

South Sudan Salary Survey

2024

MSF performed a salary study on the remuneration practices for locally recruited staff in South Sudan to assess its competitiveness in the labour market. The content of this report is subject to the highest degree of confidentiality and may not be distributed to third parties. The study was carried out by Mia Walle Hansen and coordinated by Finnbogi Ruter Finnbogason.

Compensation and Benefits Report



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FOREWORD

Welcome to MSF's Compensation and Benefits Study 2024 for locally recruited staff in South Sudan. It provides an in-depth and objective analysis of remuneration practices in South Sudan, which we hope will support you in making better informed decisions on pay practices in your own organisation.

Including MSF, a total of **46 organisations participated** and were interviewed in this study. They fall in the following categories:

International NGOs	Local NGOs and Businesses	International Private Businesses	Public Institutions	International Agencies
41	2	1	1	1

A full list of participants can be found in [Appendix G](#).

A total of 43 functions from different levels and job families were benchmarked. They are subdivided into the following five categories:

Basic Skilled Positions	Skilled Positions	Supervisors & Specialists	Activity Managers & Clinical Medical Specialists	Coordinators
<i>Largely task focused, under close direction and constant supervision.</i>	<i>Require practical knowledge and skills, usually acquired through some form of Specialized technical training. E.g. nurse, community health worker, driver, storekeeper, secretary</i>	<i>Responsible for the delivery of a limited field of activity, or part of an activity. They have specific deep expert knowledge in highly specialized area.</i>	<i>Responsible for a whole area/activity of the mission or project within a job family (implies a team, budget, resources), e.g. supply manager, personnel administration manager</i>	<i>Scope of accountability is the whole mission, a whole functional area or a whole project/ company/ organisation.</i>
Market monthly starting salaries in US Dollars per category of responsibility:				
394	662	1 204	2 125	2 977
MSF research on monthly household expenditures for a typical family: 604 USD				

This report covers **Total Guaranteed Cash** (base salary + fixed allowances) based on starting salaries for the overall reference market. You will also find a qualitative overview of the practices concerning additional benefits and salary management in South Sudan.

We would like to take this opportunity to thank all organisations and companies that participated in the study. Thank you – we look forward to continuing our collaboration in the future.

For questions, please contact:

MSF Intersectional Benchmarking Unit

Email: benchmarking@oslo.msf.org

Médecins Sans Frontières

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EXECUTIVE SUMMARY

South Sudan Labour Market Overview

This report reflects data and insights shared by forty-six (46) participants, mainly Medical INGOs (26 participants), as well as INGOs working within food security, WASH, education, mine action, gender-based violence (GBV) or peace and security (15 participants). In addition, two (2) local medical organisations, one (1) international agency, one (1) public health sector organisation, and one (1) private international company participated in the study.

According to the participants, market competition is tough for specialised/technical and managerial staff. This is reflected in high market salaries for specialised functions such as Medical Doctors, Surgeons and Coordination/Country Management Team members. Most participants apply salary bands, and more than half of the participants recruit or promote within these bands as a strategy for attraction and retention of highly qualified individuals.

All participants apply the same salary scale across locations. In order to compensate for differences in cost of living and capture location specific factors such as hardship or security risk, around forty percent apply different allowance structures depending on project location.

Monthly Household Expenditure Survey (MHES)

The Monthly Household Expenditure Survey (MHES) was conducted to gather cost of living estimates directly from South Sudanese residents. Total monthly costs came in at **604 USD** per month:

Category	Rent / housing	Utilities	Food	NFIs	Transport/ fuel	Education	Total
USD per month	100	80	202	67	73	83	604

Travel Allowance (Per Diem) Policy

Forty-one (41) participants shared their Travel Allowance (Per Diem) rates. The median daily Travel Allowance is 23 USD in Juba and 16 USD in the field.



Figure 1: Median Travel Allowance (Per Diem) rates, in USD

Economic Context

More than two thirds of South Sudan's population live below the international poverty line. Spillover effects from the conflict in Sudan include higher and more volatile food prices, particularly in the northern regions of South Sudan. Furthermore, depreciation of the South Sudanese Pound (SSP) is contributing to rising food costs. Between January and March 2024, the SSP depreciated by 30,9 percent relative to the US Dollar (USD).

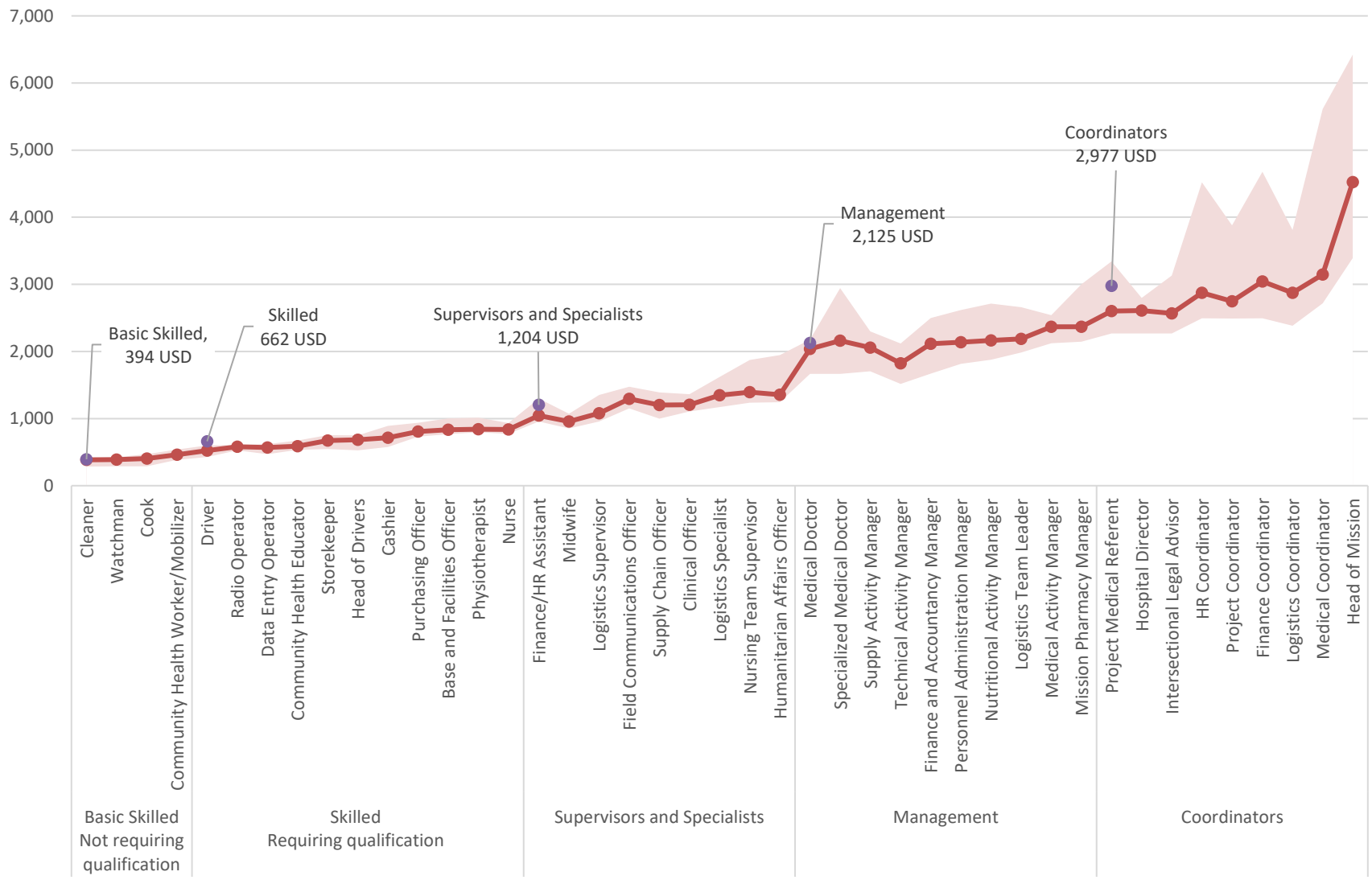


Figure 2: Median per function and categories of responsibility, including 25th and 75th percentile bounds. All values shown are in US Dollars

1. SETTING THE SCENE

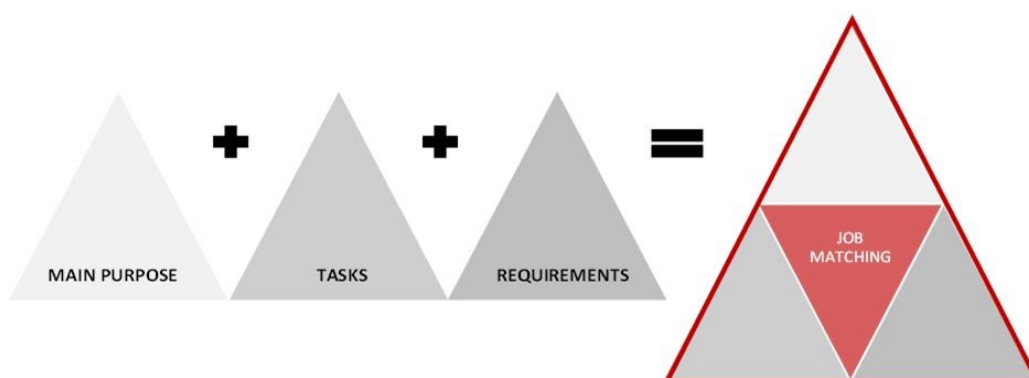
This salary benchmark study was performed by MSF in order to gain insight into its own pay position in the South Sudanese labour market. Based on the observations and information gathered, in-depth analyses of the labour market were made, which are shared in this report.

The analyses are based on interviews with INGOs, NGOs, private companies, public and international agencies. The analyses cover market data and practice on allowances and benefits, in addition to taking into consideration inflation and cost of living.

1.1. METHODOLOGY, PROCESS, AND EXECUTION

Central to carrying out a successful benchmark is comparing remuneration practices for jobs of comparable weight. To ensure this, the Measurement Methodology as illustrated in Figure 3 was followed, which ensures that jobs are compared based on practical skills, problem solving skills and level of responsibility. It is a time-tested and proven methodology. The method ensures that jobs are compared based on requirements and accountabilities, and not on the basis of title, status or another bias.

Figure 3 Function matching measurement methodology.



Interviews were performed individually and face-to-face with participating organisations, covering general remuneration policies and practices, comparable functions and challenges experienced. Not all functions were equally represented in the interviewed organisations. Due diligence was applied in matching functions which were satisfactorily comparable, even though they might deviate in title and area of activity. A brief overview over MSF job descriptions for each of these functions are included in [Appendix B](#).

1.2. OVERVIEW OF PARTICIPANTS

Forty-six (46) organisations and businesses, including MSF, participated in this salary study. Forty-one (41) participants were INGOs, defined as International Non-Governmental Organisations managed from abroad, even though all their staff might be from South Sudan. Two (2) local NGOs and businesses, fully managed by South Sudanese staff were interviewed. In addition one (1) International Private Enterprise, one (1) International Agency, and one (1) Public Institution took part in this study.

Table 1: Number of participants and average staff count (sum of Locally Hired and Internationally Recruited Staff)

	Number of participants	Average no. of staff
Medical INGOs	26	369
Other INGOs	15	144
Local Medical	2	89
International Agency	1	-
International Private Enterprise	1	55
Public Medical	46	9,500
Total	41	467

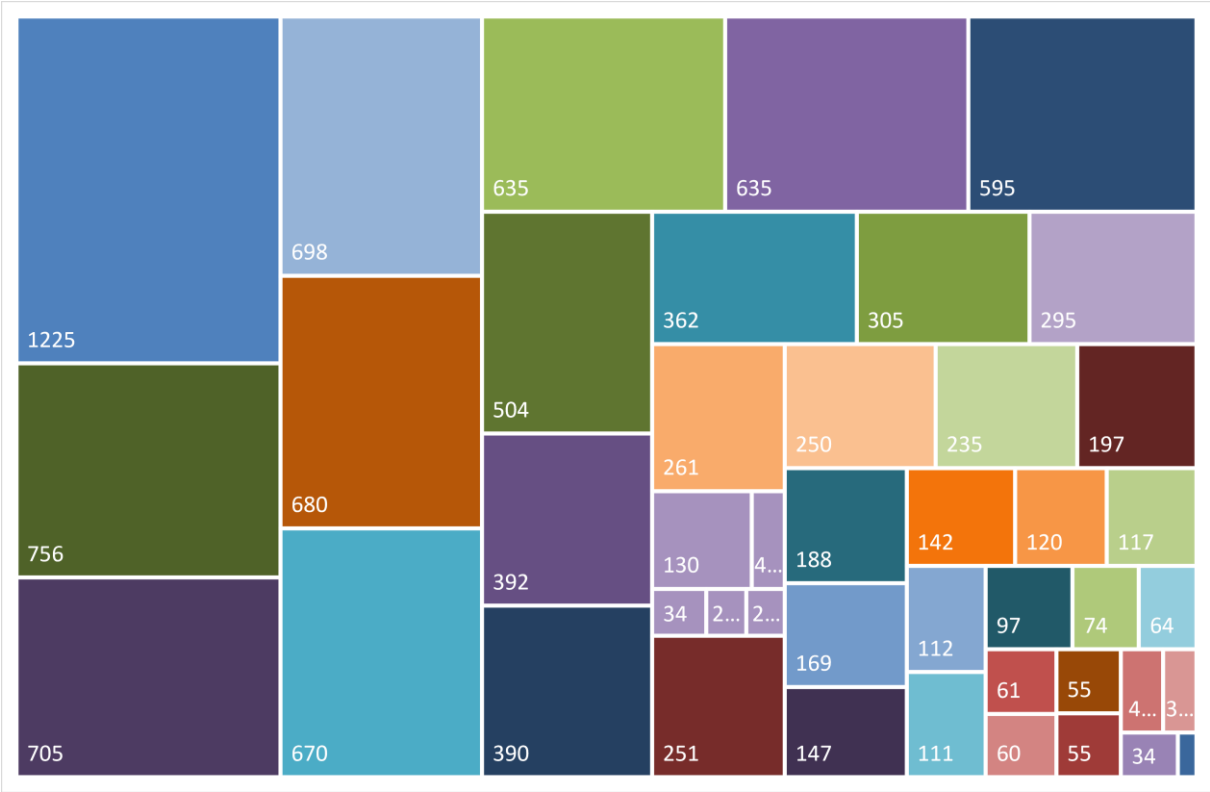


Figure 4: Participant size (Locally Hired and Internationally Recruited Staff), excluding the Public Medical Organisation and International Agency

All participants apply the same salary scale across locations. In order to compensate for differences in cost of living and/or capture location specific factors such as hardship or security risk, around forty percent apply different allowance structures depending on project location.

1.3. BENCHMARKED FUNCTIONS

The 43 functions in Table 2 below, divided into five levels of responsibility, were benchmarked across the 46 participants.

Table 2 List of functions benchmarked by category of responsibility.

Level of Responsibility	Skills and Knowledge	Selected Functions
Basic Skilled Positions	Largely task focused, under close direction and constant supervision	Cleaner
		Watchman
		Cook
		Community Health Worker/Mobilizer
Skilled Positions	Require practical knowledge and skills, usually acquired through some form of specialized technical training	Driver
		Radio Operator
		Data Entry Operator
		Community Health Educator
		Storekeeper
		Head of Drivers
		Cashier
		Purchasing Officer
		Base and Facilities Officer
		Physiotherapist
Supervisors & Specialists	Responsible for the delivery of a limited field of activity, or part of an activity. They have specific, expert knowledge in a highly specialized area.	Nurse
		Finance/HR Assistant
		Midwife
		Logistics Supervisor
		Field Communications Officer
		Supply Chain Officer
		Clinical Officer
		Logistics Specialist
Activity Managers & Clinical Medical Specialists	Responsible for a whole area of activity of the mission or project within a job family.	Nursing Team Supervisor
		Humanitarian Affairs Officer
		Medical Doctor
		Specialized Medical Doctor
		Supply Activity Manager
		Technical Activity Manager
		Finance and Accountancy Manager
		Personnel Administration Manager
		Nutritional Activity Manager
		Logistics Team Leader
Coordinators	Responsible for an entire functional area, organisation or mission	Medical Activity Manager
		Mission Pharmacy Manager
		Project Medical Referent
		Hospital Director
		Intersectional Legal Advisor
		HR Coordinator
		Project Coordinator
		Finance Coordinator
Logistics Coordinator		
Medical Coordinator		
Head of Mission		

2. RESULTS

2.1. TOTAL GUARANTEED CASH (SALARIES)

In this chapter we show the market median salary for the five (5) categories of responsibility, as well as the market median, 25th and 75th percentile for all functions benchmarked¹. It also shows the number of matches found for each particular function. The table uses the MSF function grid salary levels to which matched functions are placed accordingly. All amounts are in US Dollars (USD).

The salaries shown are the monthly Total Guaranteed Cash (TGC). The TGC consists of the following:

- Gross minimum monthly basic salary (starting/minimum level, before tax and other deductions and adjusted to the amount of months paid annually)
- Fixed allowances available to all staff or staff occupying specific positions, for example a 13th month

Table 3 Definition of terms used to qualify the calculation of Total Guaranteed Cash.

We Compare:	Definition
Monthly	The figures in this report are monthly salaries. We have used twelve (12) monthly payments as our starting point. If a participant offers a 13th Month, it is treated as a fixed benefit in this study.
Gross	Salaries listed are before tax and other deductions.
Currency	Three (3) participants pay their salaries in South Sudanese Pounds (SSP) and 43 pay their salaries in US Dollars (USD). Therefore, salaries are listed in USD.
National Salary Scale and Allowances	All participants use the same salary scale for all locations in South Sudan. Twenty-seven (27) out of 46 have the same allowance structure for all locations in the country.
Working Week	All participants offer a 40 hour working week. In this report salaries were adjusted to 40 hours for comparability.
Starting Salaries	Salaries stated are the monthly base minimum. Personal, fixed, lump sum allowances or performance bonuses are not included. Benefits given as a percentage of the salary or a lump sum every month are included.
Full Time Positions	All salary levels are for full time positions.

Table 4: Allowances found in the South Sudanese reference market that have been calculated as part of Total Guaranteed Cash²

Type	Explanation	Labour Law	Number of Participants	Range per Month	Insights
13th Month	<i>An extra month salary paid out once a year. It is an extra payment of basic, monthly salary, often coinciding with religious holidays.</i>	Not specified	8	-	Based on basic salary (4) or basic salary plus loyalty (4)
Transport Allowance	<i>Any type of monthly allowance related to transportation costs. This is a fixed allowance that either replaces or is in addition to provided transportation.</i>	Not specified	16	Median Capital/field 68/40 USD	5 participants offer uniform rates throughout country, 8 differentiate per location, 3 offer allowance in Juba only
Housing Allowance	<i>Any type of monthly allowance connected to housing or living conditions. Not connected to relocation policy or per-diem payments.</i>	Not specified	7	5-25% of basic salaries. Up to 500 USD	3 participants offer uniform rates throughout country, 3 differ between functions, 1 offers allowance in Juba only
Cost of Living	<i>Allowance to make up for inflation or otherwise cover living costs.</i>	Not specified	6	Range Juba/field 2-172/2-80 USD	4 participants offer uniform rates throughout country, 1 differentiates per location, 1 offers allowance in Juba only

¹ Appendix C contains an explanation of how the median is calculated

² The study considers fixed allowances at the country level. This implies that allowances are included in the TGC calculations if they are uniform across locations. If the allowance is differentiated per location, the lowest allowance rate has been included in the TGC calculations.

Type	Explanation	Labour Law	Number of Participants	Range per Month	Insights
Medical Allowance	<i>Allowance towards health care for the employee and dependents</i>	Not specified	5	12% of basic salaries 30-158 USD	4 participants offer uniform rates throughout country, 1 offers allowance in field only
Other Allowances	<i>Allowances such as, hardship allowance, water/food allowance, cash handling allowance, responsibility allowance etc.</i>	Not specified	7	Up to 2 000 USD	Risk/Hardship Allowance: 2 Supervision Allowance: 2 Education Allowance: 1 Car Allowance: 1 Annual Bonus: 1

Table 5 Median values per function and category of responsibility. All values are shown in USD.

