

Rewards changes effective November

**Practical information, timelines and expectations in
preparation for November 1st**

Town Hall for mobile staff

Presenters and Housekeeping

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Some reminders for today:

- ✓ This is intended as practical information on what can be expected. Questions or comments about individual pay packages cannot be addressed here and should be directed to your contracting office.
- ✓ This webinar will be recorded.
- ✓ Please use the Q&A.
- ✓ Please mute microphones until asking questions.

Objective for today's session

Mobile Staff are provided with detailed and practical updates regarding changes that will be implemented in November. Mobile Staff are clear on what will change and where to go to find more support.

What we will cover today

Mobile Salary Grid & Individual Pay

Programme Function Grid

Removal of Per Diem

Travel Allowance policy

Understand the changes and preparing for implementation.

- How pay is determined
- How functions are graded
- Mitigation measures for per diem removal, including salary advance process
- How travel allowance policy will work

What comes after November 1st

Questions

How pay is determined

Mobile Staff Rewards: problems addressed

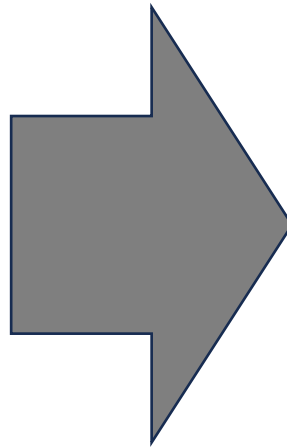
Problems

Unacceptable differences between mobile staff because pay is based on domicile

Unacceptable differences between mobile and country-based programme staff including pay benchmarking, individual pay, per diem

IRP2 methodology no longer fit for purpose

Outdated pay practices compared to other INGOs (eg per diem & domicile-based pay)



Mobile Staff Rewards Design

Provides the same salary for all mobile staff

Implements new individual pay approach, more consistent with individual pay for other MSF staff

Removes outdated practice of per diem & pay based on domicile

Provides a competitive salary benchmarked at median of European INGO market (consistent benchmarking for other MSF staff in GPPF)

How pay is determined for mobile staff

- Same salary grid for all mobile staff. No more differences linked to domicile.
- Salaries are **benchmarked at the median** against 41 European INGOs and was completed by **MSF's Benchmarking Unit (BMU).**
- 10 steps of **2% of entry salary per step** for individual pay.

Programme Function Grid	Mobile Salary Grid	Individual pay										
		+2% of entry salary		+10% of entry salary						+20% of entry salary		
		Entry salary	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GGF level	Salary level											
20	8	€	€	€	€	€	€	€	€	€	€	€
19	7	€	€	€	€	€	€	€	€	€	€	€
18	6	€	€	€	€	€	€	€	€	€	€	€
17	5	€	€	€	€	€	€	€	€	€	€	€
16	4	€	€	€	€	€	€	€	€	€	€	€
15	3	€	€	€	€	€	€	€	€	€	€	€
14	2	€	€	€	€	€	€	€	€	€	€	€
10 to 13	1	€	€	€	€	€	€	€	€	€	€	€
		3 Total range of 20% per salary level (entry salary + 10 steps of 2% per year)										

1 Every function in programmes has a defined GGF level

2 Each GGF level has a corresponding salary level

3 Total range of 20% per salary level (entry salary + 10 steps of 2% per year calculated from entry salary)

- Placement in the correct step is based on Individual Pay
- Two types of experience are recognised and combined: "Time worked in MSF," and "Relevant external experience" (assessed for GGF level 15+).

Example



Jacques is a mobile staff from DRC who is beginning an assignment in Malakal, South Sudan with OCBA for 6 months as **Medical Doctor**. He is 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 with another INGO.

Reminder that majority of mobile staff (89%) are receiving an increase in gross total package.

	Previously under IRP2	Under Mobile Staff Rewards policy
Job level	Medical doctor is graded at IRFFG Level 9	Medical doctor is graded at GGF level 15
Salary Grid	Salary level 2 (annual salary range from entry EUR 22 957 to upper EUR 26 609)	Salary level 3 (annual salary range from EUR 33 500 – 40 200)
Individual Pay	Mid spot rate (EUR 24 708) + loyalty bonus of 2% (EUR 452) = EUR 25 160	Step 6 – 1 year of time worked in MSF + 5 years of relevant external experience (cap applies) = EUR 37 520
Per Diem	Annual per diem in South Sudan (estimated in EUR 5376)	No PD but cash salary advances available as needed
Housing	Fully provided by MSF	Fully provided by MSF
Gross total package	EUR 30 536	EUR 37 520

Example



Paloma is a mobile staff contracted by **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.

