procurements, and monthly invoices; assures proper authorization of expenditures; helps manage finance/accounting records and assure compliance with applicable laws, standards, and regulations.	Requires a degree and some experience.
55	Human Resources Specialist	Provides direct administrative and operational support to the corporate or headquarters human resources function, including activities of recruiting, compensation and benefits, training and development, employee relations, and employer compliance. Liaises with employees regularly on routine human resources matters. Reviews and processes various human resources transactions in HRIS systems; assures proper authorization of all transactions.	Requires a degree and some experience.
56	Information Technology/Digital Information Specialist	Provides direct administrative and operational support to in information technology department/division. Places orders for hardware, software and other IT products and services, as directed. Assures proper approvals of transactions. May assist with organizational website and content maintenance/updating. Assists the IT team in assuring timely and accurate information flow, secure data transmissions and smooth, efficient IT services are provided throughout the organization.	Requires a degree and some experience.
57	Knowledge Management Specialist	Provides direct administrative and operational support in writing, updating, and capturing documentation of organizational lessons learned in technical program areas, project management and administration for use by all staff in continuous improvement. Work involves helping to write, document and post information on IT systems for the benefit of technical and project management experts, promoting knowledge sharing across the organization.	Requires a degree and some experience.
58	Outreach Coordinator	Strengthens the organization's membership, presence, visibility for programs and fundraising work at the community or other stakeholder support group level. Helps utilize existing and new stakeholder and alliance structures to achieve outreach deliverables according to pre-defined strategy.	Requires a degree and some experience.
59	Project Associate	Provides direct administrative and operational support to one or more projects; liaises with project staff on routine operational matters. Reviews and processes financial/accounting transactions, procurements, and invoices; creates and maintains project budgeting tool. Processes contract submission documents, including personnel approvals, subcontract modifications, and procurement actions.	Requires a degree and some experience.

Compensation Survey of International Development Organizations

Survey Job Descriptions for Home-based Positions

Job #	Position Title	Position Description	
60	Project/Proposal Recruiter	Actively recruits, sources and screens candidates to fill for proposals, open positions on active projects and build talent pipelines for future opportunities. Negotiates salaries, allowance packages, and benefits within budget. May recruit for a geographic area, technical sector, and/or client.	Requires a degree and some experience.
61	Security Specialist	Provides direct administrative and operational support to the organization's security department/division. Produces reports from alert systems; revises country briefings and security policies as directed. Tracks and documents security training. Provides administrative support in emergency evacuation and repatriation situations. Reviews and processes invoices for security expenditures.	Requires a degree and some experience.
62	Start-Up Specialist	Provides direct administrative and operational support to one or more projects in start-up; liaises with project staff on routine operational start-up activities including deployment of staff and equipment, establishment of facilities and other products and services to support project work plans in the field. Assures that expenditures are properly authorized and documented.	Requires a degree and some experience.



APPENDIX B

SURVEY JOB DESCRIPTIONS FOR FIELD-BASED POSITIONS

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
Global Level		<i>Position is responsible for its function globally, but is NOT home office or HQ based</i>	
1	Global Internal Audit Manager	Responsible for the annual audit risk assessment and audit plan. Responsibility include supporting, educating, and overseeing the local internal audit network. May directly or indirectly supervisor auditors.	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)
2	Global Security Manager/Specialist	Responsible for the development and regular review of country level security plans. Conducts in-country security assessments, trainings, briefings, and preparedness planning. Helps to build the capacity of safety and security staff in country offices. Responsible for incident/emergency situation management.	Typically requires a bachelor's and 7+ years of relevant experience (or equivalent combination of education and experience)
Regional Level		<i>Position is responsible for its function across adjacent countries within a region</i>	
3	Regional Director - High Complexity	<p>Annual Regional Budget: > \$20 Million Staff Size >100</p> <p>Responsible for and has authority over achievement of the organization's goals in assigned region. Directly manages country heads. Reports to headquarters and is accountable to the executive staff of the organization. Builds relationships with and serves as the organizational representative with host governments, funders, and other key stakeholders in the region. Responsible for regional initiatives including strategy, proposals, solicitation and fulfillment of goals or region. Requires comprehensive knowledge of political, social and economic conditions in the region. Extensive managerial experience overseeing staff, programs and operations in an international development context.</p>	Typically requires a bachelor's or masters' degree and 15+ years of relevant experience (or equivalent combination of education and experience)