Category of Responsibility	Functions	25th Percentile	Median	75th Percentile	Number of Matches	Median per Category
Basic Skilled Positions	Cleaner	287	385	423	43	394
	Watchman	289	388	423	34	
	Cook	290	405	468	36	
	Community Health Worker	385	462	537	24	
Skilled Positions	Driver	428	523	600	44	662
	Radio Operator	528	579	607	15	
	Data Entry Operator	471	568	620	28	
	Community Health Educator	534	587	672	23	
	Storekeeper	546	673	755	35	
	Head of Drivers	527	685	749	22	
	Cashier	579	716	892	35	
	Purchasing Officer	729	807	938	25	
	Base and Facilities Officer	769	833	1 004	22	
	Physiotherapist	794	840	1 014	12	
	Nurse	772	838	933	30	
	Supervisors & Specialists	Finance/HR Assistant	955	1 045	1 298	
Midwife		855	958	1 071	28	
Logistics Supervisor		955	1 081	1 350	36	
Field Communications Officer		1 153	1 293	1 475	16	
Supply Chain Officer		1 000	1 201	1 390	31	
Clinical Officer		1 104	1 207	1 363	28	
Logistics Specialist		1 170	1 349	1 621	34	
Nursing Team Supervisor		1 235	1 395	1 874	22	
Humanitarian Affairs Officer	1 245	1 354	1 945	12		
Activity Managers & Clinical Medical Specialists	Medical Doctor	1 667	2 038	2 178	21	2 125
	Specialized Medical Doctor	1 667	2 161	2 943	16	
	Supply Activity Manager	1 705	2 059	2 301	26	
	Technical Activity Manager	1 516	1 823	2 121	24	
	Finance and Accountancy Manager	1 668	2 115	2 500	37	
	Personnel Administration Manager	1 815	2 136	2 616	30	
	Nutritional Activity Manager	1 879	2 166	2 714	24	
	Logistics Team Leader	1 984	2 187	2 658	24	
	Medical Activity Manager	2 124	2 370	2 539	24	
	Mission Pharmacy Manager	2 147	2 367	2 999	9	
Coordinators	Project Medical Referent	2 269	2 600	3 343	17	2 977
	Hospital Director	2 269	2 610	2 796	13	
	Intersectional Legal Advisor	2 269	2 568	3 131	8	
	HR Coordinator	2 495	2 875	4 518	29	
	Project Coordinator	2 490	2 747	3 877	33	
	Finance Coordinator	2 495	3 043	4 675	30	

Category of Responsibility	Functions	25th Percentile	Median	75th Percentile	Number of Matches	Median per Category
	Logistics Coordinator	2 385	2 875	3 810	27	
	Medical Coordinator	2 718	3 147	5 614	20	
	Head of Mission	3 391	4 525	6 422	24	

2.2. RESULTS PER FUNCTION

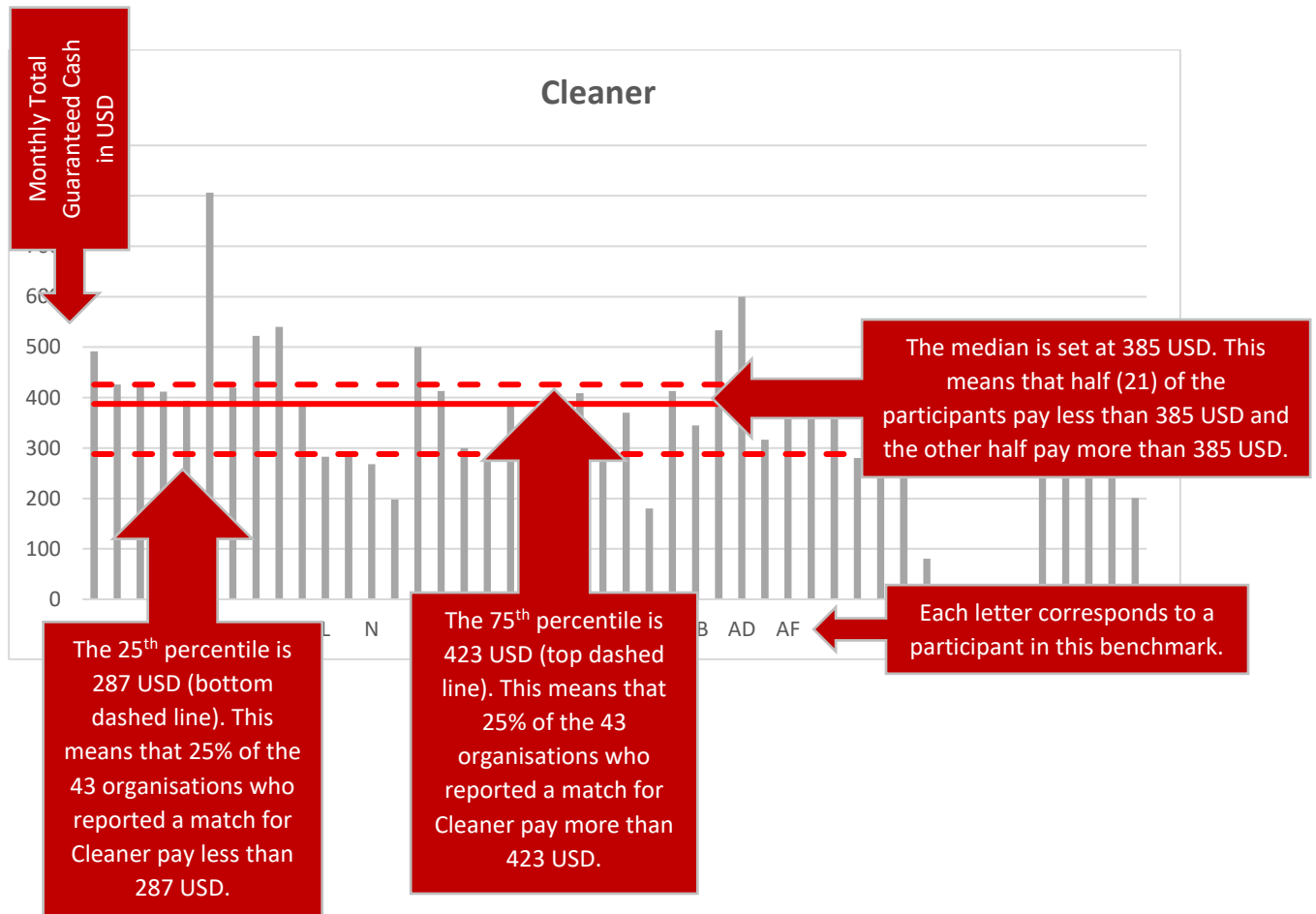
The graphs on the following pages show how each participating organisation is positioned within the South Sudanese market, as defined by the market median and upper and lower quartiles.

Different from Table 5, only representative functions have been selected. These functions were chosen on the basis of the total number of comparable positions and salaries found across participants, and the general interest of the function for the reference market.

The full red line indicates the median values in the reference market, while the dotted red lines indicate the upper and lower quartiles of the reference market. The values in the charts show minimum monthly Total Guaranteed Cash, in USD.

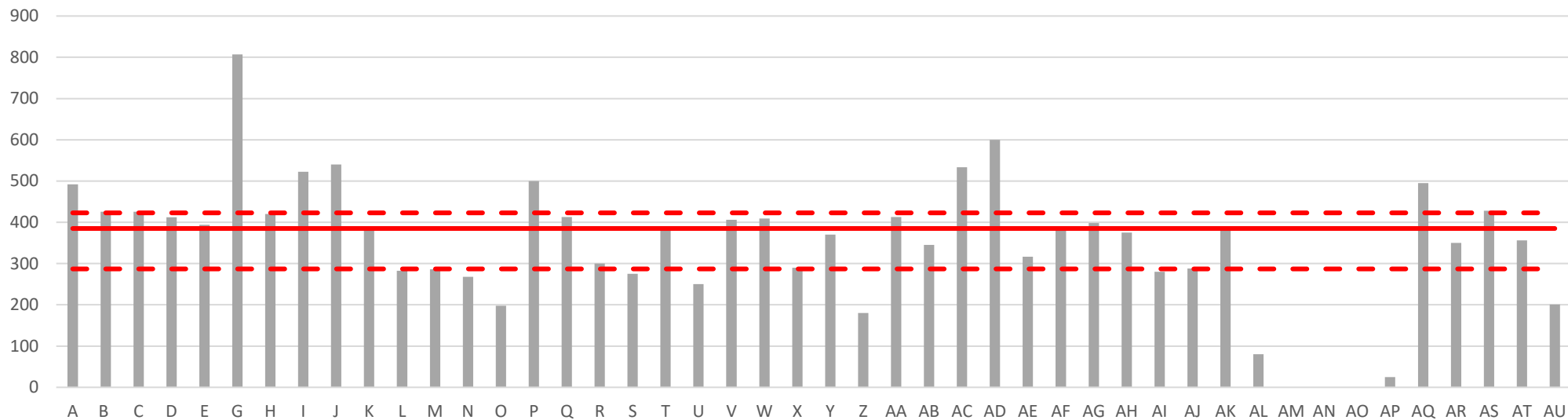
For example:

The function Cleaner has 43 matches. This means 43 organisations out of 46 have disclosed a basic starting salary for their Cleaner function.

