



Dear Valued Client

January 2009

### **JULY 2008 NPO SALARY SURVEY REPORT**

The above report is available and can be ordered and purchased from us. We are extremely excited about the survey this year as 78 NPO organizations have participated in the survey. My sincere thanks and appreciation to all those organizations that found the time and participated in the survey. As a result of your participation the survey now consists of a large percentage of the International and South African Non Profit Sector. This is large not only for South African standards but also for the Southern Hemisphere. The representative sample of participant organizations for the July 2008 Survey is listed alphabetically below:

| <b>Independent NGOs'</b>   | <b>International / South African Region or South African Branch or Embassy</b>  | <b>Partly or wholly subsidized by the state or state agency</b>  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Afesis Corplan</li> <li>• Africa Foundation</li> <li>• Aids Foundation of South Africa</li> <li>• Aids Law Project</li> <li>• Aids Response</li> <li>• Ashoka Innovators for the Public</li> <li>• Association for Rural Advancement</li> <li>• Bench Marks Foundation of Southern Africa</li> <li>• Border Rural Committee</li> <li>• Centre for AIDS Development Research and Evaluation</li> <li>• Cape Town Partnership &amp; CCIR</li> <li>• CATHCA - Catholic Health Care Association</li> <li>• Centre for Conflict Resolution</li> <li>• Centre for Development &amp; Enterprise</li> <li>• Choice Trust</li> <li>• Community for Development Resource</li> </ul> | <ul style="list-style-type: none"> <li>• ACAT – Africa Co-operative Trust</li> <li>• Action Aid International</li> <li>• Aids Health Care Foundation</li> <li>• AMREF – African Medical Research Council</li> <li>• Care International</li> <li>• Charities Aid Foundation</li> <li>• Charles Stewart Mott Foundation</li> <li>• DFID - Department for International Development</li> <li>• Elizabeth Glaser Paediatric Foundation</li> <li>• Hope and Homes for Children South Africa</li> <li>• ICDL – International Computer Drivers License</li> <li>• International Committee of the Red Cross</li> <li>• International Federation of the Red Cross and Red Crescent Societies</li> <li>• Medicins Sans Frontiers South Africa</li> <li>• Open Society Foundation</li> <li>• Oxfam – Great Britain</li> <li>• Oxfam - Australia</li> </ul> | <ul style="list-style-type: none"> <li>• Central Gauteng Mental Health Society</li> <li>• Disabled People of South Africa</li> <li>• FAMSA – Family and Marriage Society of South Africa</li> <li>• Lambano Sanctuary</li> <li>• Leratong Place of Love</li> <li>• Little Eden</li> <li>• NACOSA – National AIDS Community of South Africa</li> <li>• St. Mary's Hospital</li> </ul> |

| Independent NGOs'   | International / South African Region or South African Branch or Embassy   | Partly or wholly subsidized by the state or state agency |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Association</li> <li>• Consumer Goods Council of South Africa</li> <li>• Development Action Group</li> <li>• D.G. Murray Trust</li> <li>• Durban's Children's Home</li> <li>• Extra-Mural Education Project</li> <li>• Focus on the Family</li> <li>• Ingavuma Orphan Care</li> <li>• Ikamva Lambantu</li> <li>• ISASA - Independent Schools Association of South Africa</li> <li>• JET Education Services</li> <li>• Johannesburg Youth Orchestra</li> <li>• Keep the Dream 196</li> <li>• Mindset Network</li> <li>• Music Therapy Community Clinic</li> <li>• Ndlovu Care Group</li> <li>• National Business Initiative</li> <li>• Paraffin Safety Association</li> <li>• Place of Restoration Trust</li> <li>• PLANACT</li> <li>• Project Preparation Trust</li> <li>• RAPCAN - Resources Aimed at the Prevention of Child Abuse and Neglect</li> <li>• South African Reflect Network</li> <li>• The Black Sash</li> <li>• The Hollard Foundation</li> <li>• The Siyazisa Trust</li> <li>• Valley Trust</li> <li>• Women on Farms Project</li> <li>• Zenex Foundation</li> </ul> | <ul style="list-style-type: none"> <li>• Plan International</li> <li>• REPSSI – Regional Psychosocial Support Initiative</li> <li>• Royal Danish Embassy</li> <li>• SAT - Southern African Aids Trust</li> <li>• Skillshare International</li> <li>• SOS Children's Villages</li> <li>• World Vision International</li> </ul> |  |