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
4	Regional Director - Moderate Complexity	<p>Annual Regional Budget: < \$20 Million Staff Size <100</p> <p>Responsible for and has authority over achievement of the organization's goals in assigned region. Directly manages country heads. Reports to headquarters and is accountable to the executive staff of the organization. Builds relationships with and serves as the organizational representative with host governments, funders, and other key stakeholders in the region. Responsible regional initiatives including strategy, proposals, solicitation and fulfillment of goals or region. Requires comprehensive knowledge of political, social and economic conditions in the region. Extensive managerial experience overseeing staff, programs and operations in an international development context.</p>	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
5	Senior Level - Regional Technical Specialist (Senior Technical Advisor)	<p>Recognized as subject matter experts within their discipline both within and outside the organization. Provides technical leadership to program staff and partners in the region and in country offices. Leverage their skills to establish new techniques or approaches and develop scientific and technical papers in area of expertise. Develops training strategy; designs and conducts training to maximize local capacity. Provides technical guidance in proposal development. Evaluates programmatic effectiveness, provides technical assessment reports. Represents organization at forums and with other groups in the technical area.</p>	Typically requires a masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
6	Mid-Level - Regional Technical Specialist (Technical Advisor)	<p>Proficient within their discipline and serve as an organizational resources within their technical area. Manages/provides technical support and guidance in field of expertise to program staff and partners in the region and in country offices. May write scientific and technical papers in area of expertise. Conducts training for a specific technical area to maximize local capacity. Provides technical guidance in proposal development. Evaluates programmatic effectiveness, provides technical assessment reports.</p>	Typically requires a masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
7	Regional Finance & Administrative Director	Responsible for the direction and overall management of finance, accounting and administrative activities across multiple projects/countries. Provides leadership across countries and projects to assure best practices are implemented in field finance, accounting, administration, and overall field recordkeeping is fully compliant.	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
8	Regional Researcher	Provide support to quantitative and qualitative research studies across multiple projects/countries in collaboration with country-level researchers and programmers. Provides training to build capacity among country-level researchers and partners to design studies, oversee data collection, and analyze/interpret/disseminate results. Writes research papers and reports.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
9	Regional M&E Manager	Oversees monitoring and evaluation activities across multiple countries, including logframe development, study design, questionnaire development, data analysis, and dissemination. Builds capacity of country-level M&E staff. Writes and review impact reports for senior leadership, donors and beneficiaries.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
10	Regional Finance & Administrative Manager	Oversees finance, accounting and administrative activities across multiple projects/countries. Works with country-level and project level staff to leverage best practices in field finance, accounting, administrative, and overall field recordkeeping compliance.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
11	Regional HR Manager	Oversees recruitment and human resources activities across multiple projects/countries. Works with country-level and project level staff to leverage best practices in field human resources recruiting and HR programmatic activity.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
12	Regional Information Systems Manager	Oversees the design, configuration and deploying of innovative technology solutions across multiple projects/countries to more effectively and efficiently conduct the organization's business, including systems for collecting and monitoring program results.	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
<i>Country Level</i>		<i>Position is responsible for its function within one country</i>	
13	Chief of Party - Regional Project (Project Director)	Responsible for the leadership of a field-based project/program being implemented across multiple countries, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents the organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience) including prior field-based assignments.
14	Country Director - High Complexity (Head of Country Office)	Annual Budget > \$20 Million Staff Size > 100 Has overall responsibility for the administrative, programmatic, technical, financial, and operational aspects of all activities in country. Reports directly to headquarters or to top regional position. Serves as chief representative for the organization in country with host country government officials, partners, donors, and other key stakeholders. Extensive managerial experience overseeing staff, programs and operations in an international development context.	Typically requires a bachelor's or masters' degree and 15+ years of relevant experience (or equivalent combination of education and experience)
15	Country Director; Moderate Complexity (Head of Country Office)	Annual Budget \$2-20 Million Staff Size 26-100 Has overall responsibility for the administrative, programmatic, technical, financial, and operational aspects of all activities in country. Reports directly to headquarters or to top regional position. Serves as chief representative for the organization in country with host country government officials, partners, donors, and other key stakeholders. Typically, has prior managerial experience overseeing staff, programs and operations in an international development context.	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
16	Country Director - Low Complexity (Head of Country Office)	<p>Annual Budget <\$2 Million Staff Size < 25</p> <p>Has overall responsibility for the administrative, programmatic, technical, financial, and operational aspects of all activities in country. Reports directly to headquarters or to top regional position. Serves as chief representative for the organization in country with host country government officials, partners, donors, and other key stakeholders.</p>	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
17	Deputy Regional Representative (Deputy Regional Director)	<p>Serves as second to the Regional Representative, managing activities of the region and country offices. Assists in developing the region's goals and the development and implementation of management policies. Provides technical and strategic assistance to the region and country office management in areas of operations and administration including budgeting, quality assurance, monitoring and compliance. Represent the organization with host country governments officials, partners, donors and other key stakeholders.</p>	Typically requires a bachelor's or masters' degree and 10+ years of relevant experience (or equivalent combination of education and experience)
18	Deputy Country Representative (Deputy Country Director/Deputy Head of Office)	<p>Serves as second to the Country Representative, managing the activities of the country/field office. Supports the Country Representative in developing the country/field office strategies and goals. Provides technical and strategic assistance for the country office in areas of operations and administration including budgeting, quality assurance, monitoring and compliance. Represent the organization with host country governments officials, partners, donors and other key stakeholders.</p>	Typically requires a bachelor's or masters' degree and 7+ years of relevant experience (or equivalent combination of education and experience)
19	Country Office - Head of Finance (Director of Finance and Admin)	<p>Responsible for leading in-country operational activities including finance, accounting, human resources, information technology, facilities, etc. in country. Supervises the work of other operational staff. Responsibilities typically include overseeing the submission of all internal financial reporting requirements, monitoring of annual operating budgets, management and review of finance policies and procedures, approval of donor financial reports, monitoring cash flow, and management of project infrastructure (i.e., leases/rent, insurance policies, registration (office, vehicles, housing, etc.))</p>	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
20	Country Office - Head of Operations	Responsible for leading a combination of non-programmatic areas (exclusive of Finance) such as: HR, IT, Logistics, Security, Property Management. Updates standard operating procedures and ensures that the country office complies with internal policies, national and local laws, and donor regulations. Supervises and trains staff in logistical, operational, and administrative practices and protocols. Responsible for operational integrity and stewardship of funds in the country office.	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)
21	Country Office - Head of Grants Management	Responsible for field-based grants compliance and subrecipient management in support of project operational activities.	Typically requires a bachelor's and 10+ years of relevant experience (or equivalent combination of education and experience)
Local Project Level		Position is responsible for its function at the local project level	
22	Chief of Party - High Complexity (Project Director)	Annual Budget Size: > \$20 Million Responsible for the leadership of a field-based project/program, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or master's degree and 15+ years of relevant experience (or equivalent combination of education and experience)
23	Chief of Party - Moderate Complexity (Project Director)	Annual Budget Size: \$2-20 Million Responsible for the leadership of a field-based project/program, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or master's degree and 10+ years of relevant experience (or equivalent combination of education and experience)