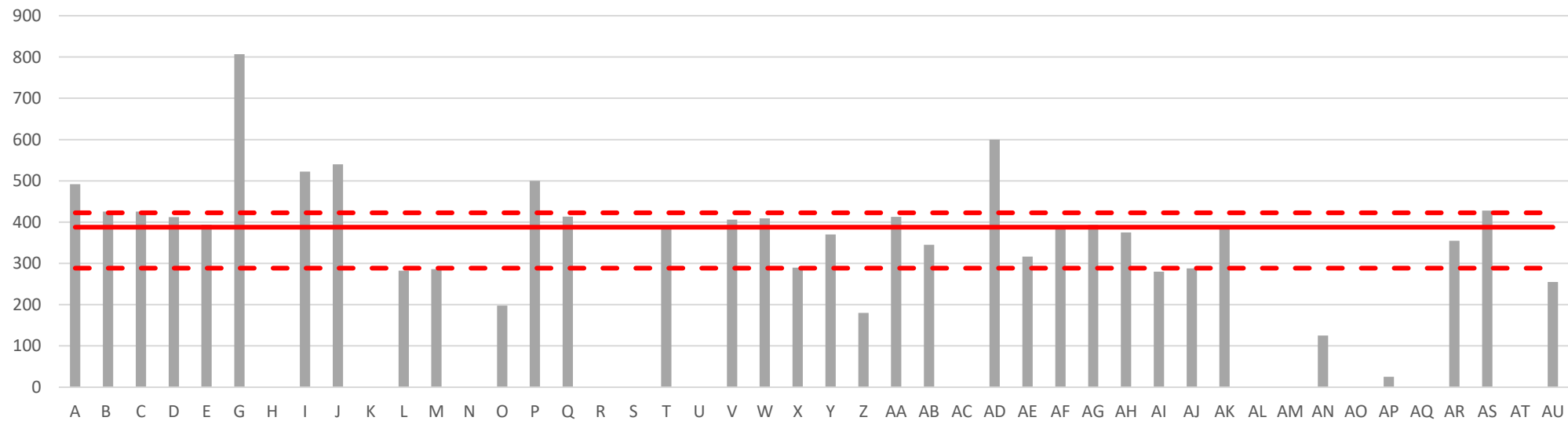


Non-Medical Functions

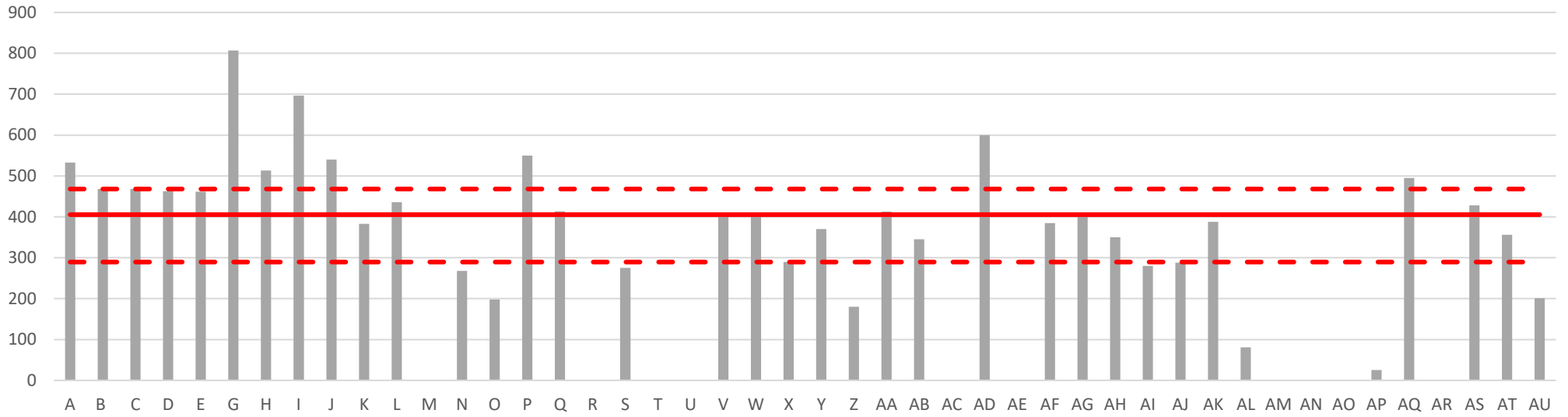
Cleaner



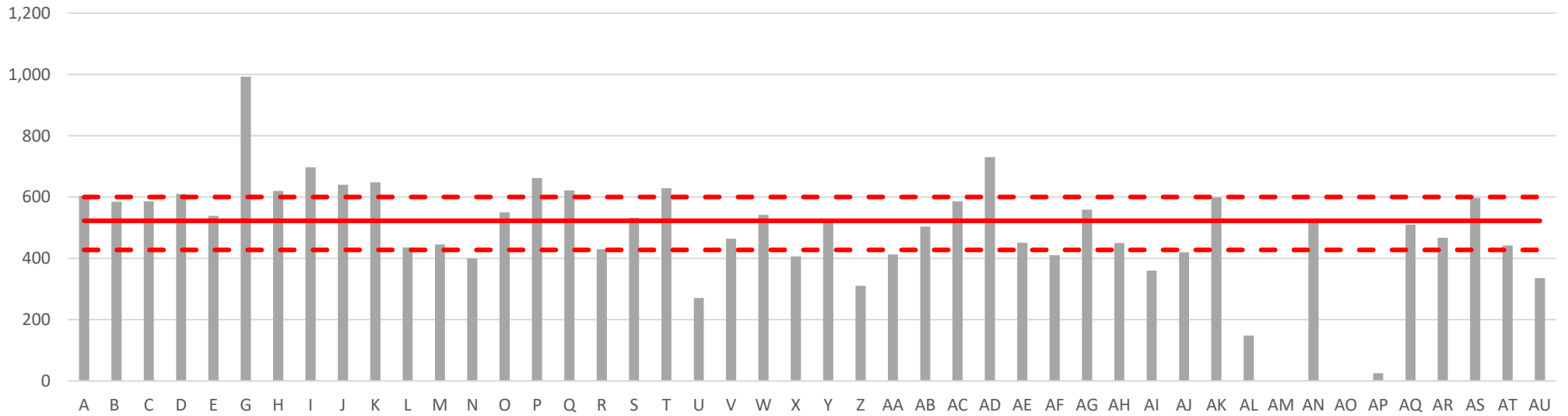
Watchman



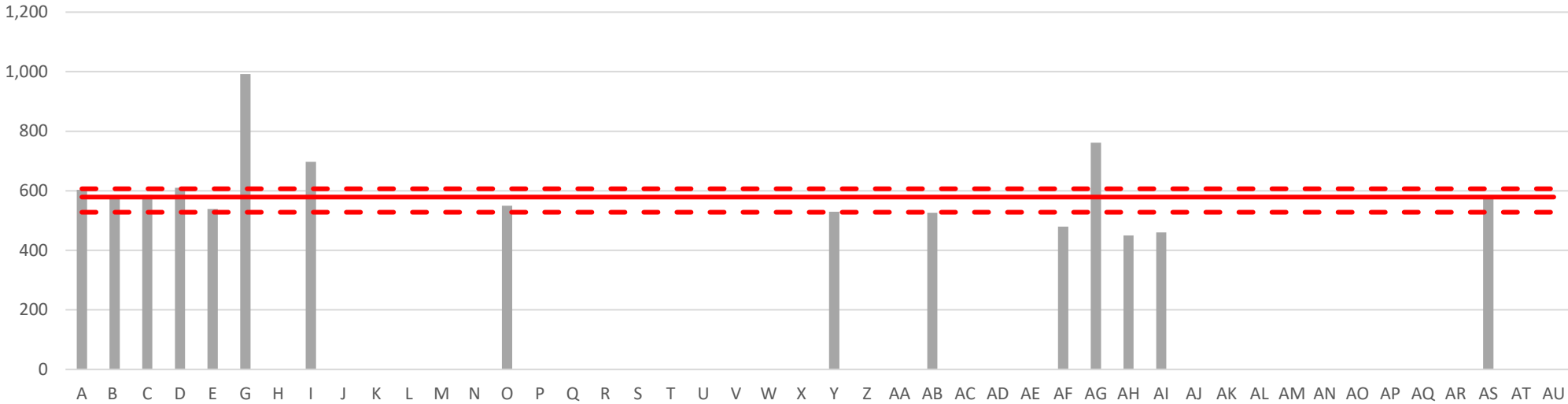
Cook



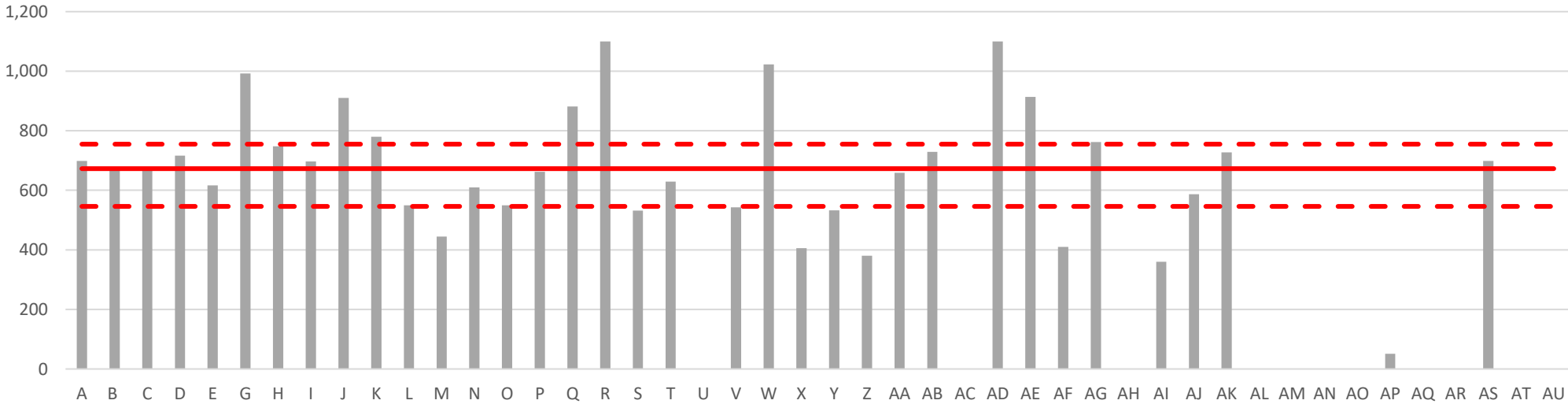
Driver



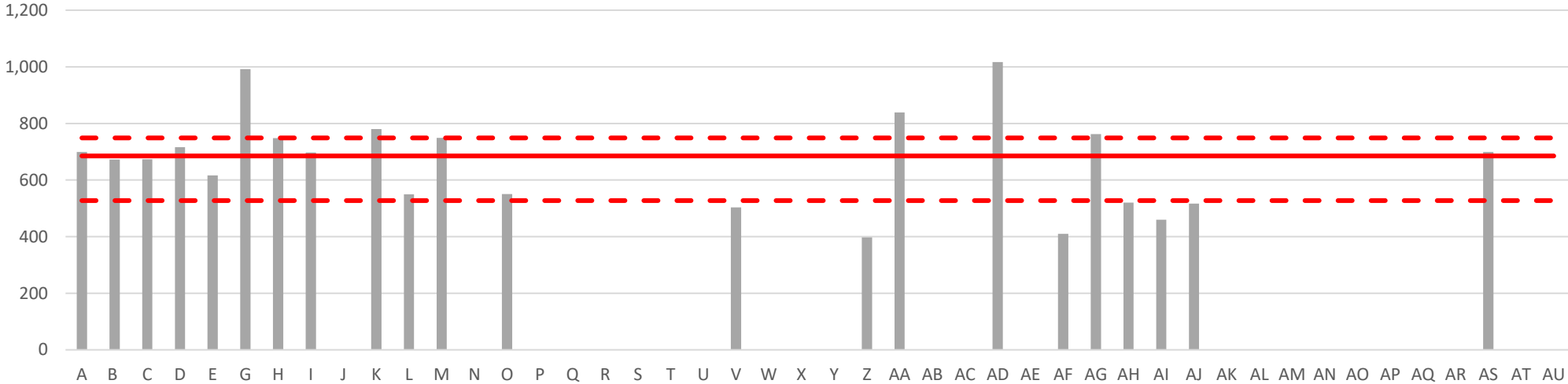
Radio Operator



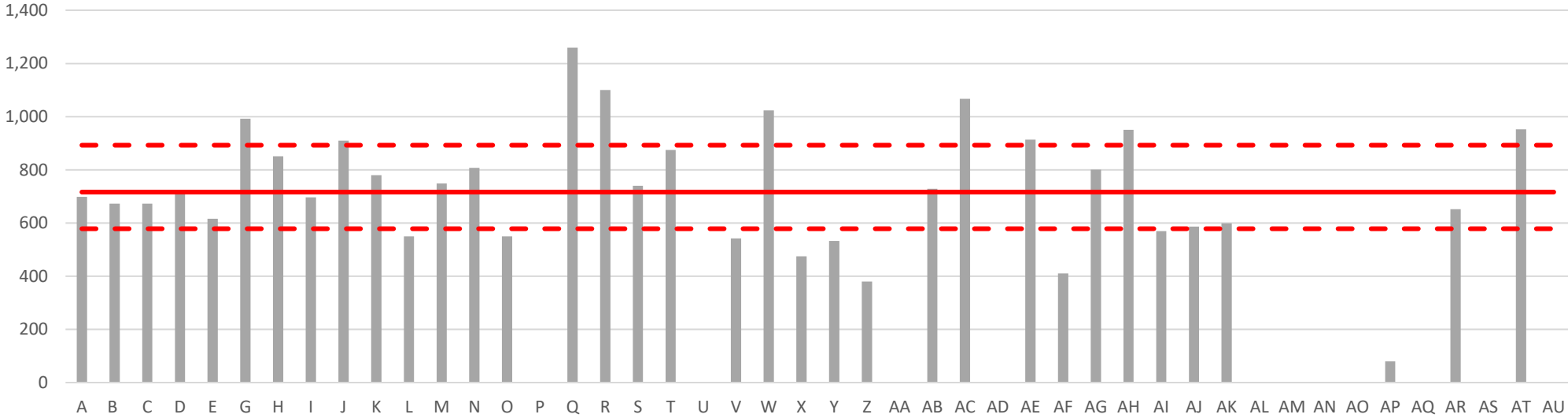
Storekeeper



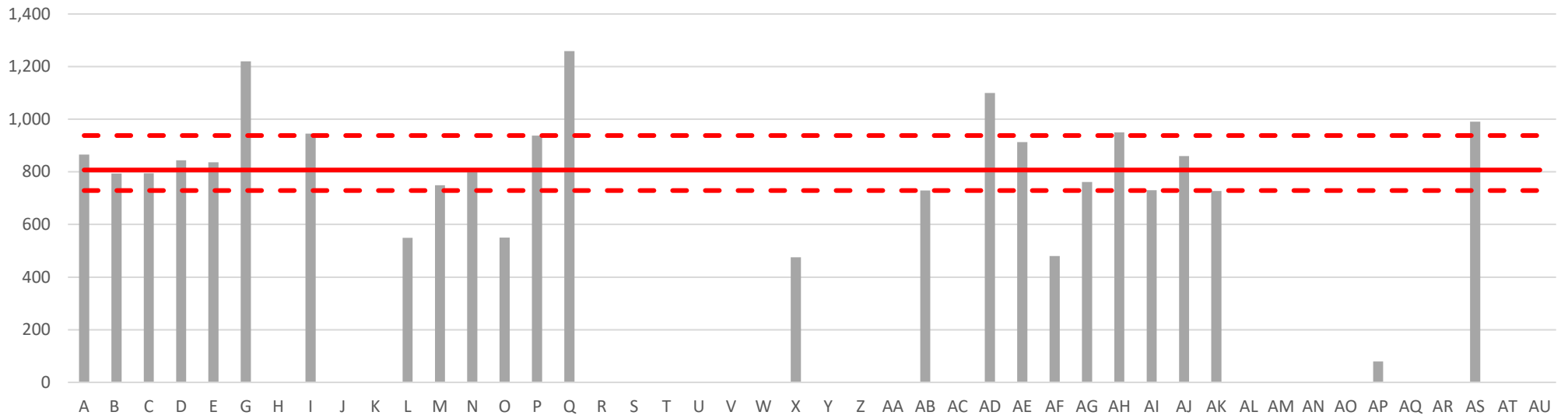
Head of Drivers



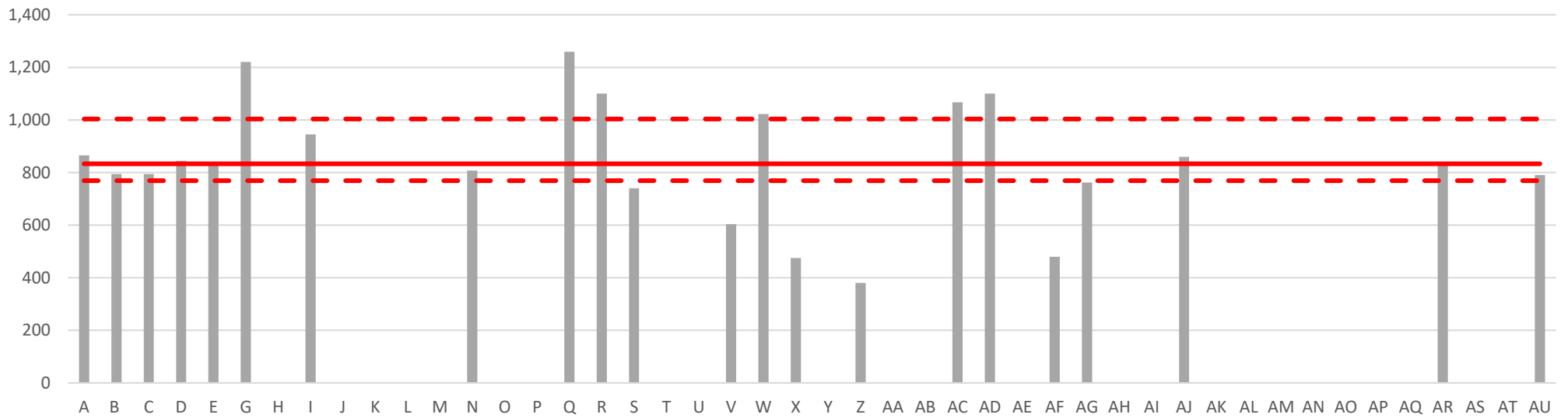
Cashier



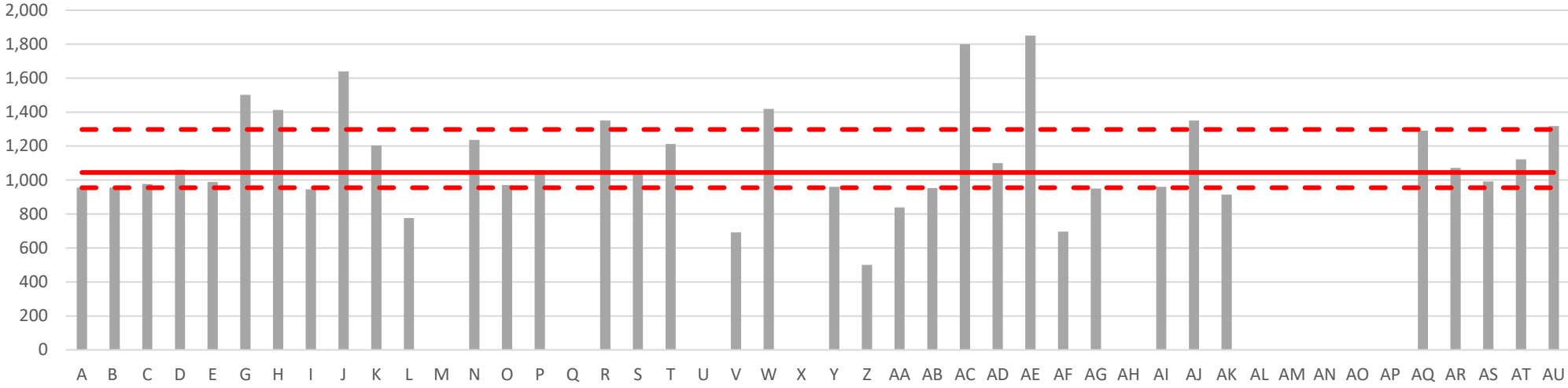
Purchasing Officer



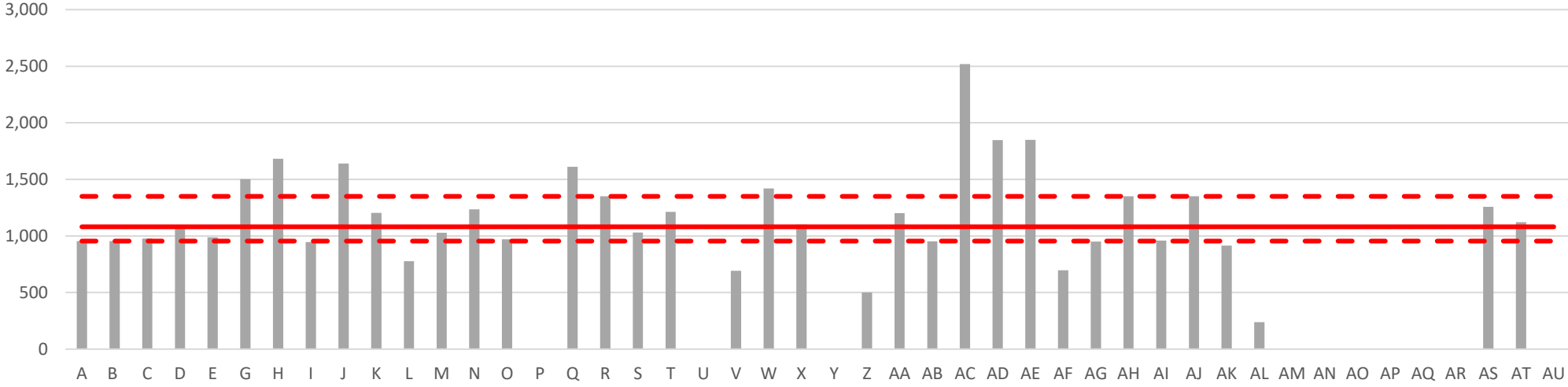
Base and Facilities Officer



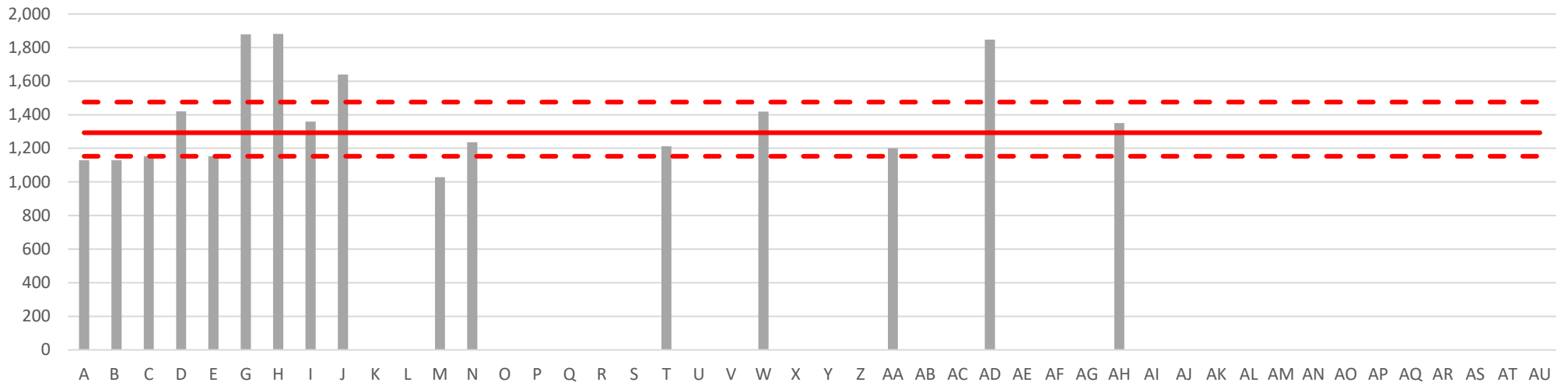
Finance/HR Assistant



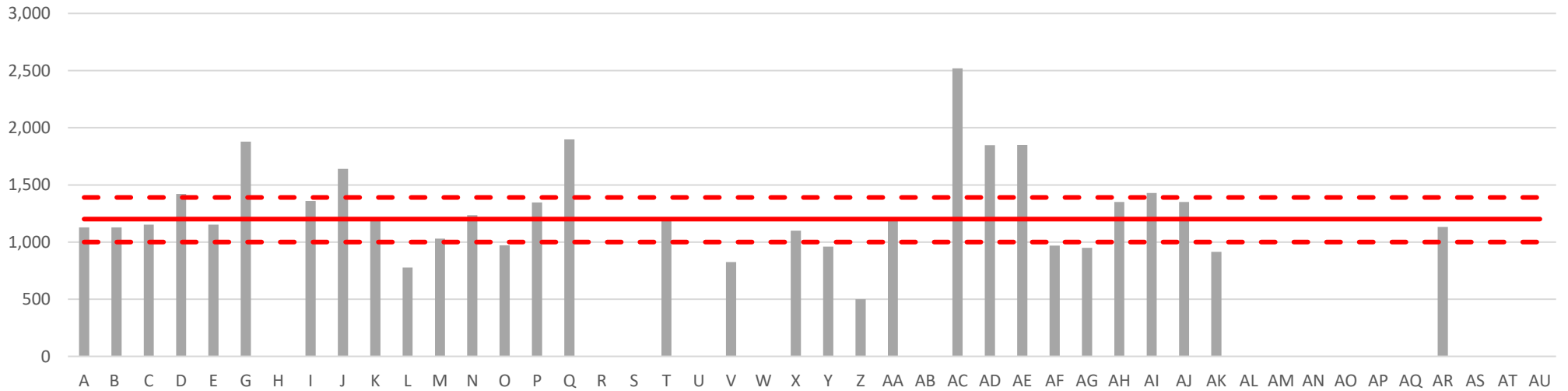
Logistics Supervisor



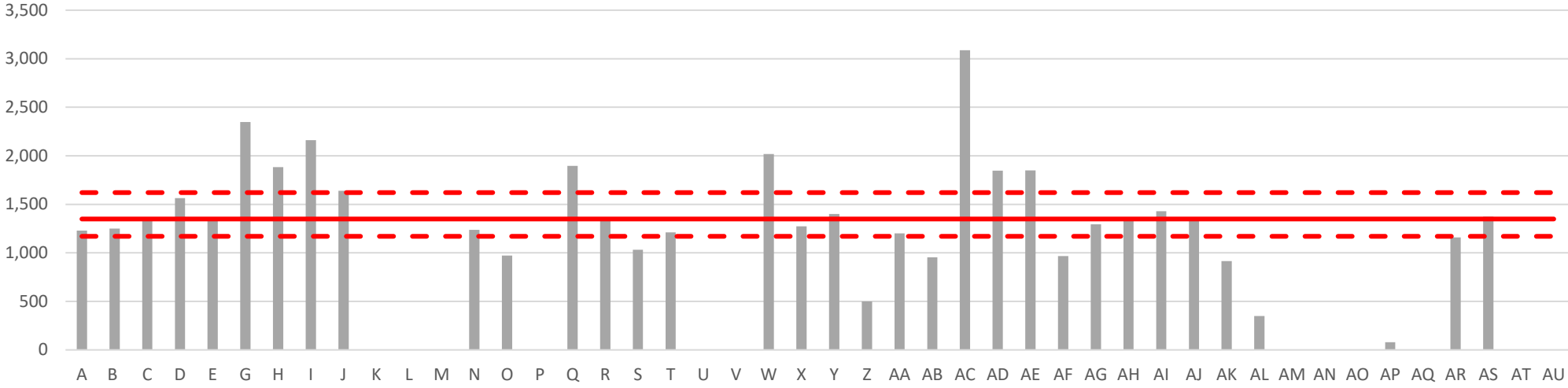
Field Communications Officer



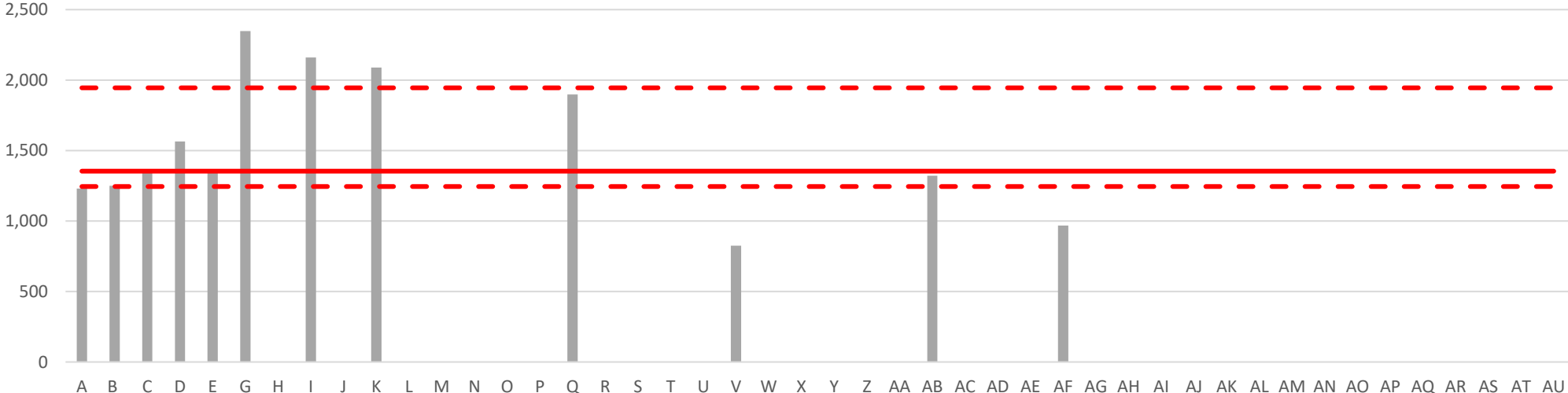
Supply Chain Officer



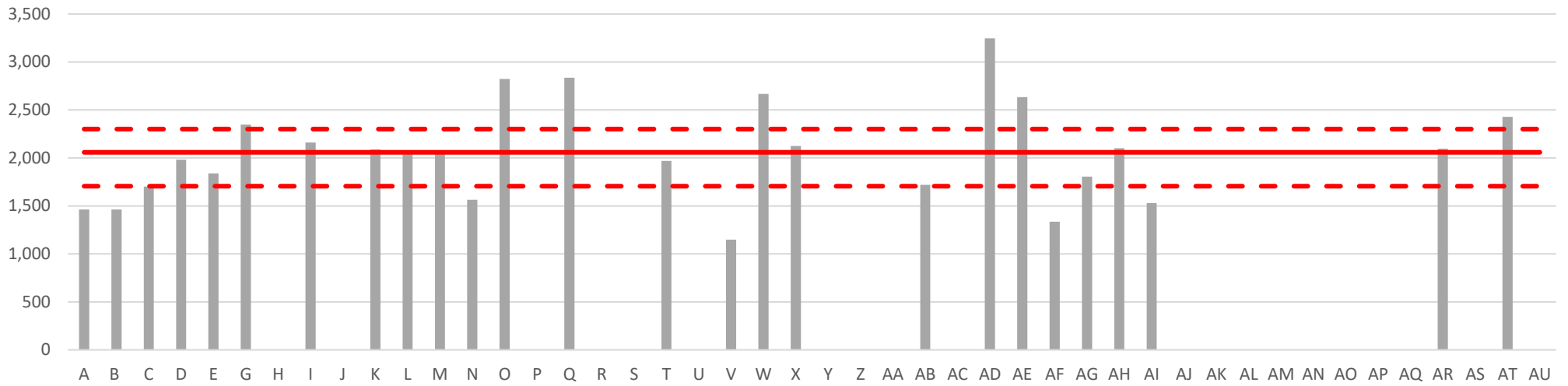
Logistics Specialist



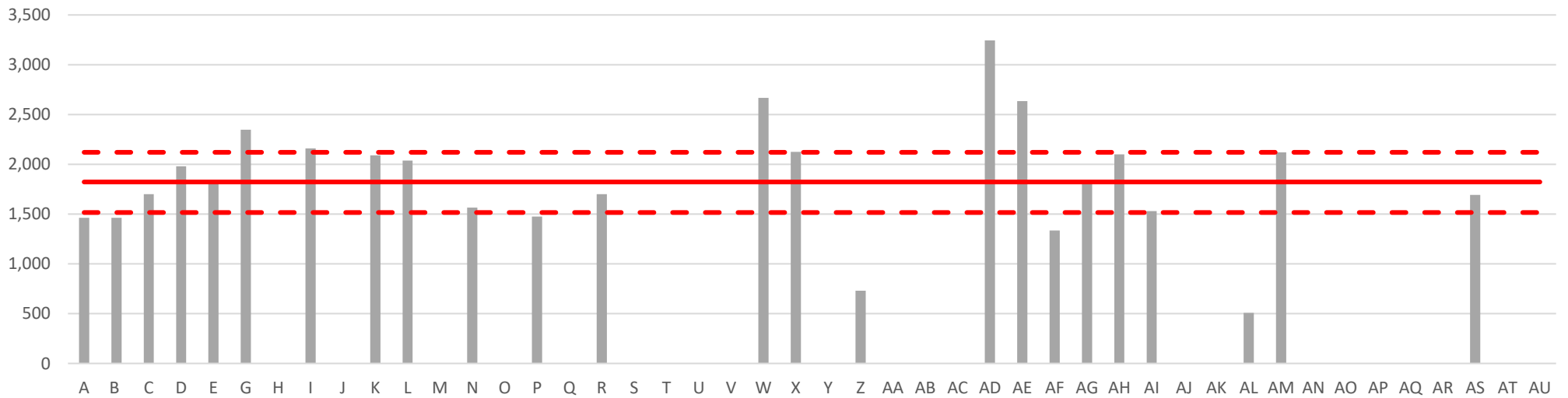
Humanitarian Affairs Officer



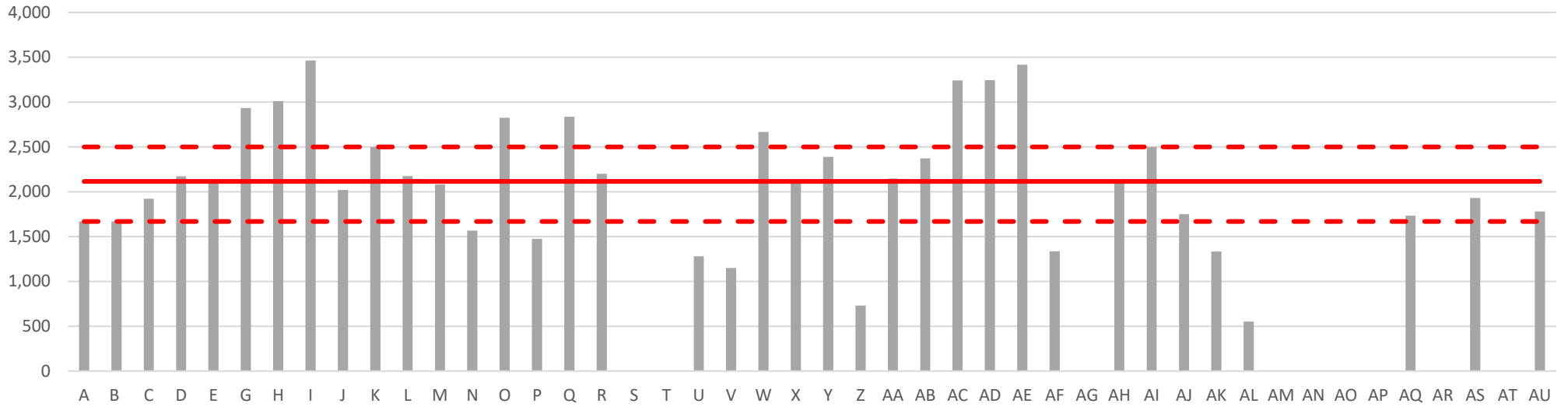
Supply Activity Manager



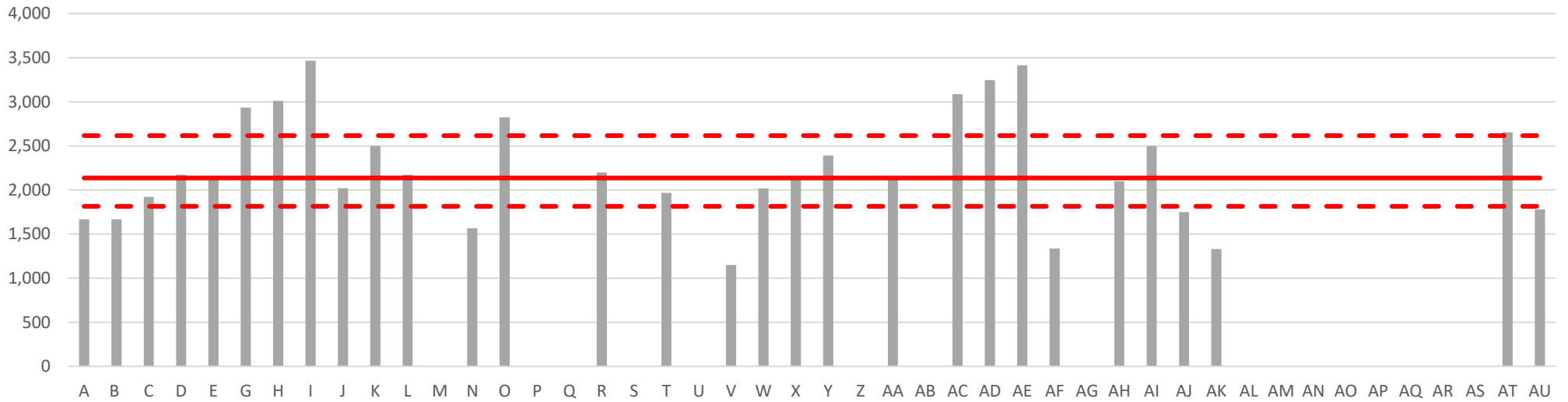
Technical Activity Manager



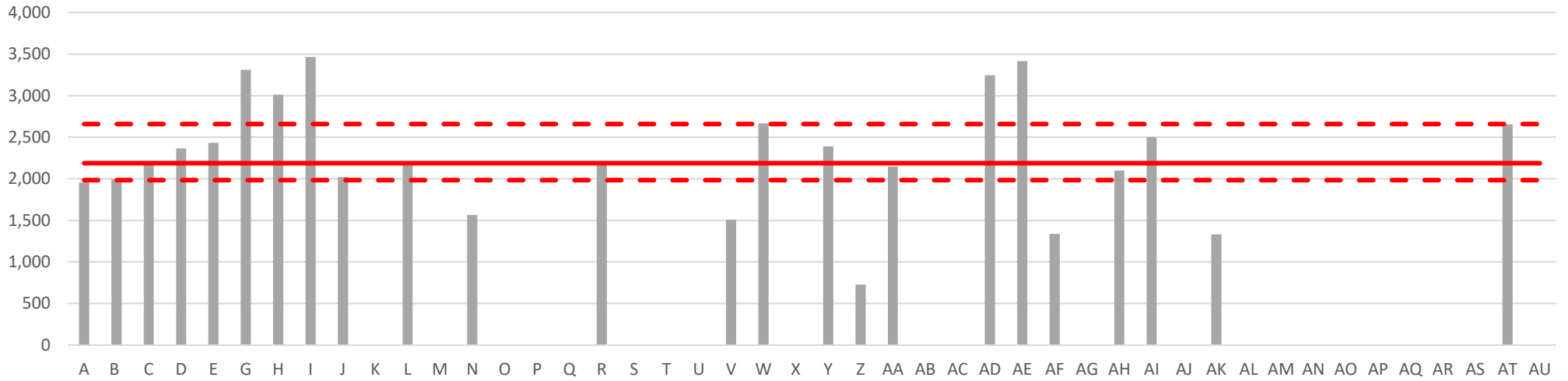
Finance and Accountancy Manager



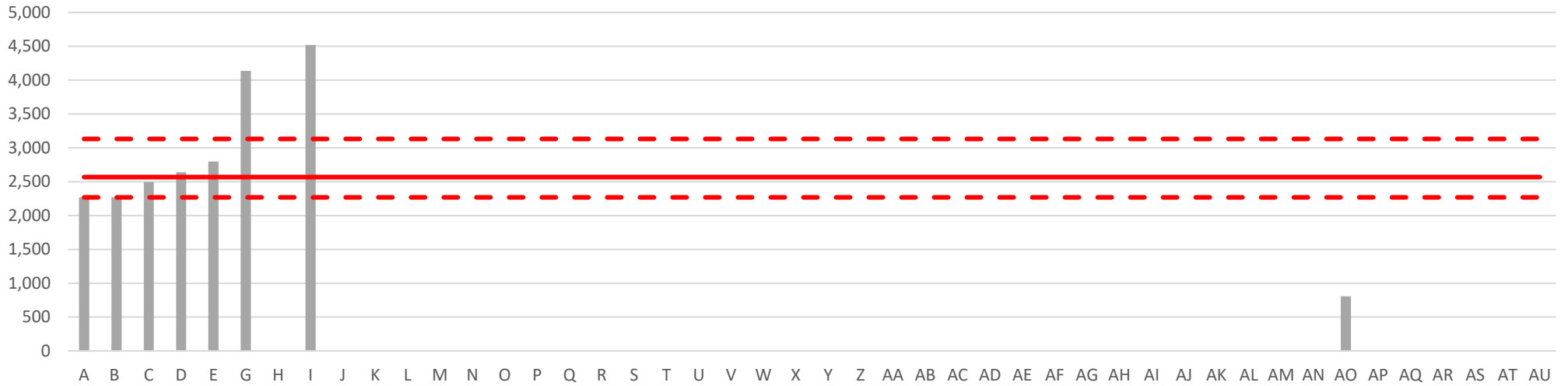
Personnel Administration Manager



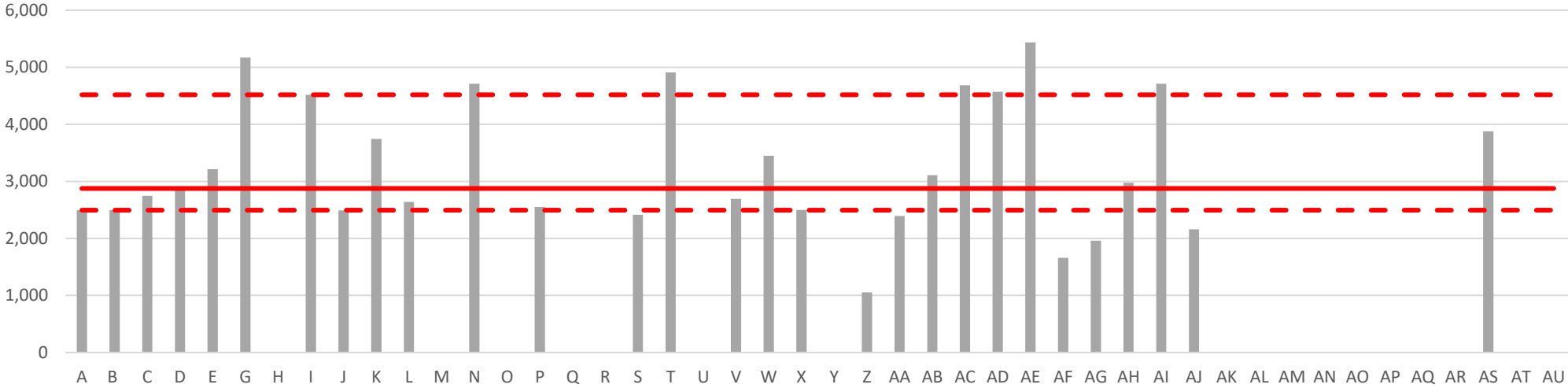
Logistics Team Leader



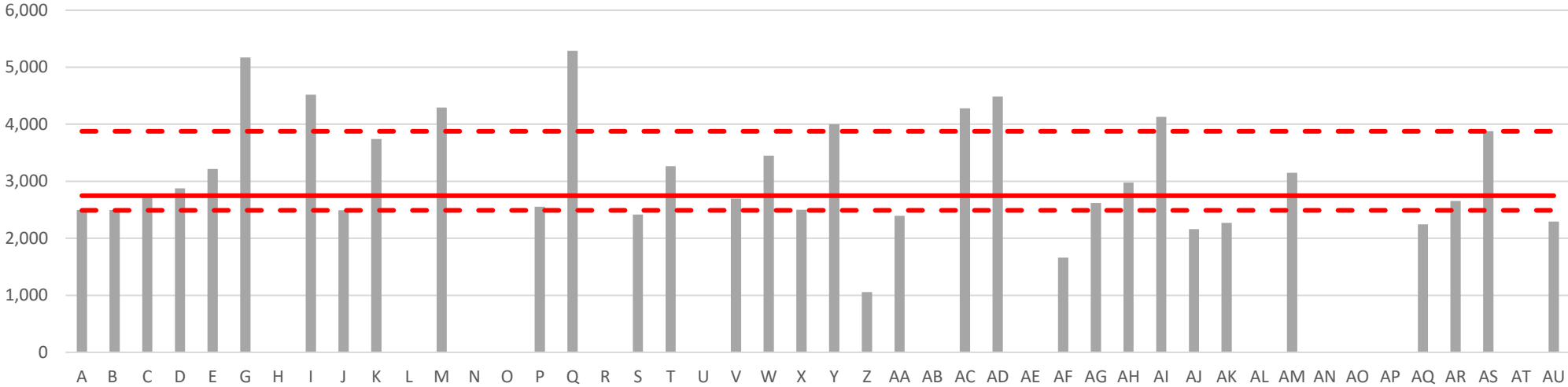
Intersectional Legal Advisor



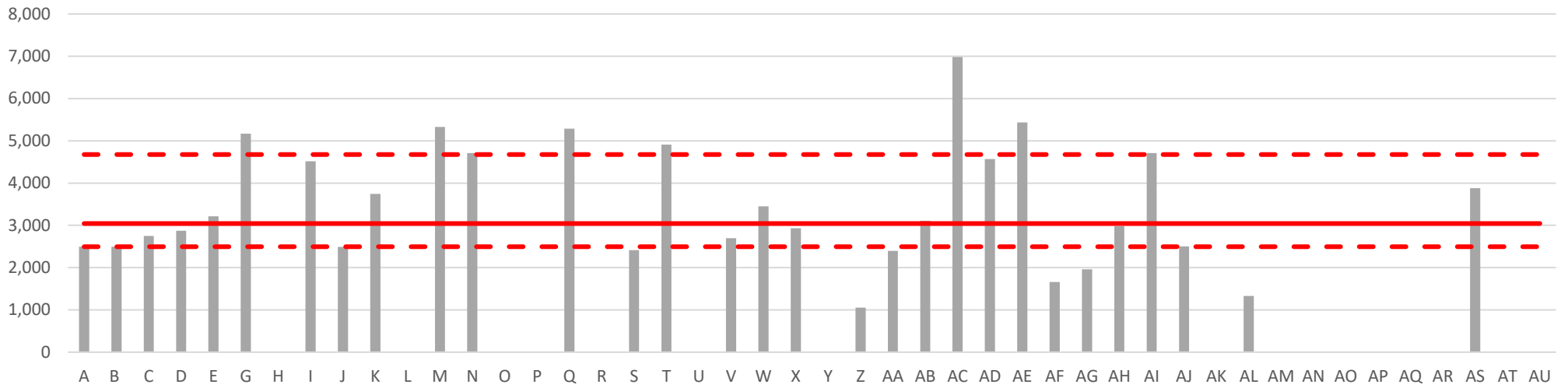
HR Coordinator



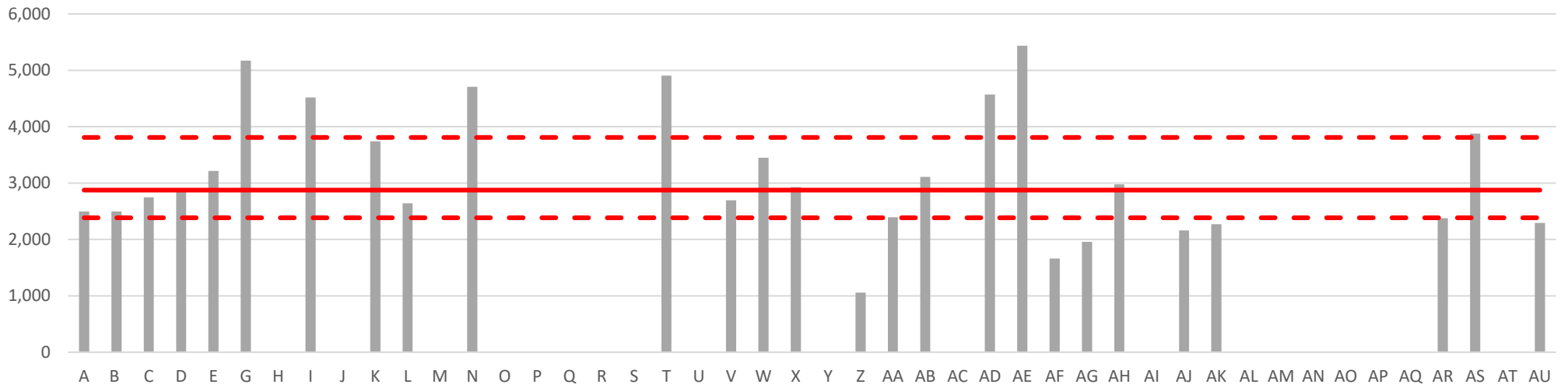
Project Coordinator



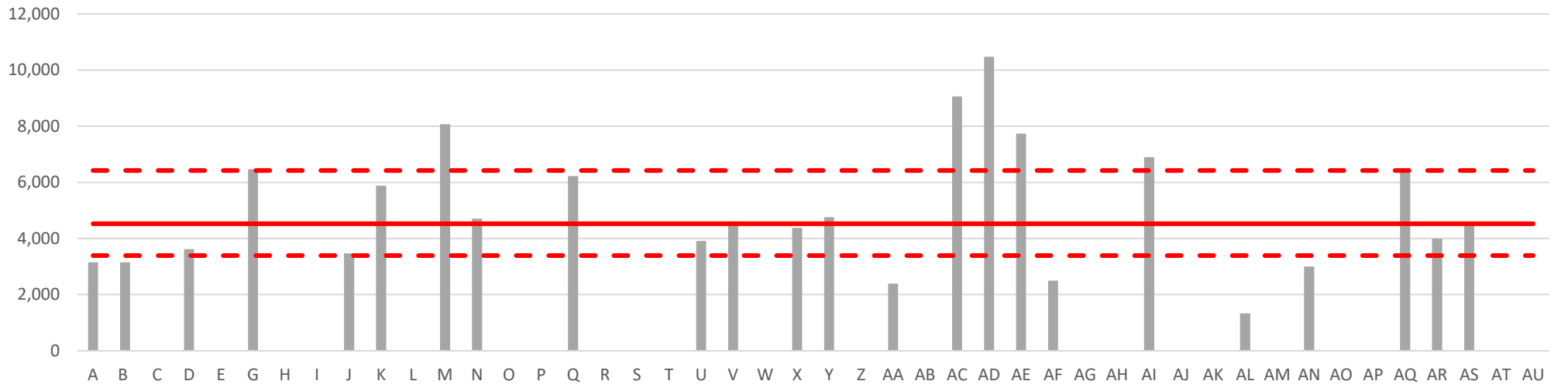
Finance Coordinator



Logistics Coordinator

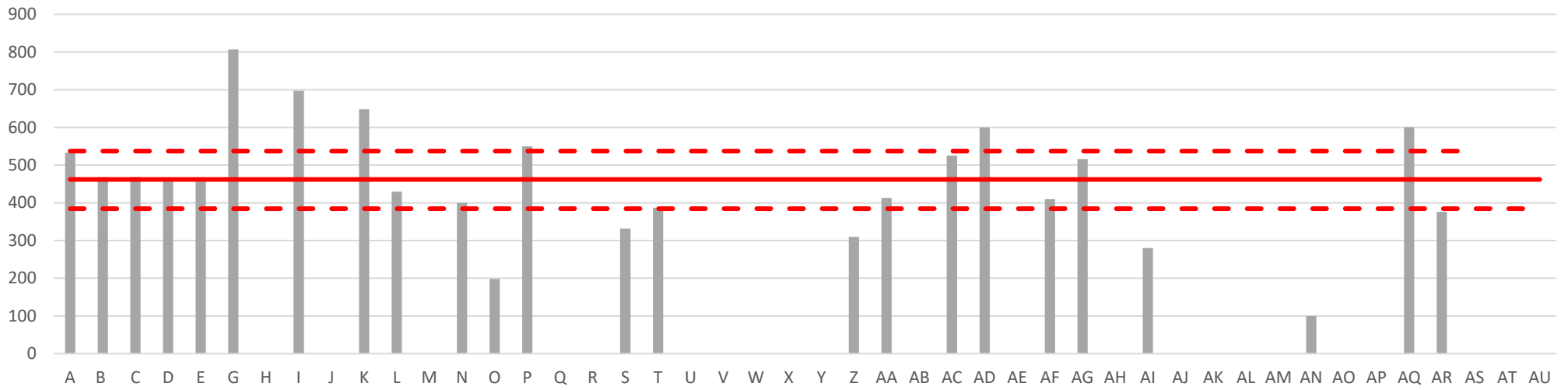


Head of Mission

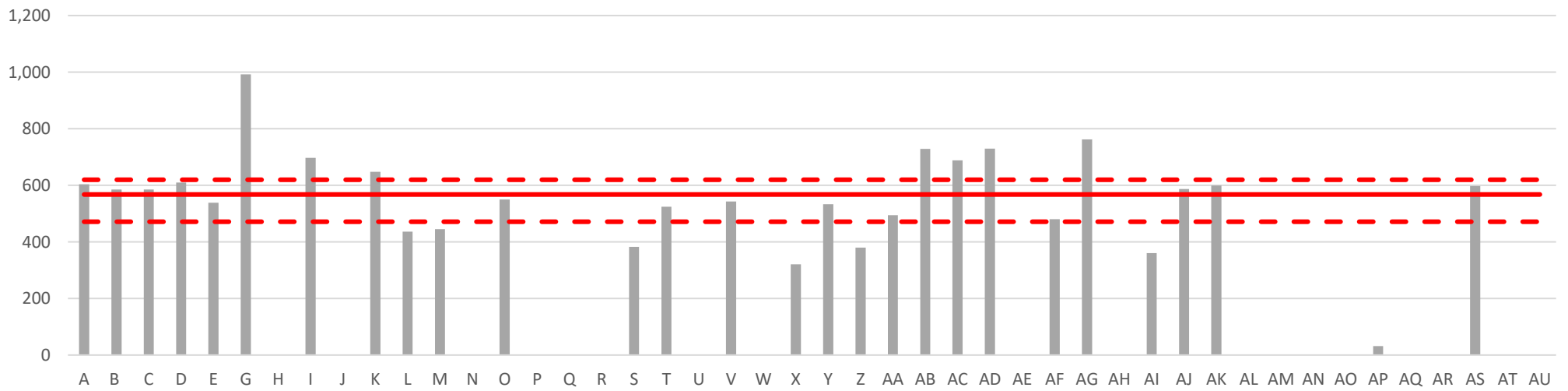


Medical Functions

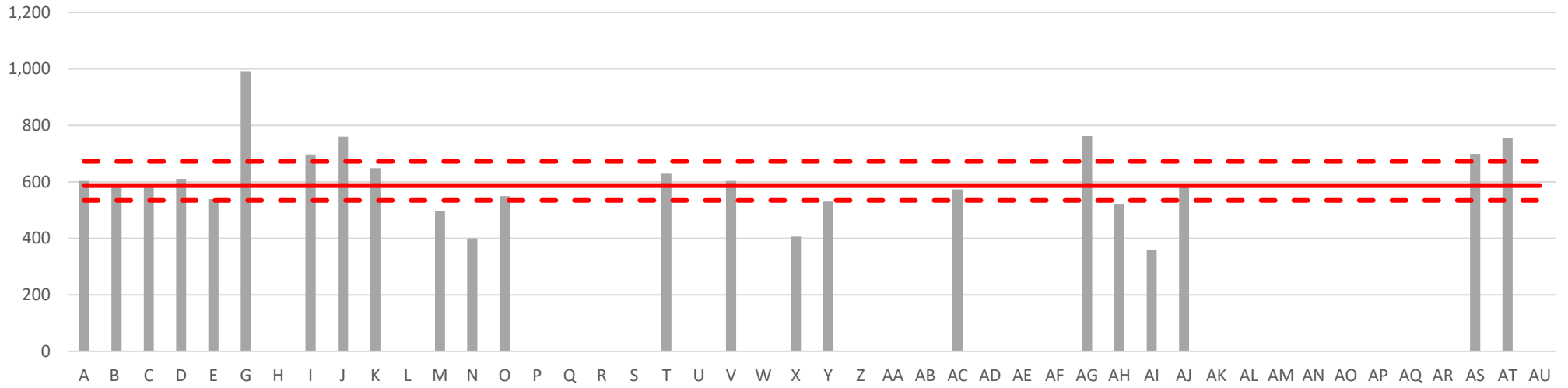
Community Health Worker/Mobilizer



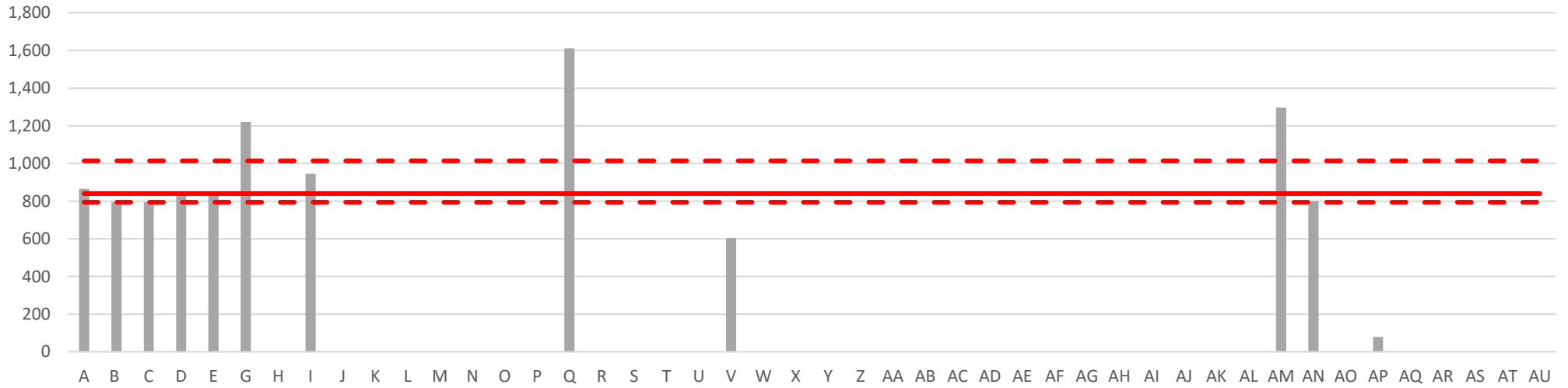
Data Entry Operator



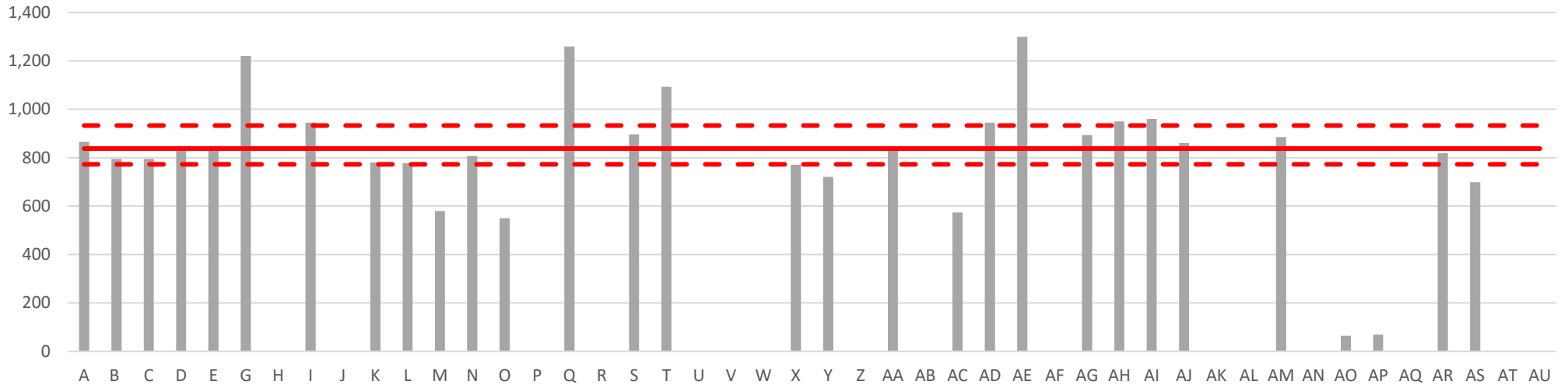
Community Health Educator



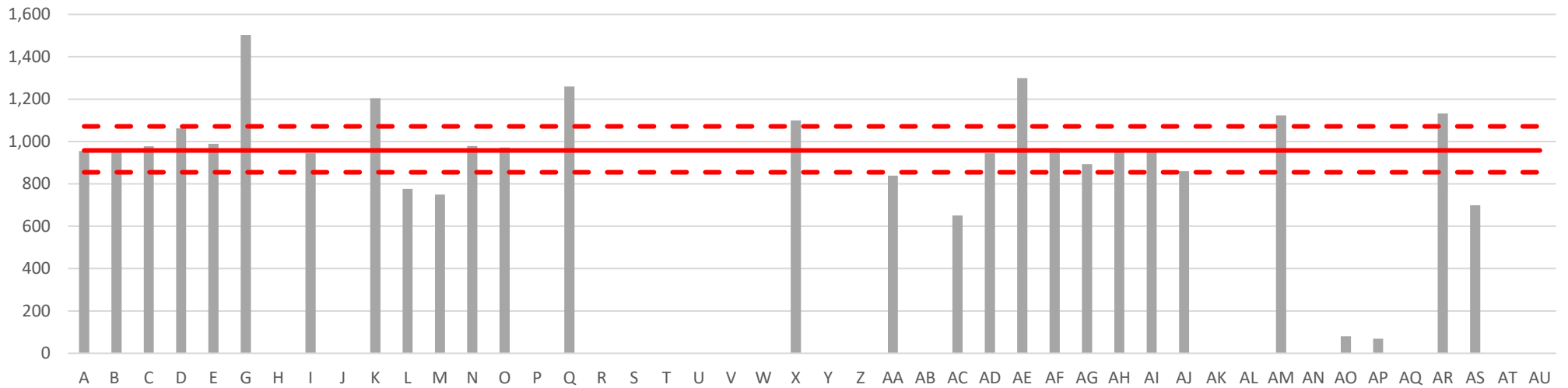
Physiotherapist



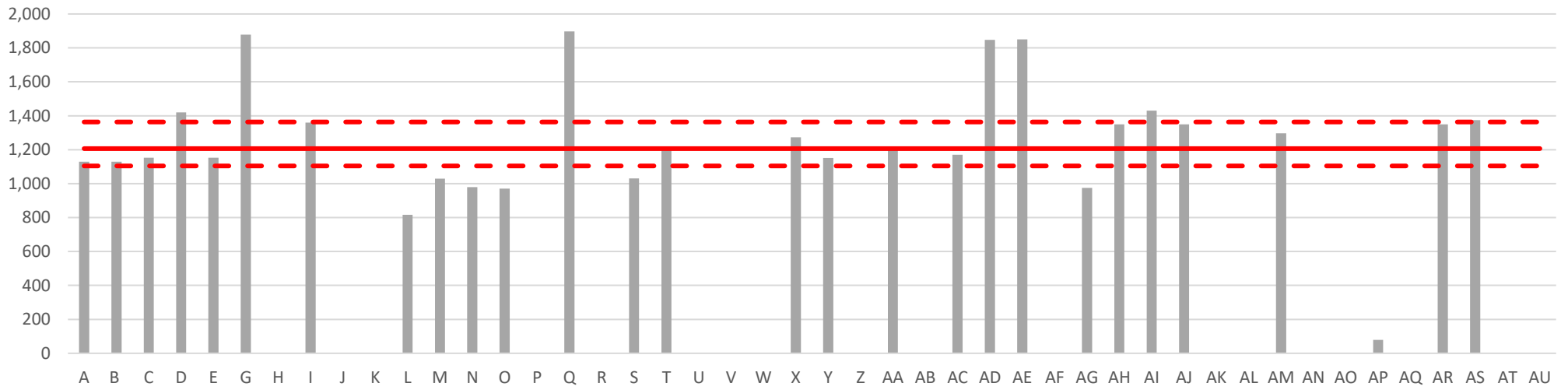
Nurse



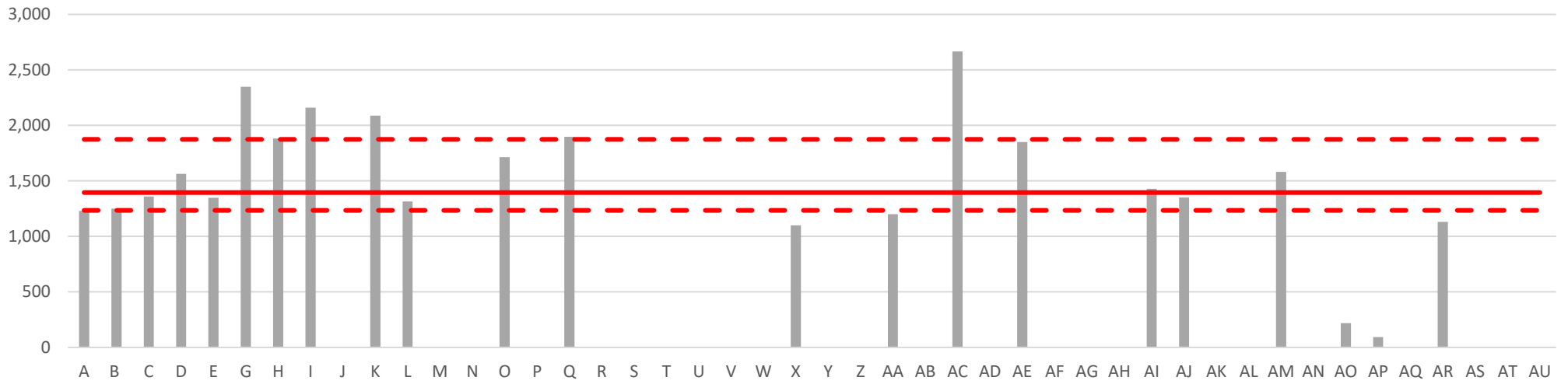
Midwife



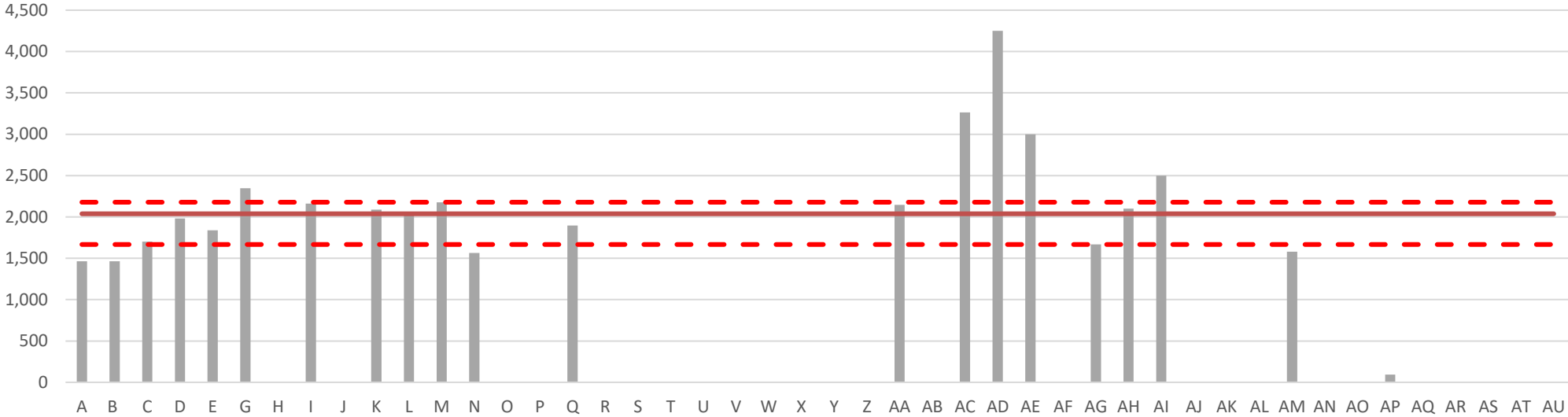
Clinical Officer



Nursing Team Supervisor



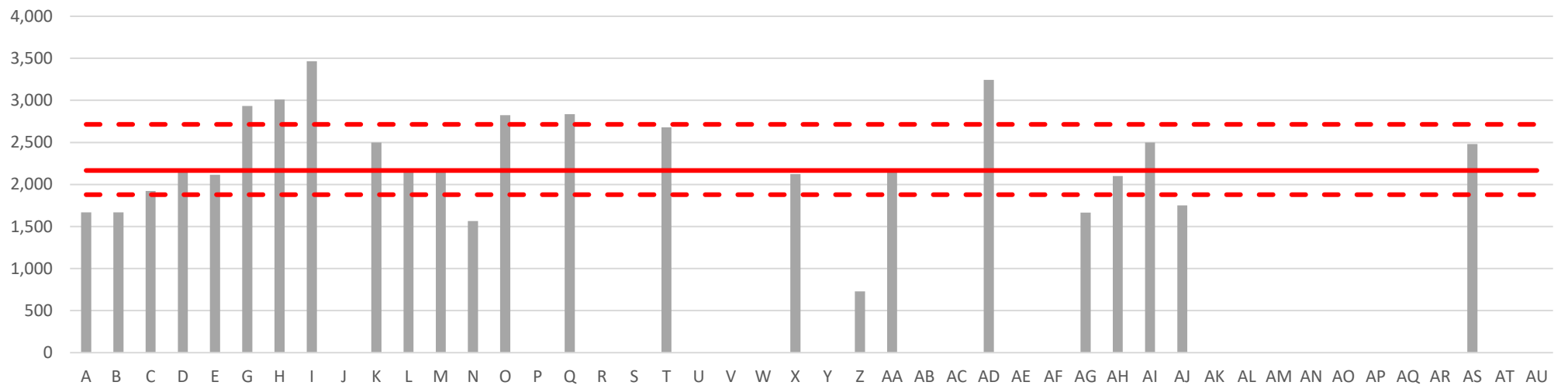
Medical Doctor



Specialized Medical Doctor



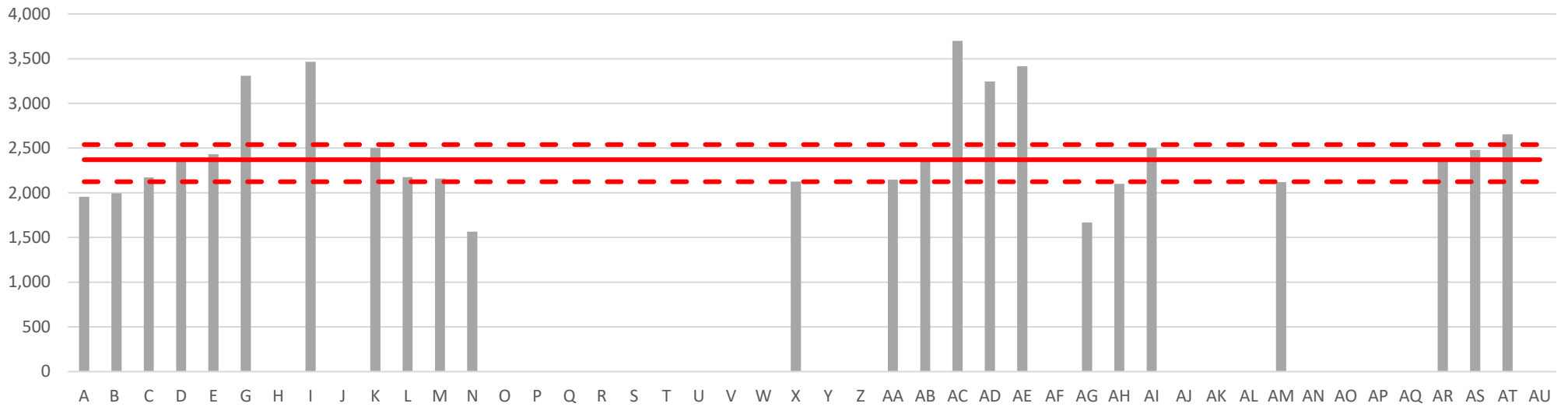
Nutritional Activity Manager



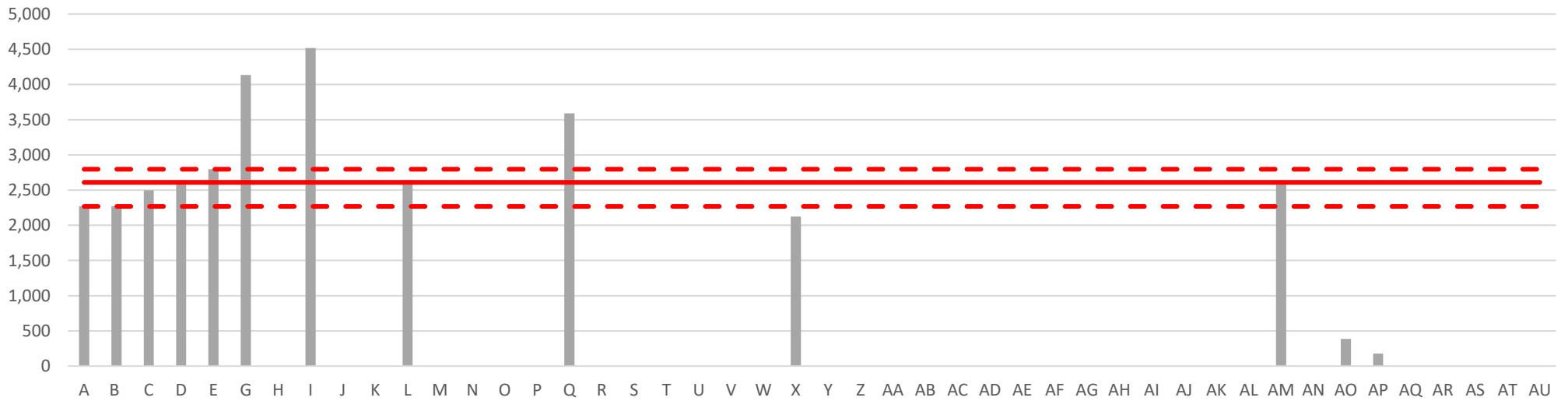
Mission Pharmacy Manager



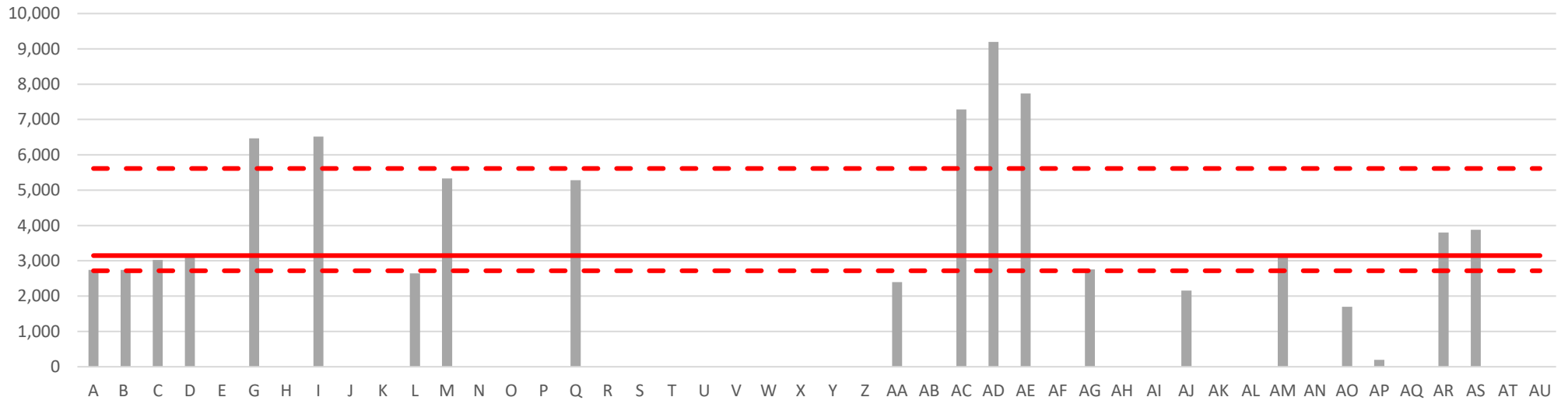
Medical Activity Manager



Hospital Director



Medical Coordinator



3. SECONDARY BENEFITS

This section covers a range of allowances and secondary benefits: e.g. Transport Allowance, Annual Leave and Medical Coverage. It also includes information on social security and taxes, information on salary structures and management, and various types of leave offered in the reference market.³

For each secondary benefit it was researched what the South Sudanese Labour Law requires and that information has been included below.

Table 6 Overview of allowances commonly found in the South Sudanese reference market

Type	Explanation	Labour Law	Number of Participants	Range per Month	Insights
13th Month	<i>An extra month salary paid out once a year. It is an extra payment of basic, monthly salary, often coinciding with religious holidays.</i>	Not specified	8	-	Based on basic salary (4) or basic salary plus loyalty (4)
Transport Allowance	<i>Any type of monthly allowance related to transportation costs. This is a fixed allowance that either replaces or is in addition to provided transportation.</i>	Not specified	16	Median Capital/field 68/50 USD	5 participants offer uniform rates throughout country, 8 differentiate per location, 3 offer allowance in Juba only
Housing Allowance	<i>Any type of monthly allowance connected to housing or living conditions. Not connected to relocation policy or per-diem payments.</i>	Not specified	7	5-25% of basic salaries Up to 500 USD	3 participants offer uniform rates throughout country, 3 differ between functions, 1 offers allowance in Juba only
Cost of Living Allowance	<i>Allowance to make up for inflation or otherwise cover living costs.</i>	Not specified	6	Range Juba/field 2-172/2-80 USD	3 participants offer uniform rates throughout country, 1 differentiates per location, 2 offer allowance in Juba only