The report contains salary tables for the benchmark positions listed in the following table overleaf:

**SALARY TABLES BENCHMARK POSITIONS IN THE JULY 2008 SALARY SURVEY REPORT**

| <b>Legal and General</b>   | <b>Financial/Administration</b>                                  | <b>Fund Raising/Business Development</b>                            | <b>Community Child / Youth / Aged / Disabled / Community and / or Medical Care Services</b> | <b>Additional 2008 Medical Positions</b>  |
|--|--|---|---|---|
| Managing Director / CEO / Country Director                       | Financial Controller / Executive                                 | Fund Raising / Business Development Manager                         | Child and Youth Care Worker   | Health Care Operations or Program Officer / Manager / Executive                                   |
| Legal Officer / Organization Lawyer                              | Senior Financial / Economist / or Grants Manager                 | Regional / Fund Raising / Business Development Officer or Assistant | Principal of Child / Youth Care Services  | Medical Officer / Physician / or a Manager of a Small Hospital / Division of a Hospital or Clinic |
| Office / Administration / General Manager                        | Grants Officer   | Operations or Program Executive / Deputy Director / Senior Manager  | Auxiliary Services Professional   | Professionally qualified pharmacist   |
| Communications Officer / Journalist                              | Senior Accountant  | Programs / Project / Provincial Manager                             | Social Worker   | Pharmacy Assistant  |
| Librarian / Resource Centre / Museum and ICT Support Coordinator | Provincial Accountant / Regional Finance or Credit Officer       | Senior Programs / Operations Specialist                             | Social Auxiliary Worker   | Patient Case Coordinator or Triage Nurse Assistant  |
| Procurement Officer / Buyer                                      | Bookkeeper / Assistant Accountant                                | Programs / Operations Specialist                                    | Social Services / Social Work Supervisor  | HIV / Aids or OVC Counsellor  |
| Personal Assistant to CEO / Executive Director                   | Accounts / Debtors / Creditors Clerk                             | Project Officers / Coordinator                                      | House Mother  | Medical Laboratory Technician   |
| Secretary / Typist to Executives / Managers                      | Specialist Clerk / Administration Assistant                      | Commodity Tracking Assistant / Officer                              | Patient Caregiver   | Assistant Laboratory Technician   |
| Maintenance Supervisor   | <b>Research</b>  | Business/ Sub Grantee Development Officer / Trainer                 | Unqualified Crèche / Nursery School Caregiver   | Medical Monitoring and Evaluation Officer / Coordinator   |
| Caretaker or Handyman  | Research Manager   | Program / Project(s) Administrator or Assistant                     | Nursing Assistant   | General Medical Assistant   |
| Receptionist / Telesales / Front Office Administrator            | Research Specialist / Generalist Support Officer / Field Officer | Workshops / Functions / Events Coordinator                          | Professional Nurse / Sister   |   |
| Driver / Chauffeur   | Research Intern / Learner  | Programs / Operations / Project(s) Intern                           | Senior Professional Nurse   |   |

|   |  |  |  |  |
|---|--|--|--|--|
| Store man / Stores Coordinator  | <b>Human Resources</b>                                 | <b>SAIC (Staff appointed in South Africa) where incumbents have responsibility for more than one country within Africa</b> | General Assistant / Cook / Cleaner / Messenger / Filing Clerk / Gardner / Security Guard / Housekeeper |  |
| Office Assistant / Relief Receptionist / Switchboard Operator                           | Human Resources Executive / Coordinator                | Regional Finance Controller / Coordinator  |  |  |
| Office Assistant / Cook / Cleaner / Messenger / Filing Clerk / Gardner / Security Guard | Human Resources Manager / Generalist                   | Regional Information / Communications Technology Manager   |  |  |
| <b>Information Technology</b>   | Human Resources Generalist / Administrator             | Regional Human Resources Manager   |  |  |
| ICT Systems / Executive Coordinator   | Human Resources Administration Support Officer / Clerk | Regional Program Assurance Coordinator or Auditor  |  |  |
| Information / Communications Technology Manager   |  | Regional Resource Mobilization Coordinator   |  |  |
| Information / Communications Technology Support Officer / Help Desk / Technician        |  | Monitoring and Evaluation Coordinator / Officer  |  |  |

