

Rewards changes for mobile staff

Scenario-based case studies

The outcomes of the Rewards Review represent changes to how MSF staff are rewarded.

For Mobile Staff these changes include a new Mobile Salary Grid that establishes pay for all mobile staff, regardless of their country of origin. Salaries will no longer be adjusted to the country of domicile. There are also changes to how individual pay recognizes previous experience.

There will be a 20% salary range for each level, comprised of 10 steps of 2% each steps. The Programme Function Grid determines the grades of programme jobs using the GGF. It replaces the IRFFG and will be used to establish the salary levels in the Mobile Salary Grid. Details of these changes can be found [here](#).



The case studies below show the potential impact on individual staff pay with the future rewards system.

Please bear in mind the following points when reading the below scenario-based case studies:

- **All personas are fictitious.** Future remuneration and calculations are **based on assumptions**. Calculation of salary packages for individual staff is the responsibility of the relevant entity and will be communicated by each entity no earlier than mid-June 2026.
- The comparisons are based on gross salaries and are calculated in the contracting section of the given scenario. **Please note remuneration will continue to be paid in the currency of the individual mobile staff's contracting section.**
- Please consult with your HR team in your contracting section for additional information on specific individual examples.



SCENARIO A

Paola is a mobile staff from Italy who will begin an assignment in Bangui , Central African Republic (CAR) for 12 months as Medical Coordinator.

She has a child who does not accompany her in the assignment. At the beginning of her contract in CAR, she has 10 completed years of MSF experience in programmes and 5 completed years' experience as Field Coordinator with another INGO.

UNDER IRP2		UNDER MOBILE STAFF REWARDS POLICY
Medical Coordinator function is graded at IRFFG Level 14	<i>FUNCTION LEVEL</i>	In the Programme Function Grid , the Medical Coordinator function is graded at GGF Level 19
IRP2 (Global Grid) at MedCo Level. Salary level 6 (annual salary range from Entry 41 415 EUR to Upper 49 400 EUR).	<i>SALARY GRID</i>	Under the Mobile Salary Grid, GGF Level 19 functions are at salary level 7 (annual salary range of 57 000 EUR to 68 400 EUR).
Based on IRP 2 policy: spot rate likely to be Upper spot rate (49 400 EUR). Additional 20% of loyalty bonus (8 283 EUR). Total = 57 683 EUR.	<i>INDIVIDUAL PAY</i>	10 years worked in MSF recognized positions Paola at step 10 (maximum step) of salary level 7 = 68 400 EUR. Her external experience could have been recognized as relevant but no assessment is needed for her as she already reaches the maximum step thanks to her MSF experience.
CAR annual per diem (estimated in EUR) = 6288	<i>PER DIEM</i>	Per diem is removed. Salary advances are available as needed, to ensure access to cash while on assignment.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF Italy contract	<i>CONTRACTING</i>	MSF Italy contract
Provided for one child (4 178 EUR per yr)	<i>HOME CHILD ALLOWANCE</i>	Provided for one child (4 178 EUR per yr)
Leaves are dependent on what is offered by MSF Italy.	<i>LEAVES</i>	Global Leaves Policy applies unless leaves benefit is of higher value in MSF Italy.

*Other global policies not listed here may apply to various scenarios



SCENARIO B

Jacques is a mobile staff from DRC who will begin an assignment in Malakal, South Sudan with OCBA for 6 months as Medical Doctor.

He will be contracted by the International Contracting Office (ICO). At the beginning of his assignment in South-Sudan, he has 1 completed year of MSF experience as mobile staff and 6 completed years' experience as a Medical Doctor in DRC and with another INGO.