Medical Allowance	<i>Allowance towards health care for the employee and dependents</i>	Not specified	9	12% of basic salaries, 30-158 USD	4 participants offer uniform rates throughout country, 1 offers allowance in field only, (4 offer allowance optionally/only in specific cases)
Other Allowances	<i>Allowances such as medical allowance, hardship allowance, water/food allowance, cash handling allowance, responsibility allowance etc.</i>	Not specified	9	Up to 2 000 USD	Risk/hardship Allowance: 3 Supervision Allowance: 2 Education Allowance: 2 Annual Bonus: 1 Car Allowance: 1
Mobility Policy	<i>When staff need to be relocated, for example due to the changing nature of operations, some kind of allowance or incentive is often used to assist in the transition. In some cases it may only apply to short-term relocation, while others may be more or less permanent.</i>	Subsistence Allowance or 4 extra days leave	34	-	Transport, accommodation, extra leave days usually provided
Travel Allowance (Per Diem)	<i>Travel Allowance is considered the daily allowance paid for business travel. It is meant for food and incidentals. Transportation and accommodation is not included, as this is either pre-paid, reimbursed, provided, or calculated differently.</i>	Not specified	41	Median Capital/field 23/16 USD	-
Overtime	<i>An allowance to compensate for work during evening and nights inside or outside regular working hours.</i>	Working days: 150% Holidays: 200%	42	-	Mixed time-monetary: 24 Time compensation: 11 Monetary compensation: 7

³ One (1) INGO and one (1) International Agency did not provide complete information about secondary benefits. The information provided in Sections 3.2 to 3.7 is therefore based on responses from a total of 44 participants.

Type	Explanation	Labour Law	Number of Participants	Range per Month	Insights
		Or time compensation in lieu			

3.1. SECONDARY ALLOWANCES AND CASH COMPENSATION

13th Month Salary

A 13th month salary is an extra month salary paid out once a year. Also called “end of year salary,” it is an extra payment of basic, monthly salary, often coinciding with religious holidays.

Labour law: Labour law: Not specified in local labour laws.

A 13th month salary is not common in the market; only eight (8) participants provide this.

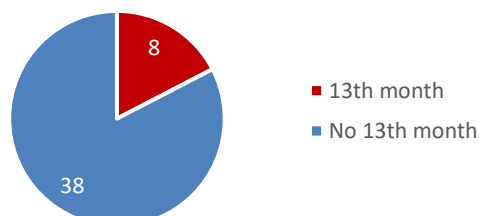


Figure 5: 13th month salary in the reference market.

Transportation Allowance

Any type of monthly allowance related to transportation costs. This is a fixed allowance that either replaces or is in addition to provided transportation.

Labour law: Not specified in local labour laws.

Market practice: Sixteen (16) participants provide a Transportation Allowance. Five (5) participants offer uniform rates throughout the country, eight (8) differentiate per location and three (3) offer the allowance in Juba only. The median value is 68 USD (capital) and 50 USD (field). Median values, averages and percentiles for capital and field are provided in Table 7 below.

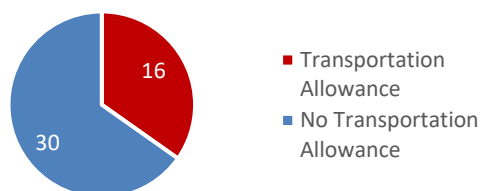


Figure 6: Transportation Allowance (number of participants)

Transportation Allowance	Capital	Field
Count	16	11
25th	57	38
Median	68	50
Average	72	57
75th	97	68

Table 7: Transportation Allowance (USD per month)

Housing Allowance

Any type of monthly allowance connected to housing or living conditions. Not connected to relocation policy or per-diem payments.

Labour law: Not specified in local labour laws.

Market practice: It is not common practice to offer a Housing Allowance. Only seven (7) participants offer this, at the following rates:

Table 8: Housing Allowance rates in the reference market

Housing Allowance
5% of basic salaries (all staff)
11% of basic salaries (all staff)
15-25% of basic salaries (depending on function)

Housing Allowance	
	47 USD (all staff)
	90 USD (Juba only)
	500 USD (Medical Coordinator)
	Up to 29 USD (depending on function)

Cost of Living Allowance/Food Allowance

An allowance given due to changes in the cost of living within a given area, region, or country.

Labour law: Not specified in local labour laws.

Market practice: Only six (6) of the 46 participants offer a Cost of Living Allowance (also referred to as Food Allowance). The following allowance rates were found in the market:

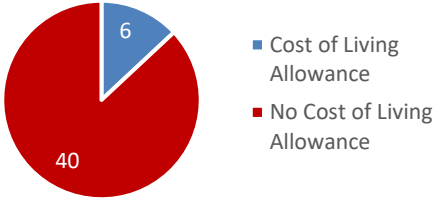


Figure 7: Cost of Living Allowance (no. of participants)

Cost of Living Allowance
3 percent of basic salaries (all locations and functions)
2 USD (all locations and functions)
30 USD (all locations and functions)
80 USD (all locations, medical functions only)