If a mobile staff's salary is higher with the mobile salary grid but their new total gross package is lower (due to removal of per diem), they will be entitled to transition measures.

Transition measures will apply to approx. 11% of mobile staff.

	Previously under IRP2	Under Mobile Staff Rewards policy
Job level	Health Promotion & Community Engagement Manager is graded at IRFFG Level 10	The position is graded at GGF Level 15.
Salary Grid	Salary Level 2 (annual salary range from Entry EUR 28 920 EUR to Upper EUR 31 352).	Salary level 3 (annual salary range from EUR 33 500 to EUR 40 200)
Individual Pay	Mid spot rate (EUR 29 451) + Loyalty bonus of 6% (EUR 1735) TOTAL= EUR 2599 / month	Step 6 - 3 years worked in MSF and 3 years of relevant external experience = EUR 3127 / month
Per Diem	Monthly per diem (EUR 515) + Monthly family per diem (EUR 515) = EUR 1030	Per diem is removed including family per diem.
Transition amount for remainder of assignment	N/A	502 EUR gross / month (difference between the previous gross total package and the new gross total package) PAID IN HOME BANK ACCOUNT
Housing	Fully provided by MSF	Fully provided by MSF
Gross total package	3629 EUR / month	3629 EUR / month (FOR DURATION OF ONGOING ASSIGNMENT)

Available tools to learn more

www.msf.org/rewards-review includes the mobile salary grid, the pay and benefits guide for mobile staff, scenarios and much more information.



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Programme Function Grid	Mobile Salary Grid	EUR - INDIVIDUAL PAY ¹										
GGF Level	Salary Level	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
20	8	65,000 €	66,300 €	67,600 €	68,900 €	70,200 €	71,500 €	72,800 €	74,100 €	75,400 €	76,700 €	78,000 €
19	7	57,000 €	58,140 €	59,280 €	60,420 €	61,560 €	62,700 €	63,840 €	64,980 €	66,120 €	67,260 €	68,400 €
18	6	50,000 €	51,000 €	52,000 €	53,000 €	54,000 €	55,000 €	56,000 €	57,000 €	58,000 €	59,000 €	60,000 €
17	5	43,500 €	44,370 €	45,240 €	46,110 €	46,980 €	47,850 €	48,720 €	49,590 €	50,460 €	51,330 €	52,200 €
16	4	38,000 €	38,760 €	39,520 €	40,280 €	41,040 €	41,800 €	42,560 €	43,320 €	44,080 €	44,840 €	45,600 €
15	3	33,500 €	34,170 €	34,840 €	35,510 €	36,180 €	36,850 €	37,520 €	38,190 €	38,860 €	39,530 €	40,200 €
14	2	29,250 €	29,835 €	30,420 €	31,005 €	31,590 €	32,175 €	32,760 €	33,345 €	33,930 €	34,515 €	35,100 €
10 to 13	1	25,500 €	26,010 €	26,520 €	27,030 €	27,540 €	28,050 €	28,560 €	29,070 €	29,580 €	30,090 €	30,600 €

Programme Function Grid	Mobile Salary Grid	CHF - INDIVIDUAL PAY ¹										
GGF Level	Salary Level	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
20	8	60,964	62,184	63,403	64,622	65,842	67,061	68,280	69,499	70,719	71,938	73,157
19	7	53,461	54,531	55,600	56,669	57,738	58,808	59,877	60,946	62,015	63,084	64,154
18	6	46,895	47,833	48,771	49,709	50,647	51,585	52,523	53,461	54,399	55,337	56,274
17	5	40,799	41,615	42,431	43,247	44,063	44,879	45,695	46,511	47,327	48,143	48,959
16	4	35,641	36,354	37,067	37,780	38,493	39,206	39,918	40,631	41,344	42,057	42,770
15	3	31,420	32,049	32,677	33,306	33,934	34,562	35,191	35,819	36,448	37,076	37,704
14	2	27,434	27,983	28,532	29,081	29,629	30,178	30,727	31,275	31,824	32,373	32,921
10 to 13	1	23,917	24,396	24,874	25,353	25,831	26,309	26,788	27,266	27,744	28,223	28,701

YOUR PAY AND BENEFITS AT MSF

A GUIDE FOR MOBILE STAFF

November 2026

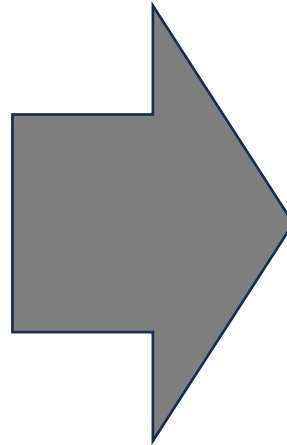
How are functions graded

Global Grading Framework: problems addressed

Problems

Multiple grading methodologies across entities. Grading inconsistencies lead to unfairness but this is hidden behind different grading systems that cannot be compared.