**SALARY TABLE FORMAT EXAMPLE**

An example of the Salary Table format is shown in Table 2, overleaf:

**TABLE 2 - SALARY TABLE FORMAT EXAMPLE**

**Managing Director / CEO / Country Director**

|   |   |                                |                       |                        |                       |                         |  |
|---|---|--------------------------------|-----------------------|------------------------|-----------------------|-------------------------|--|
| Position Code   | Holds total responsibility for the overall direction, policy implementation and organisation performance, but not necessarily a member of the Board. Incumbents in these positions make decisions regarding how to implement policies and strategies decided by the board. The decisions are long term, up to 5 years and are for a group of functions. |                                |                       |                        |                       | <b>Modal Grades</b>     |  |
| No. in Sample   |   |                                |                       |                        |                       | Paterson                |  |
|   |   |                                |                       |                        |                       | Task                    |  |
|   |   |                                |                       |                        |                       | Peromnes                |  |
| <b>Annual Package Component</b>   |   | <b>% in sample who receive</b> | <b>Lower Quartile</b> | <b>Median Quartile</b> | <b>Upper Quartile</b> | <b>Weighted Average</b> |  |
| Base or Basic Salary  |   |                                |                       |                        |                       |                         |  |
| Guaranteed General Bonus or 13 <sup>th</sup> cheque                       |   |                                |                       |                        |                       |                         |  |
| Cell phone allowance  |   |                                |                       |                        |                       |                         |  |
| Company owned car   |   |                                |                       |                        |                       |                         |  |
| Guaranteed Travel Allowance   |   |                                |                       |                        |                       |                         |  |
| Organization contribution to Retirement / Pension / Provident Fund        |   |                                |                       |                        |                       |                         |  |
| Organization contribution to Group Life cover if not included in above    |   |                                |                       |                        |                       |                         |  |
| Organization Contribution to Medical Aid                                  |   |                                |                       |                        |                       |                         |  |
| Additional organization medical aid contribution, i.e. Vitality           |   |                                |                       |                        |                       |                         |  |
| Other Allowances / benefits   |   |                                |                       |                        |                       |                         |  |
| <b>Guaranteed "total cost to organization"</b>                            |   |                                |                       |                        |                       |                         |  |
| Commission  |   |                                |                       |                        |                       |                         |  |
| Value of Performance Incentive Bonus paid                                 |   |                                |                       |                        |                       |                         |  |
| <b>"Total cost to organization" including performance incentive bonus</b> |   |                                |                       |                        |                       |                         |  |
| "Total cost to organization" daily rate of pay                            |   |                                |                       |                        |                       |                         |  |
| "Total cost to organization" hourly rate of pay                           |   |                                |                       |                        |                       |                         |  |

**Organization Size Parameters and Non Profit organizations' category "total cost to company" including performance incentive bonus weighted average and comparative ratios (CR)**

| <b>Annual Turnover</b>      |                                |           | <b>Total No. of employees</b> |                                |           | <b>Annual salary and wage bill</b> |                                |           | <b>Non profit organizations' category</b> |                                |           |
|-----------------------------|--------------------------------|-----------|-------------------------------|--------------------------------|-----------|------------------------------------|--------------------------------|-----------|---|--------------------------------|-----------|
| <b>Parameter breakpoint</b> | <b>"tctc" weighted average</b> | <b>CR</b> | <b>Parameter breakpoint</b>   | <b>"tctc" weighted average</b> | <b>CR</b> | <b>Parameter breakpoint</b>        | <b>"tctc" weighted average</b> | <b>CR</b> | <b>NPO Category</b>                       | <b>"tctc" weighted average</b> | <b>CR</b> |
| >10,0M                      |                                | 130       | 1 - 20                        |                                | 129       | >5,0M                              |                                | 130       | State Funded                              |                                |           |
| 10,1 – 50,0M                |                                | 155       | 21 - 100                      |                                | 154       | 5,1 – 10,0M                        |                                | 96        | Ind. NGOs'                                |                                |           |
| R50,1M+                     |                                | 83        | 10+                           |                                | 83        | 10,1M+                             |                                | 81        | International                             |                                |           |
| All                         |                                | 100       | All                           |                                | 100       | All                                |                                | 100       |   |                                |           |