100 USD (Juba only, all functions)
49-54 USD (field, all functions)
172 USD (Juba, all functions)

Table 9: Cost of Living Allowance rates (USD per month)

Risk/Hardship Allowance

An allowance given to an employee in addition to regular salary as a compensation for working in difficult conditions

Labour law: Not specified in local labour laws.

Market practice: As shown in Figure 8, only three (3) participants provide a Risk/Hardship Allowance. From these, two (2) participants offer the allowance to field staff as a given percentage of basic salaries, while one (1) participant applies function specific amounts.⁴

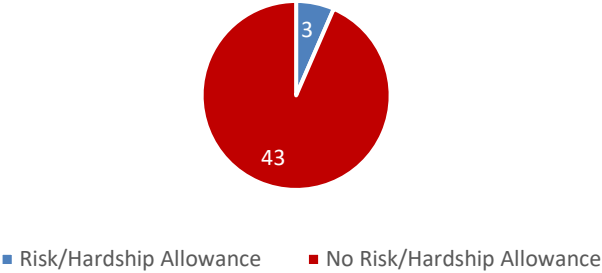


Figure 8: Risk/Hardship Allowance (number of participants).

⁴ Only counted as part of TGC for two (2) participants, as the third participant does not offer a fixed allowance.

Other Allowances

Allowances such as Inflation/cost of living allowance, medical allowance, hardship allowance, water/food allowance, cash handling allowance, responsibility allowance etc.

Labour law: Not specified in local labour laws.

Market practice: The following other allowances were found in the market:

- Nine (9) participants offer a **Medical Allowance**, either alone or in combination with medical insurance. The Medical Allowances range from 30 USD to 158 USD. See [Section 3.6](#) more details about medical coverage.⁵
- Two (2) participants offer a **Supervision/Seniority Allowance**:
 - One (1) participant compensates the equivalents to MSF's Medical Coordinator and Head of Mission with 2 000 USD per month on top of basic salaries.
 - Another participant offers a combined Supervision, Transport and Communication Allowance for staff in management functions. The allowance ranges from ~100 USD (Nursing Team Supervisor) to ~700 USD (Medical Coordinator).
- One (1) participant offers an **Education Allowance** at five (5) percent of basic salaries. Another participant provides a **School Allowance** equal to 200 USD per child per year.⁶
- Once (1) participant pays an annual **Christmas Bonus** equal to 50 percent of one (1) month's gross salary.
- One (1) participant offers a **Car Allowance** equal to 700 USD for the Head of Mission and Medical Coordinator.

3.2. STAFF MOVEMENT

Mobility Policies

When staff need to be relocated, for example due to the changing nature of operations, some kind of allowance or incentive is often used to assist in the transition. In some cases it may only apply to short-term relocation, delocalisation, or may be more permanent moves.

Labour law: If employed more than one hundred kilometres from the place of recruitment,⁷ an additional four (4) days paid leave each year,⁸ or subsistence allowance of equivalent to 90 days of consolidated pay.⁹

Market practice: Around 75 percent of the participants have a defined mobility policy for relocated staff. An overview of relocation packages per participant is included in [Appendix D](#).



Figure 9: Mobility policy for relocated staff (number of participants)

⁵Medical Allowance is included in Total Guaranteed Cash (TGC) for five (5) participants. Four (4) additional participants provide a Medical Allowance which is optional (staff choose between insurance and an allowance on the payroll), only applies in specific circumstances or is consolidated in basic salaries.

⁶The School Allowance is not considered a fixed allowance and has not been included in the TGC calculations.

⁷ 2017 Labour Act, Section 69.

⁸ 2017 Labour Act, Section 69(2).

⁹ 2017 Labour Act, Section 69(3)(e).

Travel Allowance (Per Diem) Policy

Per Diem is considered the daily allowance paid for business travel. It is meant for food and incidentals. Transportation and accommodation is not included, as this is either pre-paid, reimbursed, provided, or calculated differently.

Labour law: Not specified in local labour laws.

Market practice: The median daily Travel Allowance is 23 USD in Juba and 16 USD in the field. Medians, average and percentiles are presented in Table 10 and Table 11 below. Allowance rates that are applicable across locations have been included in the estimates of both capital and field allowances.

Table 10: Travel Allowances in Juba

	Total	Breakfast	Lunch	Dinner	Incidentals
<i>Observations</i>	41	29	29	29	29
25th	15	4	6	5	-
Median	23	5	8	10	-
Average	24	5	8	8	3
75th	30	6	10	10	3

Table 11: Travel Allowances in field locations

	Total	Breakfast	Lunch	Dinner	Incidentals
<i>Observations</i>	41	31	31	31	31