Without a common approach, staff can't see how jobs compare and can't envision job progression or potential mobility.



Global Grading Framework

Jobs in MSF will be graded using a consistent methodology, regardless of staff group or location. This means jobs in programmes, entities and hubs are all graded transparently and consistently.

Visibility and comparability of grades of jobs across MSF regardless of location or entity. This will allow for career planning.

How function levels are determined

The GGF is a scoring tool using a consistent methodology to determine levels for functions based on the content of the job.



The standardised jobs in the IRFFG have been graded using the GGF.

This resulted in the **Programme Function Grid** which shows the GGF level of all programme functions and how they relate to each other. The **Programme Function Grid will replace the IRFFG.**



The Mobile Salary Grid was developed based on the Programme Function Grid.

The GGF is a tool to determine the level of all jobs in MSF.

The **Programme Function Grid** provides the GGF levels of all programme jobs.

The **PFG** defines **job titles, job descriptions and place of job in msf structure. Some job titles have been revised** to reflect more inclusive language.

The Programme Function Grid replaces the IRFFG. **It is not a one-on-one translation from IRFFG to PFG.** The number of levels and numbering system are different from the IRFFG.

The difference in level # from IRFFG to PFG does not automatically impact salary. **Salaries are determined by the Mobile Salary Grid.**

Programme Function Grid – Main outcomes



+400 programme standard functions (IRFFG) were mapped to the GGF after extensive consultation with subject matter experts and function owners.

There is an increase in grading of all medical specialist functions such as **Medical Doctors, Nurses and Midwives, and Health Specialists jobs** to reach international standards.

Introduced a range of **levels for specific MD, Nurse and Midwife profiles** with clear definitions to recognize the various professional levels available and needed in our workforce.

Many functions (such as Log/Supply Activity Managers, Technicians and Specialists functions) were adjusted by 1-2 levels in the programme function grid to ensure coherence and consistency across MSF.

Relevant platforms created additional clinical functions (Clinical Lead for MDs and Nurses/Midwives) **providing clinical roles with a path to grow** in MSF. These new functions are added to the PFG.

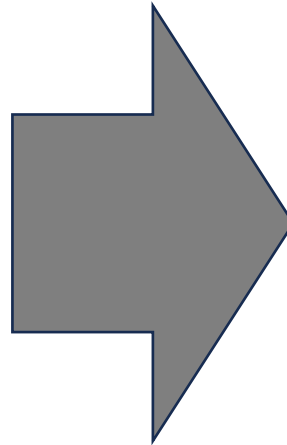
Removal of per diem and mitigation measures

Removal of Per Diem – problems addressed

Problems

The original purpose of Per Diem is no longer valid given it is paid to staff receiving a salary, working in a fixed location, with paid accommodation.

Per Diem is seen as “badge of privilege” that generates unjustifiable differences in treatment in staff



Removing Per Diem

Mobile Salary Grid benchmarked at the median of the market in European INGOs resulting in majority of mobile staff receiving increases in salary and transitions measures for the small minority whose current total package is higher.

Salary advances available when required and necessary.

Consistent travel allowance policy applicable to all staff in programmes, not just one staff group.

How salary advances work – key information



- **Salary Advances** will be available for mobile staff if required and necessary, wherever possible. **MSF encourages staff to become more autonomous** in managing their funds- including having different ways of paying for things - while on assignment.
- Salary advances are **optional** and are requested by the staff member monthly if needed.
- **Standard amounts by location** were defined by FinCos **and are available in your programme.**
- Adhering to timelines is essential for all staff involved in this process (mobile staff, HR approvers and Finance payers). It is essential for accurate and timely payroll.