In addition, the July 2008 NPO Salary Survey report list of contents, including the salary tables is listed below:

1. PREAMBLE AND INTRODUCTION
2. THE LINK BETWEEN SALARY INCREASES AND INFLATION
- 2.1. Long Term South Africa Salary Trends
3. GLOSSARY OF TERMINOLOGY USED IN THIS SURVEY
4. PAYMENT IN OTHER COUNTRY CURRENCIES
5. SURVEY SAMPLE AND DATA SOURCE
- 5.1. NPO Industry Sector
- 5.2. Participant Organizations' by NPO Categories and Names
- 5.3. Organization Size
6. REMUNERATION TRENDS AND POLICIES
- 6.1. Annual Review Timing
- 6.2. Salary Increases during the period 1 August 2007 to 31 July 2008
- 6.3. Projected Salary Increases for the Period 1 August 2008 to 31 July 2009
7. SALARY TABLES
- 7.1. Summary of all Positions
8. WORK RELATED ALLOWANCES
- 8.1. Reimbursive Travel Allowances
- 8.2. Local and International Subsistence Allowances
- 8.2.1. Local Subsistence Allowance
- 8.2.2. International Subsistence Allowance
- 8.3. Other Work Related Allowances
9. NORMAL HOURS WORKED PER WEEK
10. CONCLUDING COMMENTS
12. INTERNATIONAL ORGANIZATIONS SALARY TABLES
13. INDEPENDENT NGOS' AND STATE FUNDED ORGANIZATIONS' SALARY TABLES
14. ALL ORGANISATIONS SALARY TABLES
15. SALARY BY GRADE TABLES
- 15.1. Approximate Correspondence between various Job Evaluation Systems
16. INTERNATIONAL ORGANIZATIONS' SALARIES BY GRADE TABLES
- 16.1.1. Salaries by Paterson Derived Grades
- 16.2. Salaries by Paterson Broad Bands or Classical Grades
17. INDEPENDENT NGOS' AND STATE FUNDED ORGANIZATIONS' SALARIES BY GRADE TABLES
- 17.1. Salaries by Paterson Derived Grades
- 17.2. Salaries by Paterson Broad Bands or Classical Grades

## PRICE OF JULY 2008 SALARY SURVEY REPORT AND DELIVERY OPTIONS

The cost of survey report, excluding VAT @ 14% for participant and non participant organizations' is as follows:

| Number of permanent and fixed term contract employees | International   |   | Independent NGOs' and State Funded  |   |
|---|---|---|---|---|
|   | Participant organizations who submitted their data for the July 2008 Survey | Non participant organisations' (will pay an additional 40%) | Participant organizations who submitted their data for the July 2008 Survey | Non participant organisations' (will pay an additional 40%) |
| 1 - 20  | USD \$1 000.00  | USD \$1 400.00  | R3795.00  | R4620.00  |
| 21 - 50   |   |   | R4427.50  | R5390.00  |
| 50 - 100  |   |   | R5060.00  | R6160.00  |
| 100 - 200   |   |   | R5692.50  | R6930.00  |
| 201+  |   |   | R7590.00  | R9240.00  |

### DELIVERY OPTIONS

In addition included in your invoice will be the cost of your chosen delivery option within South Africa, inclusive of VAT @ 14%

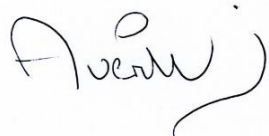
Fast Mail via the S.A. Post Office – delivery takes 3 to 6 working days – R20, 00

Door to door courier service – Overnight or same day delivery – R150, 00

For deliveries outside the Southern African borders, postage or airfreight courier charges will be provided upon request.

If any additional information is required please do not hesitate to contact us. If you want to order a copy of our July 2008 NPO Salary Survey report, please e-mail us your organization contact name, telephone contact details, postal or door to door delivery address and total no of permanent and fixed term contract employees

Yours Sincerely,



**Averile Ryder**  
**Founding Member**  
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