25th	12	3	5	5	-
Median	16	4	6	6	-
Average	20	4	7	7	2
75th	25	6	10	10	4

3.3. SOCIAL SECURITY, TAXES, AND PENSION

Social Security

Social security is coverage or financial assistance aimed to help employees mitigate for risks and contingencies that prevent them from working and earning their wages (such as sickness, accidents, death or disability occurring as a result of either, whether or not linked to their work).

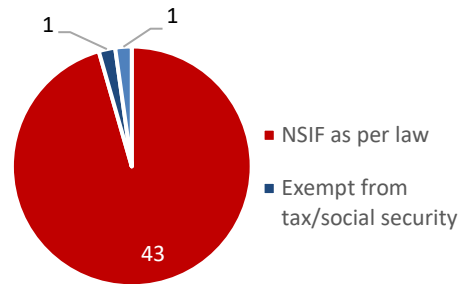
Labour law: National Social Insurance Fund (NSIF): Employer contributes seventeen (17) percent, employee contributes eight (8) percent.¹⁰

¹⁰ The newly adopted 2023 National Social Insurance Fund Act has legally established the National Social Insurance Fund (NSIF) and has given the Fund the right to collect contributions.

Social Security

Market practice: Except for the International Agency and the Public Sector organisation included in the study, all participants contribute to the NSIF according to the applicable legal rates. It is common practice to accrue the funds within the organisation and pay out the collected funds to staff regularly (usually annually or biannually) or upon contract termination.

Figure 10: National Social Insurance Fund payments (NSIF)



As per the newly adopted *2023 National Social Insurance Fund Act*, the National Social Insurance Fund (NSIF) has the right to collect contributions (both the employee and employer share) from INGOs, NGOs and other organisations.¹¹ According to the Act, the Fund will provide benefits such as retirement pension, parental leave and health insurance to employees.¹²

Income Tax

Tax levied directly on personal income.

Labour law: Personal Income Tax (PIT) twenty (20) percent of gross salaries exceeding 90 000 SSP (~73 USD) per month¹³

Except for the International Agency included in the study, all participants play the Personal Income Tax (PIT) as per law. As per the 2023/2024 Financial Act, monthly personal incomes above SSP 90 000 (approximately 73 USD) are taxable by 20 percent.

Table 12: Personal Income Tax (PIT) brackets as per 2023/2024 Financial Act.¹⁴

From (SSP)	To (SSP)	From (USD)	To (USD)	Tax rate
0	20 000	0	16,10	-
20 001	40 000	16,10	32,30	5%
40 001	57 000	32,30	46,00	10%
57 001	90 000	46,00	72,60	15%
90 001	>90 001	72,60	>72,60	20%

¹¹ 2023 National Social Insurance Fund Act, Sections 24-31.

¹² 2023 National Social Insurance Fund Act, Sections 40-67.

¹³ Financial Act 2023/2024. See [EY, South Sudan enacts Financial Act 2023/2024 \(January 2024\)](#).

¹⁴ The Financial Act stipulates tax rates according to brackets in South Sudanese Pounds (SSP). For the purposes of this analysis, the brackets are converted to US Dollars (USD) using an exchange rate of 1 239,5 SSP to one (1) USD (Bank of South Sudan official exchange rate, updated 19 February 2024).

Pensions

Individual or joint contributions to private or public pension schemes for the purpose of use upon retirement.

Labour law: See National Social Security Fund (NSIF) above.

None of the participants provide any form of private pension savings. See National Social Insurance Fund (NSIF) above.

Severance (End of Contract) Payment

Also known as severance pay or departure benefit.

Labour law on Gratuity: Gratuity is calculated based on the last month's gross salary, paid per year of continuous service:¹⁵

Table 13: Gratuity Pay in the 2017 Labour Act.

Continuous Service	Calculation
More than 1 year and not more than 10 years	1 month salary per year worked
More than 10 and not more than 15 years	1,5 month salary per year worked
More than 15 years	1,75 month salary per year worked

Labour law on Redundancy/Severance Pay:

- End of contract for reasons of redundancy:¹⁶ Two (2) weeks salaries for each completed year of continuous service. The employee must have completed continuous service of one (1) year or more.¹⁷
- In cases of unfair dismissal, death of employee in service, physical incapacity of employee, death or insolvency of employer: Calculation is negotiable between employer and employee/trade union. The employee must have completed continuous service of 6 months or more.¹⁸

Market practice:

- The majority pay Gratuity and Redundancy/Severance Pay as per law and based on gross salaries.
- While offering the Gratuity Pay as per law is the common practice, the Severance/Redundancy Pay is perceived as irrelevant to most of the participants who work on fixed donor budgets/have staff on fixed contracts.