Salary advance process – roles and responsibilities

01 REQUEST & APPROVAL

Mobile staff submits request

Request submission
deadline around

20th previous month

*Mobile staff
can submit
request if they
are on
assignment
until at least
the 15th of
the following
month*

Approver reviews
request

02 PREPARE & COLLECT

Payer notifies

Advance is ready to
be collected

Mobile staff collects

1st working day
(and no later than 3rd
calendar day)

**Deadline to collect
advances: 3rd
calendar day**

03 VERIFY & SHARE

HQ verifies and completes

Shares with Finance &
Contracting Section

04 PAYROLL

**Contracting
Sections** receive info
and incorporates
advance in payroll

by 10th calendar day

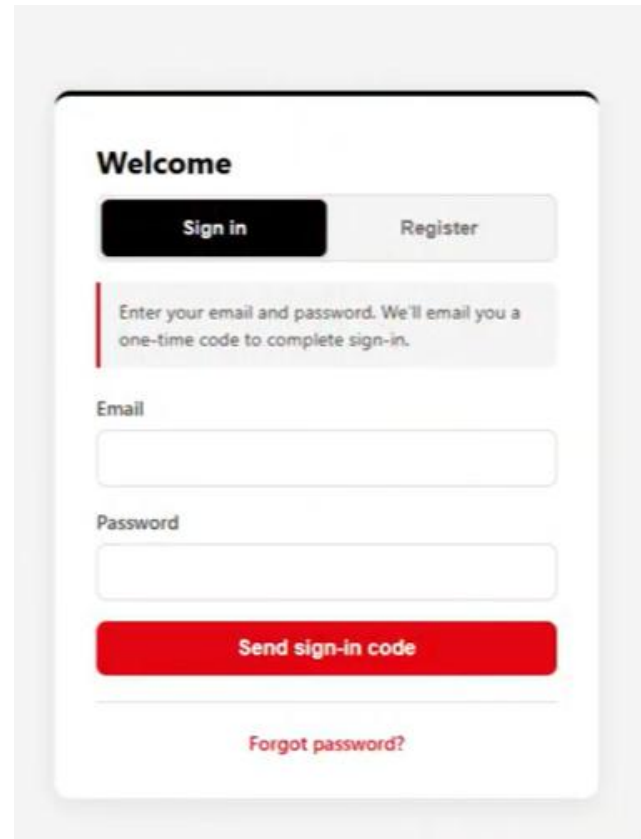


These are general steps. Details can be
found in the step-by-step guidelines.

Salary Advance Request Tool (SART)

Salary Advance Request Tool OCP, OCG, OCBA, OCA, WACA, UBUNTU

OCB uses WEDOO
for salary advance
requests. Separate
presentation for
OCB.

A screenshot of the SART login interface. The interface is titled "Welcome" and has two buttons: "Sign in" (black) and "Register" (grey). Below these buttons is a text box with the instruction: "Enter your email and password. We'll email you a one-time code to complete sign-in." There are two input fields: "Email" and "Password". Below the "Password" field is a red button labeled "Send sign-in code". At the bottom of the form is a link that says "Forgot password?".

Welcome

Sign in Register

Enter your email and password. We'll email you a one-time code to complete sign-in.

Email

Password

Send sign-in code

Forgot password?

[DEMO](#)

Salary advance process – roles and responsibilities



Prior to assignment



Mobile staff should **prepare for different payment methods**, including having discussions with banking companies to ensure best options with no/limited fees.

Preparing for assignment



Onboarding or briefing processes will include information on standard amount for your assignment location and will highlight other available payment options in your assignment location.

Mobile Staff in HR and Finance will be briefed on roles and responsibilities prior to assignment.

While on assignment



Follow the guidelines and process.

Mobile staff **must ensure requests for advances are done before the deadline.** Adherence to timelines is critical to reduce impact on HR and finance colleagues.

Requests must be made the month prior to the need. **You cannot make a series of requests for future months.** This is important to reduce financial impact on programmes.