UNDER IRP2		UNDER MOBILE STAFF REWARDS POLICY
Medical Doctor function is graded at IRFFG Level 9	<i>FUNCTION LEVEL</i>	In the Programme Function Grid , the Medical Doctor function is graded at GGF Level 15.
IRP2 (Global Grid) at Medical Doctor Level. Salary level 2 (annual salary range from Entry 22 597 EUR to Upper 26 609 EUR).	<i>SALARY GRID</i>	Under the Mobile Salary Grid, GGF Level 15 functions are at salary level 3 (annual salary range of 33 500 EUR to 40 200 EUR).
Based on IRP 2 policy: spot rate likely to be Mid (24 708 EUR) Additional 2% of loyalty bonus (451.94 EUR). Total = 25 160 EUR	<i>INDIVIDUAL PAY</i>	1 year of time worked in MSF and 5 years of relevant external experience (cap applies – maximum 5 years of external experience is recognised) positions Jacques at step 6 of salary level 3 = 37 520 EUR.
South Sudan annual per diem (estimated in EUR) = 5376	<i>PER DIEM</i>	Per diem is removed. Salary advances are available as needed, to ensure access to cash while on assignment.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF ICO contract	<i>CONTRACTING</i>	MSF ICO contract
Leaves are dependent on what is offered by MSF ICO.	<i>LEAVES</i>	Global Leaves Policy applies.

*Other global policies not listed here may apply to various scenarios



SCENARIO C

Vera is a colleague from Canada who will begin an assignment in Addis Abeba, Ethiopia for 12 months as Personnel Administration Manager (PAM).

This is her first contract with MSF. At the beginning of her assignment in Ethiopia she has 3 completed years of previous experience in administration management in the private sector.

UNDER IRP2		UNDER MOBILE STAFF REWARDS POLICY
Personnel Administration Manager function is graded at IRFFG Level 10	<i>FUNCTION LEVEL</i>	In the Programme Function Grid , the Personnel Administration Manager function is graded at GGF Level 16.
IRP2 (Global grid + top-up for Canada Grid) at PAM Level. Salary level 2 (annual salary range from Entry 36 761 CAD to Upper 39 595 CAD).	<i>SALARY GRID</i>	Under the Mobile Salary Grid, GGF Level 16 functions are at salary level 4 (annual salary range of 59 254 CAD to 71 105 CAD).
Based on IRP 2 policy: spot rate likely to be Entry (36 761 CAD). No loyalty bonus as it is Vera's first contract with MSF. Total = 36 761 CAD	<i>INDIVIDUAL PAY</i>	No time worked in MSF recognized as it is Vera's first contract with MSF. 3 years of relevant external experience positions Vera at step 3 of salary level 4 = 62 810 CAD
Ethiopia annual per diem (estimated in CAD) = 5430	<i>PER DIEM</i>	Per diem is removed. Salary advances are available as needed, to ensure access to cash while on assignment.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF Canada contract	<i>CONTRACTING</i>	MSF Canada contract
Leaves are dependent on what is offered by MSF Canada.	<i>LEAVES</i>	Global Leaves Policy applies unless leaves benefit is of higher value in MSF Canada.

*Other global policies not listed here may apply to various scenarios



SCENARIO D

Mathieu is a colleague from Switzerland who will begin an assignment in Myanmar for 12 months as Logistics Team Leader.

At the beginning of his assignment in Myanmar he has 4 completed years of MSF experience in programmes and 3 completed years of MSF experience in an MSF office. He also has 2 completed years of relevant external experience in logistics management with another INGO.

UNDER IRP2		UNDER MOBILE STAFF REWARDS POLICY
Logistics Team Leader function is graded at IRFFG Level 11	<i>FUNCTION LEVEL</i>	In the Programme Function Grid , the Logistics Team Leader function is graded at GGF Level 16.
IRP2 (Global grid + top-up for Swiss IMS) at Logistics Team Leader Level. Salary level 3 (annual salary range from Entry 54 666 CHF to Upper 59 486 CHF).	<i>SALARY GRID</i>	Under the Mobile Salary Grid, GGF Level 16 functions are at salary level 4 (annual salary range of 35 641 CHF to 42 770 CHF).
Based on IRP 2 policy: spot rate likely to be Mid (57 203 CHF) Additional 8% of loyalty bonus (4373 CHF) because only Mathieu's MSF experience in programmes is considered (4 years). Total = 61 576 CHF	<i>INDIVIDUAL PAY</i>	7 year of time worked in MSF and 2 years of relevant external experience positions Mathieu at step 9 of salary level 4 = 42 057 CHF Because Mathieu's salary is lower in the new Mobile Salary Grid, his former salary will be protected at 61 576CHF.
Myanmar annual per diem (estimated in CHF) = 3024	<i>PER DIEM</i>	Per diem is removed. Salary advances are available as needed, to ensure access to cash while on assignment.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF CH contract	<i>CONTRACTING</i>	MSF CH contract
Leaves are dependent on what is offered by MSF CH	<i>LEAVES</i>	Global Leaves Policy applies unless leaves benefit is of higher value in MSF CH.