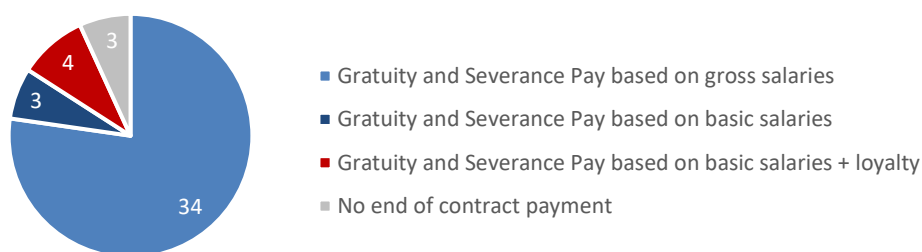


Figure 11: End of Contract Payment in the reference market

¹⁵ 2017 Labour Act, Section 81.

¹⁶ Redundancy is defined in the 2017 Labour act as “through no fault of any employee [...] termination of employment at the initiation of the employer, where the services of an employee are superfluous”. See 2017 Labour Act, Section 5, *Interpretations*.

¹⁷ 2017 Labour Act, Section 77.

¹⁸ 2017 Labour Act, Section 80.

3.4. SALARY STRUCTURE

General Working Hours

The average number of general working hours per week for employees on a normal schedule and based on full-time employment.

Labour law: Eight (8) hours per day and 40 hours per week.¹⁹

- An employer may require employee to work up to nine (9) hours in a day, provided that working hours are proportionately reduced on other days, such that the working hours do not exceed 40 hours in a week. For shift work: total weekly hours should not exceed 40 hours when averaged over a three-week period.

All participants apply a 40-hour workweek. Deviations may occur for staff on rosters such as Security Guards, Drivers and Medical Staff. See *Overtime Policy* below for further discussions.

Overtime Policy

Work performed by an employee or worker in excess of a basic workday.

Labour law: An employer shall pay for overtime at the rate of at least 150 percent for ordinary working days, 200 percent for holidays.²⁰ Leave may be granted in lieu of overtime.²¹

Market practice:

- From the 24 participants that apply a mixed time-monetary overtime compensation, eleven (11) compensate basic skilled/assistant level staff (typically Cleaners and Drivers) monetarily and grant officers/senior staff time off in lieu.
- All those who compensate monetarily apply the rates stipulated in the 2017 Labour Act (150 percent in weekdays and 200 percent on holidays).

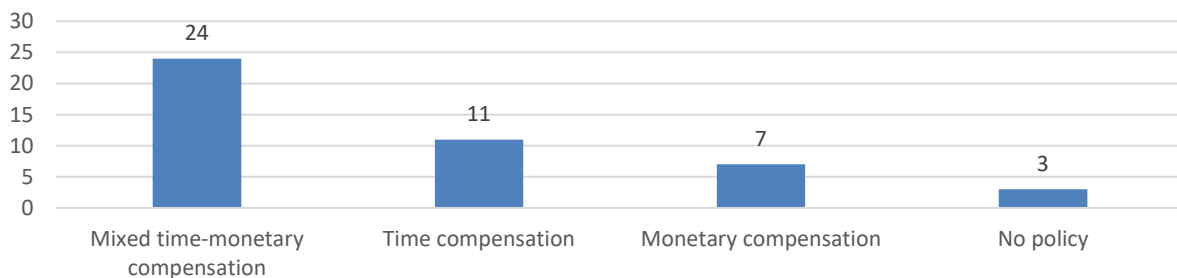


Figure 12: Overtime policies in the reference market

Regular Individual Salary Increases

Regular increases in individual staff salaries can depend on either an automatic, set policy (loyalty or seniority) or on appraisals and evaluations (performance).

Labour law: Not specified in local labour laws.

¹⁹ 2017 Labour Act, Section 56.

²⁰ 2017 Labour Act, Section 57(5).

²¹ 2017 Labour Act, Section 57(2)(c).

Regular Individual Salary Increases

Market practice: About 70 percent (33 participants) have defined salary bands. Among those who apply salary bands, 25 participants determine starting salaries within the salary band, depending on variables such as previous experience, individual negotiations and/or market availability.

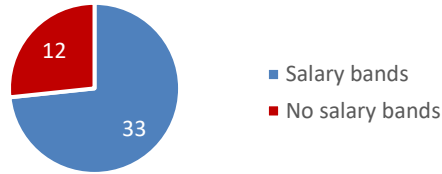


Figure 13: Number of participants using salary bands

- More than half of the participants provide automatic loyalty increases in salaries, usually between three (3) and five (5) percent annually or biannually.
- Furthermore, more than half of the participants increase individual salaries based on performance appraisals, however policies tend to be loosely defined and contingent on budget availability.

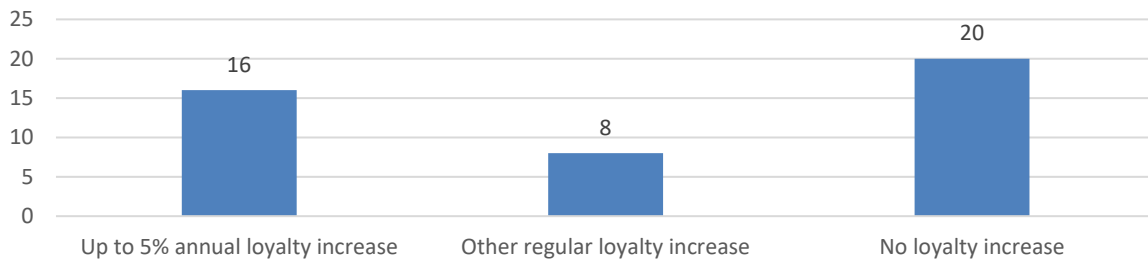


Figure 14: Regular individual salary increases according to an automatic, set policy (loyalty or seniority).

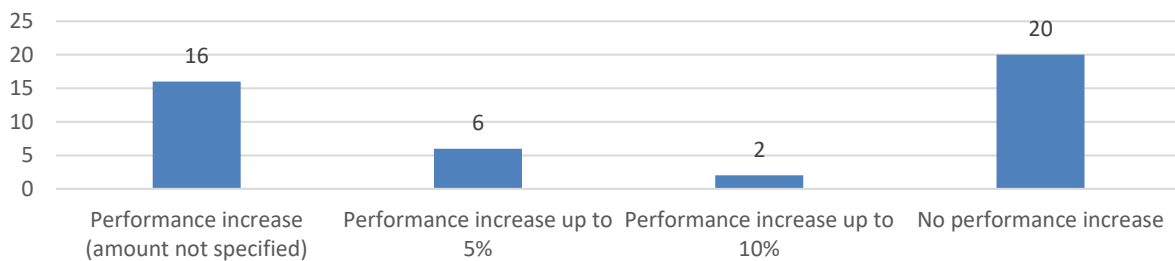


Figure 15: Regular individual salary increases depending on performance

Other Incentives / Bonuses

Any additional gifts, bonuses, or incentives awarded to staff in addition, or in supplement, to those which affect their salaries.

Labour law: Not specified in local labour laws.

Market practice: In addition to the abovementioned secondary benefits, five (5) participants shared details about additional incentives/bonuses:

- Two (2) participants provide free lunch to staff.
- One (1) participant grants a long service award for staff who have remained in the organisation for more than ten (10), fifteen (15) and twenty (20) years with a 150 USD bonus for each milestone.
- One (1) participant provides a variable end of year bonus.

Other Incentives / Bonuses

- One (1) participant runs a “global mobility programme” where talented staff are sent on detachment and receive an additional allowance equal to fifteen (15) percent of basic salaries.

3.5. SALARY MANAGEMENT

Salary Scale Management

Salary Scale Management describes how often and in what manner the salary scales are revised and updated. This does not take into account seniority or performance increases, but rather broad changes to the salary scale as a whole.

Labour law: Not specified in local labour laws.

Market practice: Salary revisions are usually carried out annually or biannually and are based on market assessments including benchmarks and inflation/cost of living data. Eleven (11) participants specified that they purchase Birches reports regularly. Several participants expressed frustration about not having the budget available to implement necessary salary increases. Some stated that they view the salary reviews as redundant as any increases in budgets and/or salaries are unlikely in the foreseeable future due to donor withdrawal.

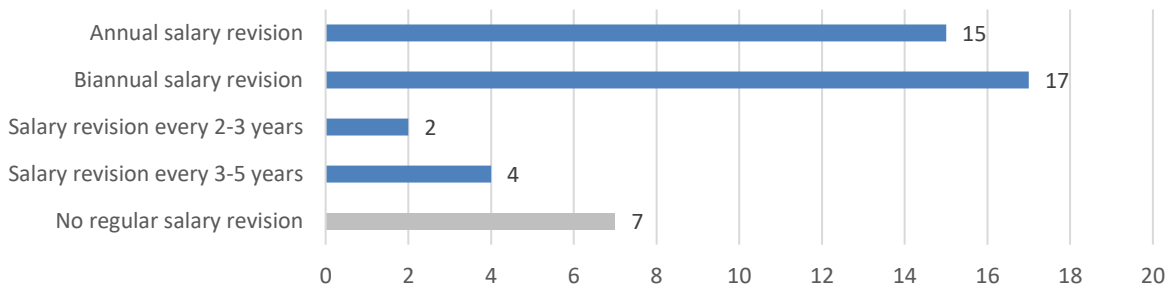


Figure 16: Frequency of salary revisions

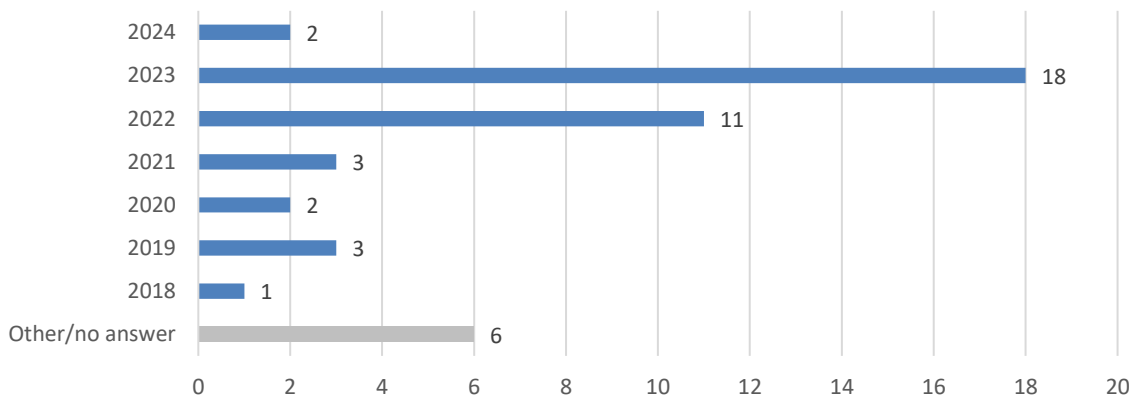
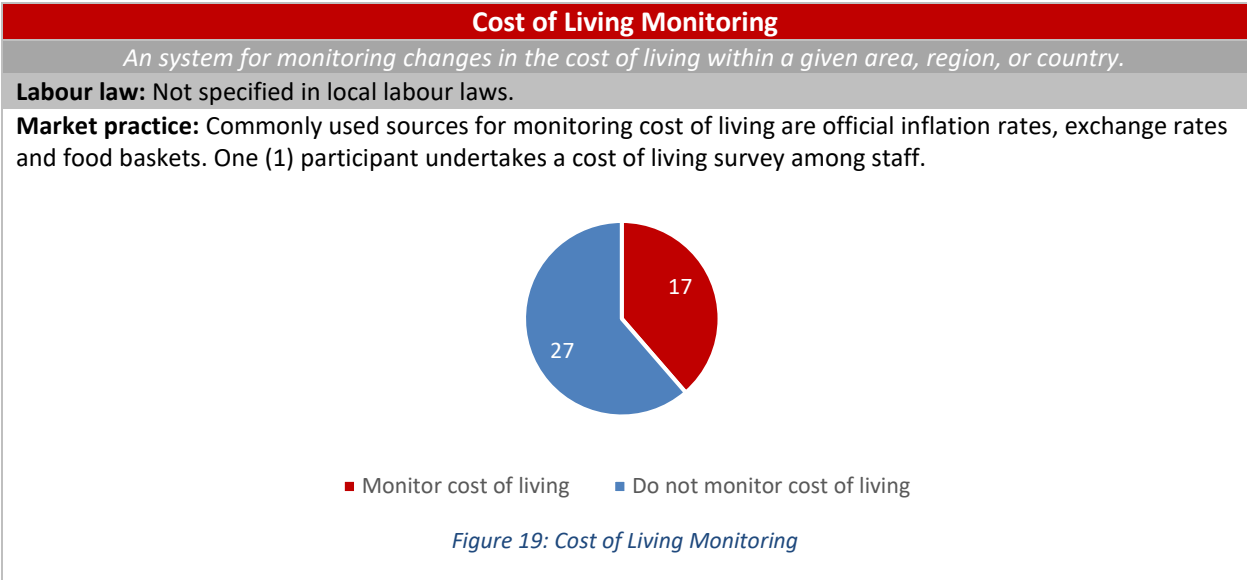
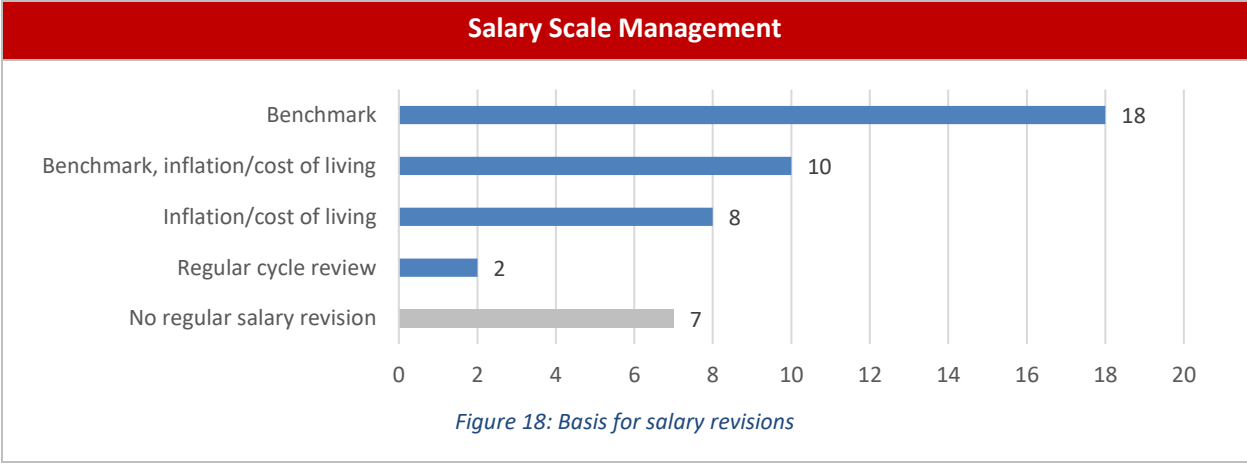
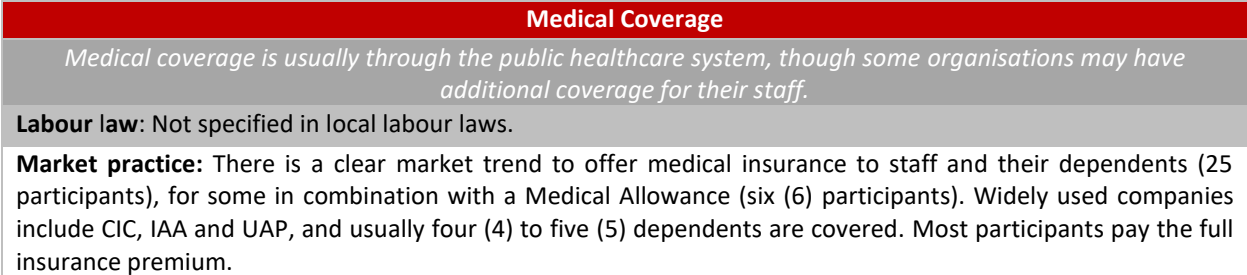


Figure 17: Year of last salary adjustment



3.6. HEALTH COVERAGE



Medical Coverage

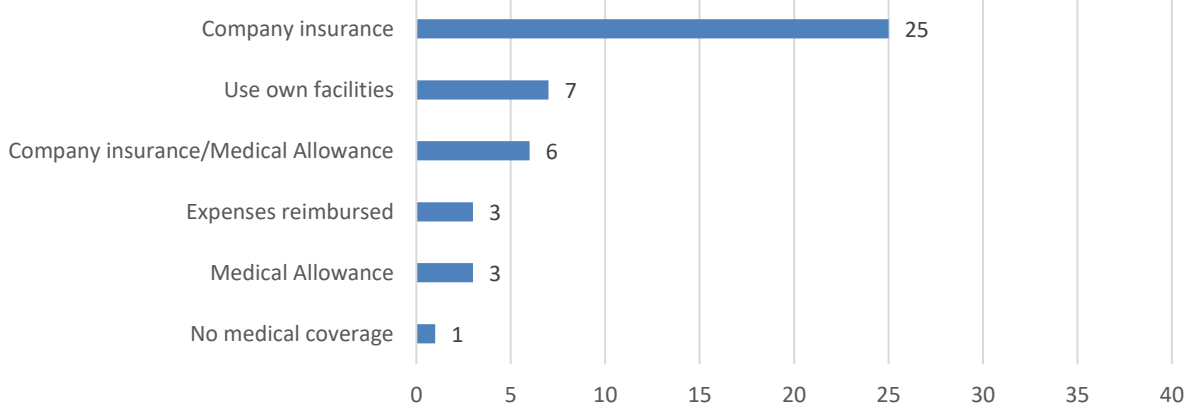


Figure 20: Types of medical coverage

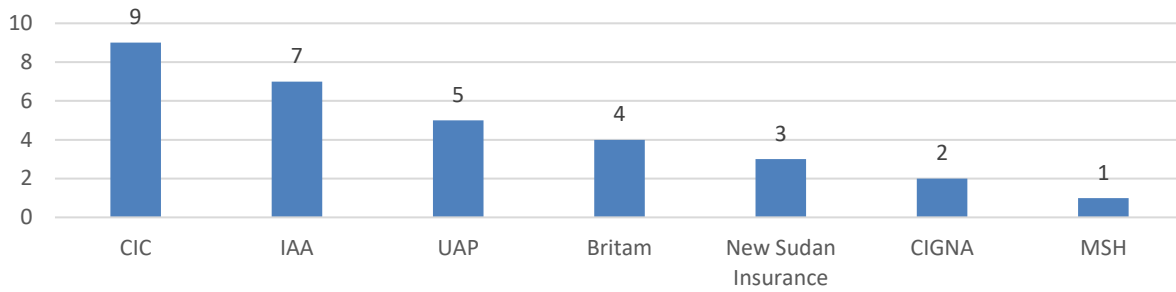


Figure 21: Medical insurance providers in the market

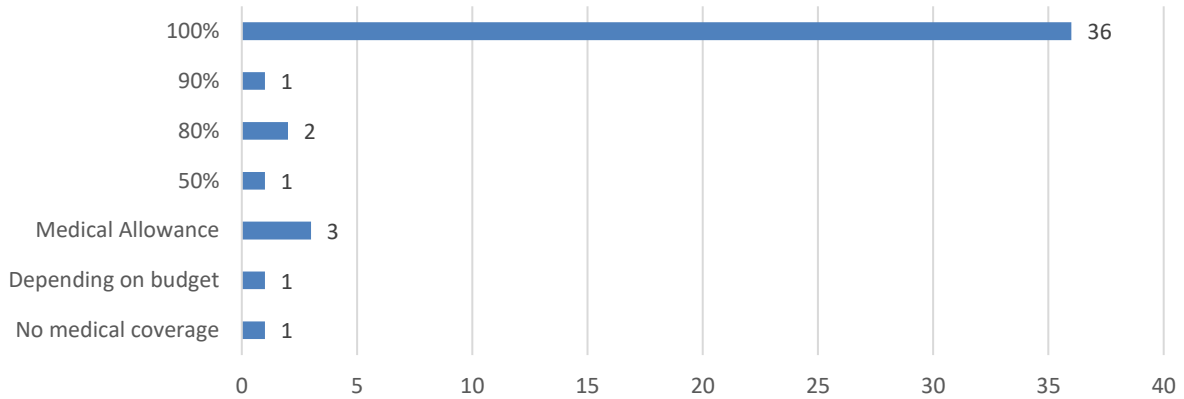
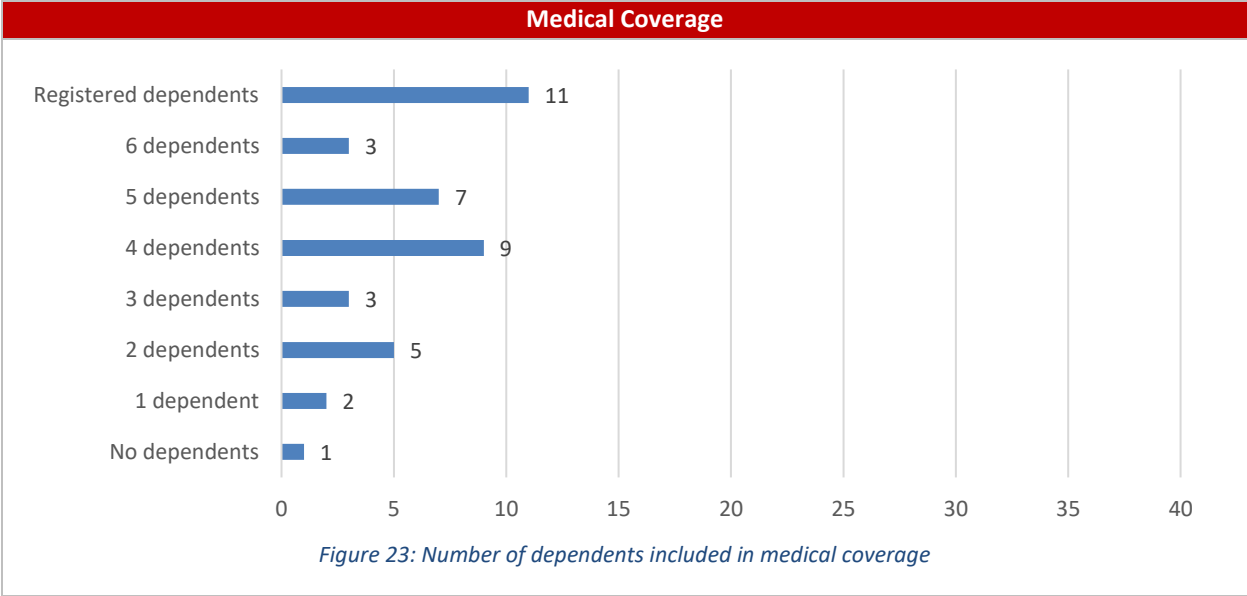


Figure 22: Percentage of medical cost covered by the employer



Medical Coverage for Staff and Dependents Outside South Sudan

Medical coverage is usually through the public healthcare system, though some organizations may have additional coverage for their staff.