Salary Advances: Communication and learning tools

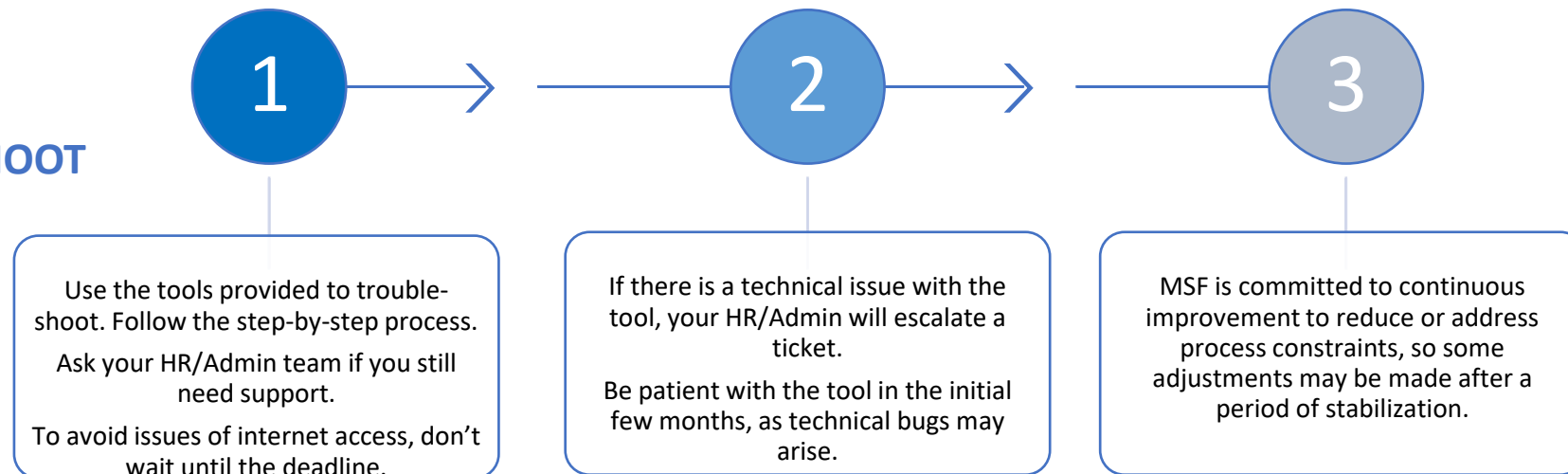
SALARY ADVANCE GENERAL INFORMATION

- **Posters** describing step-by-step guidance and emphasis on importance of being autonomous (not for OCB)
- **FAQ** and **key messages**

SALARY ADVANCE REQUEST TOOL (SART)

- **Demos** for mobile staff on how to use the tool (not for OCB)
- **Step-by-step user guides** for mobile staff, for approvers and for payers

HOW TO TROUBLESHOOT



How travel allowance will work

Travel Allowance



Main principles

One global framework for all staff groups – INCLUDING MOBILE STAFF - travelling on work-related trips ***outside their regular place of work for either an overnight stay OR outside regular work location AND beyond their normal working hours***

Its core principle is that **the same travel allowance amount to cover basic, reasonable meals** will apply **for all staff travelling within (or to) the same country**

The amounts for each country with an MSF presence will be **posted on a global Travel Allowance Reference Table** on the Rewards Portal for use by HR teams who manage travel allowance.

Travel Allowance - Methodology

The travel allowance of the programme country applies for all staff travelling to and in-country away from their regular place of work.

INCLUDES

This includes mobile staff on the way to start their assignment in the project

DOES NOT INCLUDE

It does NOT include non-work-related trips, e.g. annual leave



Amounts are defined using a **common methodology** based on a **local benchmark** of basic and reasonable costs at food establishments **near MSF offices of each OD/entity in the capital.**



The daily amount is **pro-rated into three meals**, corresponding to entitlement periods (mealtimes), **defined at country level.**



Any **MSF-provided meals are deducted** (the TA amount corresponding to the meal in that country, not the cost).



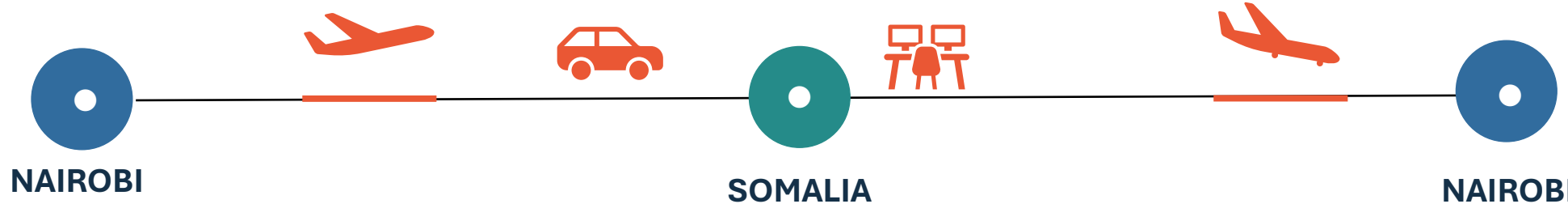
Payment method and timing are **decided at the local level** in light of local fiscal, legal, and administrative contexts



The travel allowance amount will be **reviewed every two years during salary revision.**

Travel Allowance in practice – Example 1

The travel allowance follows the person when they leave their regular place of work. In this example, Somalia is an intersection country programme, and projects are managed remotely from Nairobi. A typical pattern is that project staff visits project locations in Somalia for two weeks and the rest of time they stay in Nairobi.