Compensation Survey of International Development Organizations

Survey Job Descriptions for Field-based Positions

Job #	Position Title	Position Description	Benchmark Experience & Education
24	Chief of Party - Low Complexity (Project Director)	Annual Budget Size: <\$2 Million Responsible for the leadership of a field-based project/program, including the successful management of the technical and operational workplans within budget, on time, and in compliance with organizational policies and donor requirements. Represents organization and project/program at the highest levels with host government officials, donors, and other key stakeholders. May provide support to business development and fundraising.	Typically requires a bachelor's or master's degree and 7+ years of relevant experience (or equivalent combination of education and experience)
25	Deputy Chief of Party (Deputy Project Director)	Responsible for serving as the second in command of a field-based project; may take a lead role in technical work plan implementation and/or project operational management; serves as back up to the Project Director.	Typically requires a bachelor's or master's degree and 7+ years of relevant experience (or equivalent combination of education and experience)
26	Technical Director	Responsible for leading technical work plan implementation on a field-based project; may or may not supervise the work of other field-based technical staff, depending upon the project size and scope. Collaborates with key counterparts including governmental and institutional partners. Documents and shares successes and lessons learned in the format of project reports, publications and presentations.	Typically requires a master's and 10+ years of relevant experience (or equivalent combination of education and experience)
27	Technical Specialist	Provides technical assistance to a field-based project including technical design, training, materials development, and capacity building. Monitors and evaluates programs and reports on progress. Implements and documents best practices.	Typically requires a master's and 7+ years of relevant experience (or equivalent combination of education and experience)
28	Monitoring & Evaluation Manager	Responsible for leading the M&E work plan design and implementation on a field-based project(s); may or may not supervise the work of other field-based M&E staff, depending upon the project size and scope.	Typically requires a bachelor's and 7+ years of relevant experience (or equivalent combination of education and experience)
29	Monitoring & Evaluation Specialist	Designs and maintains data collection systems for a field-based project(s) to monitors progress of project/program and evaluate effectiveness. Ensure effective data collection, cleans data, conducts appropriate analysis, and documents activities and findings in the form of reports and presentations.	Typically requires a bachelor's and 5+ years of relevant experience (or equivalent combination of education and experience)