**In this scenario, if the assignment began before November 1st 2026 the mobile staff would also be entitled to transition measures until the end of this assignment.*



SCENARIO E

Geraldine is a colleague from France who will begin an assignment in Niamey, Niger for 24 months as Head of Programmes (Head of Mission).

At the beginning of her assignment in Niger she has 12 completed years of previous MSF experience in various position in programmes and 5 years in leadership roles in the public sector. Her husband and two children will accompany her on the assignment.

UNDER IRP2		UNDER MOBILE STAFF REWARDS POLICY
Head of mission function is graded at IRFFG Level 15	<i>FUNCTION LEVEL</i>	In the Programme Function Grid , the new function title is Head of Programmes and is graded at GGF Level 20.
IRP2 (Global grid) at Head of Mission Level. Salary level 7 (annual salary range from Entry 43 873 EUR to Upper 52 376 EUR).	<i>SALARY GRID</i>	Under the Mobile Salary Grid, GGF Level 20 functions are at salary level 8 (annual salary range of 65 000 EUR to 78 000 EUR).
Based on IRP 2 policy: spot rate likely to be Upper (52 376 EUR) Additional loyalty bonus of 20 % (8774 EUR). TOTAL= 61 150 EUR	<i>INDIVIDUAL PAY</i>	12 years worked in MSF recognized positions Geraldine at step 10 (maximum step) of salary level 8 = 78 000 EUR Her external experience could have been recognized as relevant but no assessment is needed for her as she is already reaching the maximum step thanks to her MSF experience.
Niger annual per diem + family per diem (estimated in EUR) = 4944 EUR + 7416 EUR = 12 360 EUR	<i>PER DIEM</i>	Per diem is removed including family per diem Salary advances are available as needed, to ensure access to cash while on assignment.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF France contract	<i>CONTRACTING</i>	MSF France contract
Leaves are dependent on what is offered by MSF France.	<i>LEAVES</i>	Global Leaves Policy applies unless leaves benefit is of higher value in MSF France.

*Other global policies not listed here may apply to various scenarios

SCENARIO F



Paloma is a colleague from MSF Germany who has begun an assignment in Guatemala **before November 1st** for 12 months as Health Promotion & Community Engagement Manager.

Paloma has 3 years of previous MSF experience in various positions in health promotion and 3 years in health promotion in Germany. Her partner and 1 children have joined her on assignment.

UNDER IRP2		UNDER MOBILE STAFF REWARDS POLICY
Health Promotion & Community Engagement Manager is graded at IRFFG Level 10	<i>FUNCTION LEVEL</i>	In the Programme Function Grid , the position is graded at GGF Level 15.
IRP2 (Global grid) at Salary Level 2. (annual salary range from Entry 28 920 EUR to Upper 31 352 EUR).	<i>SALARY GRID</i>	Under the Mobile Salary Grid, GGF Level 15 functions are at salary level 3 (annual salary range of 33 500 EUR to 40 200 EUR).
Based on IRP 2 policy: spot rate likely to be Mid (29 451 EUR) + Loyalty bonus of 6% (1735 EUR) TOTAL= 2599 EUR/ month	<i>INDIVIDUAL PAY</i>	3 years worked in MSF and 3 years of relevant external experience positions Paloma at step 6 of salary level 3. = 3127 EUR/ month
Guatemala monthly per diem + family per diem (estimated in EUR) = $515 + 257 * 2 = 1\,030$ EUR	<i>PER DIEM</i>	Per diem is removed including family per diem. Salary advances are available as needed, to ensure access to cash while on assignment.
3628 EUR / month	<i>GROSS TOTAL PACKAGE</i>	3 127 EUR / month
	<i>TRANSITION AMOUNT FOR THE REMAINDER OF ASSIGNMENT</i>	502 EUR gross / month (the difference between the previous gross total package and the new gross total package) to be paid in Paloma's home bank account.
Fully provided by MSF	<i>HOUSING</i>	Fully provided by MSF
MSF Germany contract	<i>CONTRACTING</i>	MSF Germany contract

*Other global policies not listed here may apply to various scenarios