Usual place of work
No travel allowance while based in Nairobi.

No travel allowance

Depending on travel route and meals provided, travel allowance may be provided for journey to Somalia.

SOMALIA
Project location for 2 weeks
Receives travel allowance amount for Somalia (in this case the currency used is USD)

Somalia travel allowance applies

The exact amount of travel allowance may vary if meals were provided. For instance, if attending a workshop at lunch was provided then travel allowance amount for that lunch would be removed.

NAIROBI
Return to usual place of work. Allowance is no longer provided

Allowance stops

KEY POINTS

Travel allowance applies only while staff are away from their usual place of work, using the allowance amount for the location they are visiting.

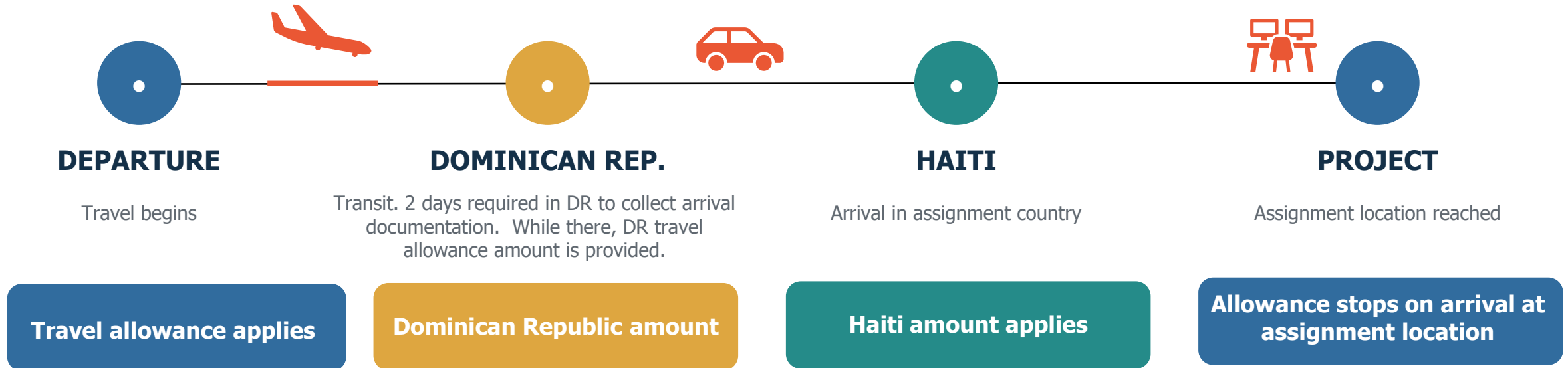
The Nairobi programme team decides how and when the Somalia travel allowance is disbursed, similar to today's practice

Travel Allowance in practice

Example 2 - transit through another country



Some Mobile Staff are assigned to one country but must transit through another country to reach their project. For example, a mobile staff member is based in Haiti but must transit via Dominican Republic and they may need to spend a couple of days in Dominican Republic before continuing to the project in Haiti.



KEY POINTS

The amount that applies is based on amount (and currency) of the location.

How this is disbursed does not change from the current practice of each programme for mobile staff in transit.

Once they arrive in the destination country, **the practice remains the same as current practice for country-based staff in programmes.**

ONE DAY, TWO COUNTRIES

If a staff spends a day in two different countries (like this example above) the programme may simplify and choose one location amount for that day's allowance.

What to consider post november

What to consider post November

Monitoring and stabilization

- Processes will not be seamless. Monitoring will enable continuous improvement. **Despite this, consistent application of the policies must be maintained.**
- Support each other and support implementation.
- Be patient with the changes needed, and be patient with your colleagues who are leading this implementation.

Ongoing implementation

- Ongoing changes for country-based staff in programmes continues. This requires time and capacity of HR teams in programmes and projects.
- Clarity may be requested of your country-based staff colleagues who will see some of these changes later (between now and 2030).

Questions?