Labour law: Not specified in local labour laws.

Market practice:

- The majority covers the cost of medical treatment outside South Sudan. In most cases, this is covered through private medical insurance.
- Private medical insurance usually covers treatment (staff and dependents) in South Sudan, most East African Countries and Sudan. Some companies also cover medical treatment in other countries, for example India and China.
- An overview of medical coverage packages per participant is provided in [Appendix E](#).

Category	Count
Medical coverage for dependents abroad	30
No medical coverage for dependents abroad	13
Case-by-case	1

Figure 24: "Does your organisation cover the cost of healthcare for dependents residing outside South Sudan?"

Medical Coverage for Staff and Dependents Outside South Sudan

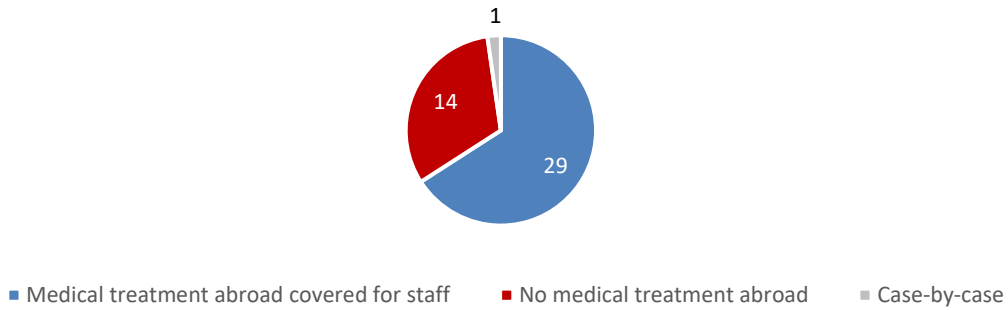


Figure 25: “Do you send Locally Hired Staff for medical treatment outside of South Sudan (and cover the cost for that)?”

3.7. PAID LEAVES

This section covers Guaranteed Days Off (annual leave plus public holidays and casual leave), Circumstantial Leave (funeral leave and wedding leave) and Parental Leave (maternity and paternity leave).

Annual Leave

Annual leave is the number of paid holidays available for staff per year.

Labour law: After continuous service of:

- One (1) year or more but less than three (3) years; 21 working days,
- Three (3) years or more but less than fifteen (15) years; 25 working days,
- Fifteen (15) years or more; 30 working days.²²

Market Practice: The majority provides annual leave as per law (21-30 working days depending on seniority):

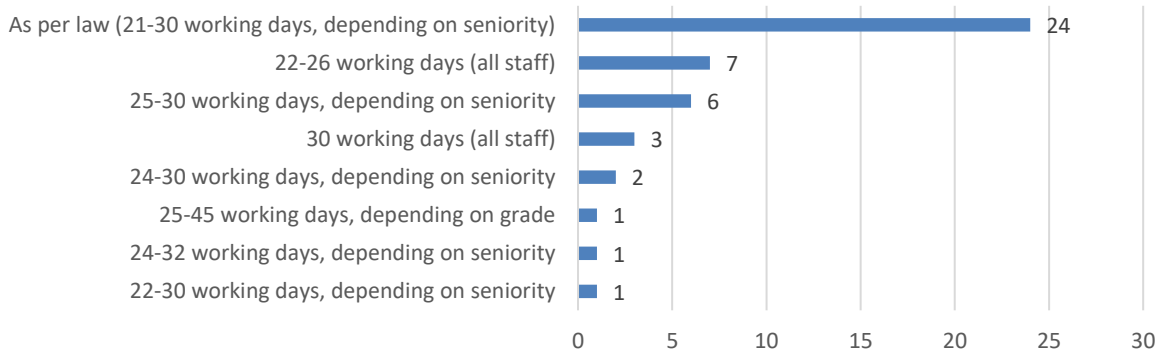


Figure 26: Annual leave in the reference market

²² 2017 Labour Act, Section 60.

Sick Leave

Paid sick leave is time off from work that workers can use to stay home to address their health and safety needs without losing pay.

Labour law: Twelve (12) days per year of continuous service.²³

Market practice:

- While roughly 40 percent provide twelve (12) days of sick leave as per the law, 45 percent provide a longer leave with full pay, usually between 1-4 months.
- Note that Figure 27 below presents sick leave with full pay; Beyond this, twelve (12) participants provide additional sick leave with reduced pay (typically an additional one (1) to four (4) months at 25-50 percent pay).

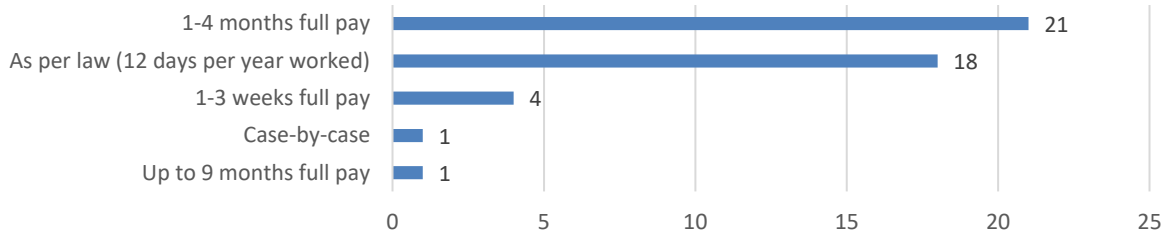


Figure 27: Long term sick leave with full pay

Maternity Leave

Maternity leave is granted for female staff around the time of childbirth. It is usually split between before and after the birth.

Labour law: Ninety (90) full days, followed by 45 half days for breastfeeding. Nursing breaks: For the six (6) first months after returning to work, two (2) breaks of 30 minutes for breastfeeding.²⁴ In case of miscarriage or stillbirth, employee is entitled to six (6) weeks leave.

Market Practice: Almost two thirds of the participants provide maternity leave as per law.

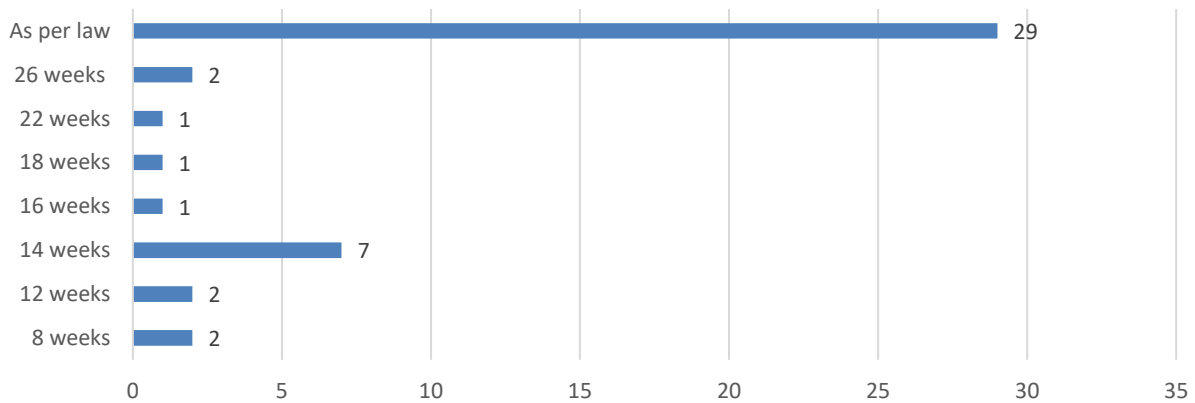


Figure 28: Maternity leave in the reference market

²³ 2017 Labour Act, Section 63.

²⁴ 2017 Labour Act, Section 64.

Paternity Leave

Paternity leave is granted to male staff in the period after the birth of a child.

Labour law: Two (2) weeks, to be taken within three weeks after birth or immediately following miscarriage.²⁵

Market practice: Almost 90 percent offer two (2) weeks paternity leave. Most of the organisations apply some limitation to the paternity leave: Twenty-two (22) participants limit the paternity leave to once per year. Five (5) participants allow paternity leave only in connection with one (1) registered spouse giving birth.

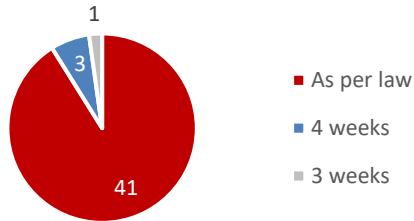


Figure 29: Paternity Leave in the reference market

Compassionate Leave

Number of days off after the death of a family member or exceptional circumstances. Also known as bereavement/funeral leave.

Labour law: For employees that are employed more than four (4) days per week and have completed at least three (3) months of continuous service: Three (3) days compassionate leave. Covers illness or injury of employee's child or spouse, and death of family member.²⁶

Market practice:

- About two thirds of the respondents apply the same compassionate leave policy for both 1st and 2nd degree family members. The definition of a family member is generally flexible and could include in-laws, uncles and aunts, grandparents etc.

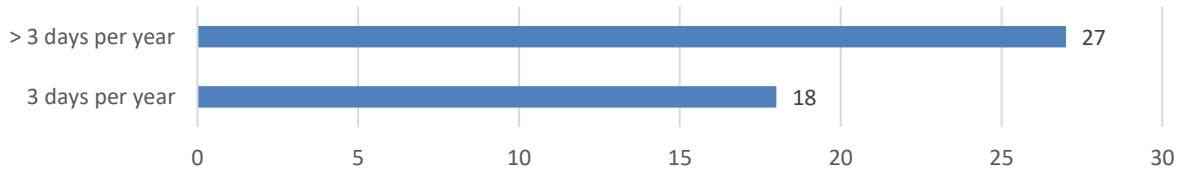


Figure 30: 1st degree compassionate leave (death of parents, spouses, children, siblings), number of days per year.

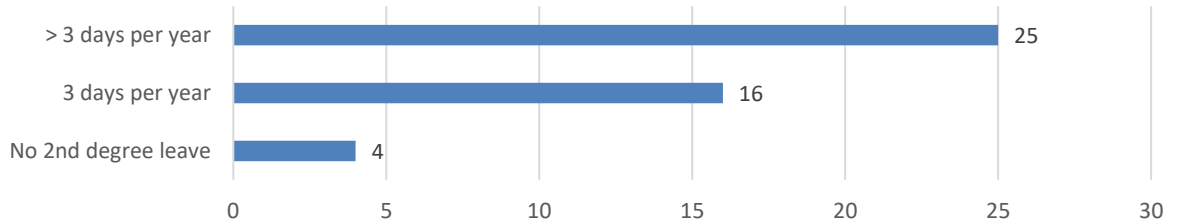


Figure 31: 2nd degree compassionate leave (other family members), number of days per year.

²⁵ 2017 Labour Act, Section 65.

²⁶ 2017 Labour Act, Section 66.

Circumstantial Leave

Leave offered to compensate for unforeseen or unfortunate circumstances. These may include marriages, funerals, children's illness, and more.

Labour law: See Compassionate Leave above.

Market practice:

- Around half of the participants responded that they either do not offer circumstantial leave, or that circumstantial leave is covered by their policy for Compassionate Leave. As noted in the section about Compassionate Leave above, the labour law includes “illness or injury of employee's child or spouse” in compassionate leave.
- Participants who offer circumstantial leave typically grant three (3) to five (5) days off per year for child sickness, staff's wedding or wedding of a staff's child.

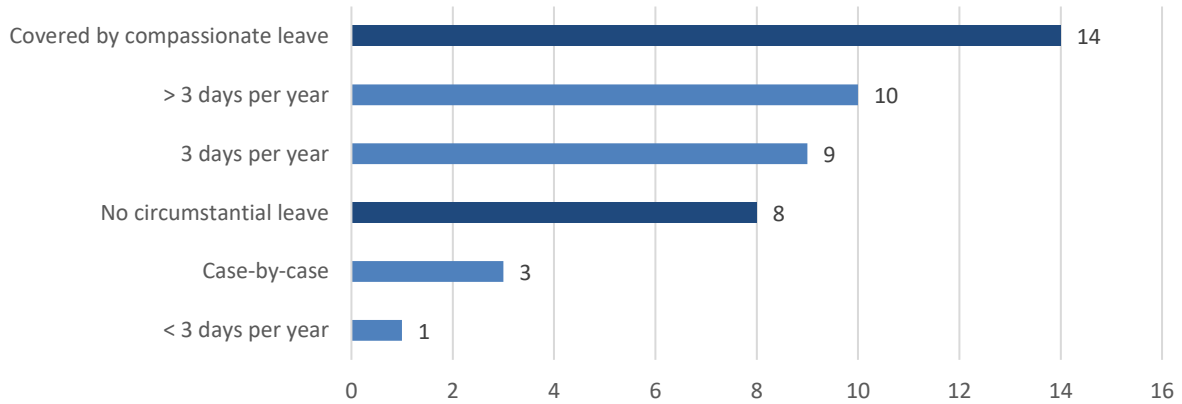


Figure 32: Compassionate leave in the reference market

Other Leave

Any other type of leave offered in the market, such as personal days, Hajj pilgrimage, or others.

Labour law: Not specified in local labour laws.

Market Practice: 25 participants have a defined policy for unpaid leave, while fourteen (14) participants provide unpaid leave on a case-to-case basis. Thirty-five (35) participants provide a study leave, usually for ten (10) working days.

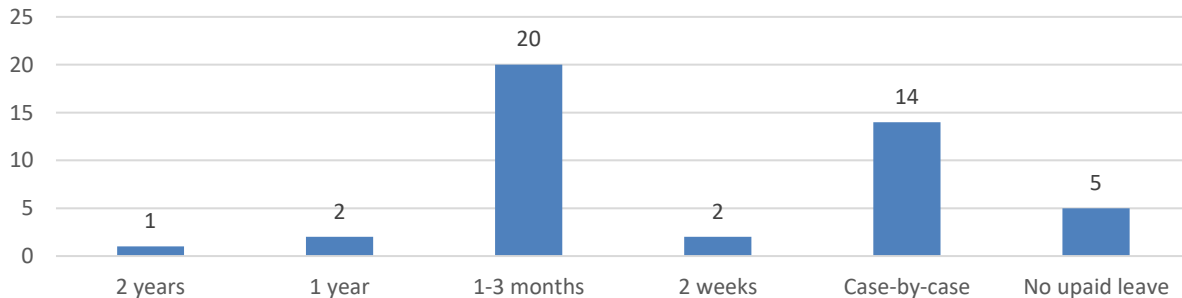
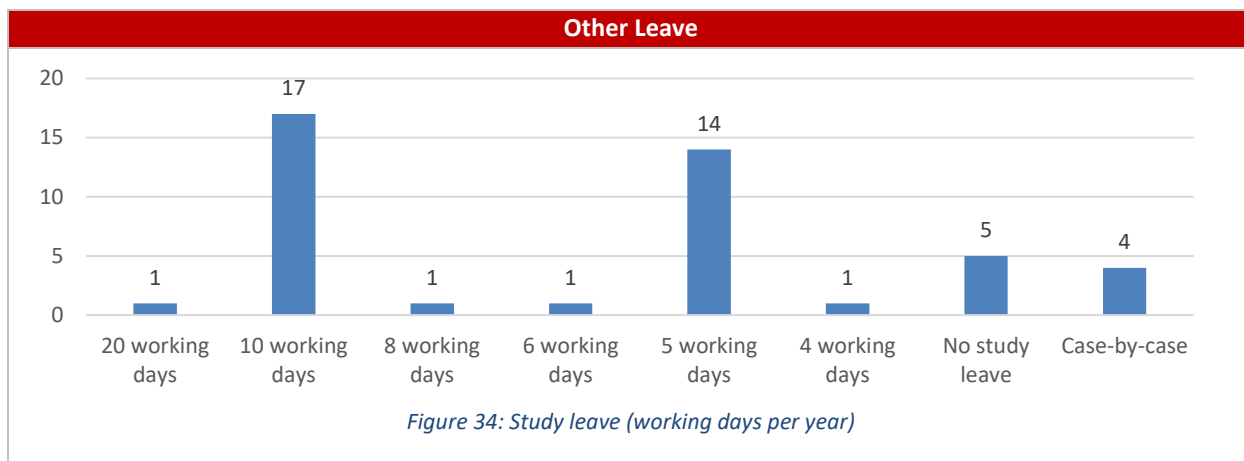


Figure 33: Unpaid leave (per year)



4. UNDERSTANDING THE SOUTH SUDANESE MARKET

4.1. ECONOMIC CONTEXT

Several external shocks have hit the South Sudanese economy in recent years. After slowly recovering from the Covid 19 pandemic 2020-2021, record breaking rainfall and floodings disrupted agricultural output and oil production in 2022, while costs of imported food surged as a knock-on effect of the war in Ukraine.²⁷ More recently, the eruption of conflict in Sudan in April 2023 has worsened conditions for the already distressed South Sudanese economy.

Oil is the backbone of the South Sudanese economy, accounting for more than 95 percent of export earnings.²⁸ Subsistence agriculture is common throughout the country, but the population is highly dependent on food imports as conflict and natural disasters lead to massive loss of local agricultural output.²⁹

4.1.1. Economic Forecast

With a large informal sector and inadequate audits of the oil sector, Gross Domestic Product (GDP) estimates for South Sudan are difficult to determine.³⁰ As shown in Figure 35 below, estimates by the International Monetary Fund (IMF) suggest that real GDP growth picked up and reached 3,2 percent in 2023 after dropping to 0,5 percent in 2022. The weak growth rates are associated with lack of investment and grant funding due to high political instability and lack of trust in government, coupled with low oil output and decreased global oil prices.³¹ The IMF expects real GDP growth to stabilise at 4,2-5,4 percent from 2024 to 2028.³² However, the uncertainty associated with upcoming elections scheduled 2024, continued local conflicts and a general vulnerability to new external shocks (e.g., natural disasters, local and international conflicts) pose downside risk to these projections.

²⁷ World Bank, [South Sudan Economic Monitor – Investing in Humans](#) (December 2023), p. 2.

²⁸ Economist Intelligence Unit (EIU), *One-click report Sudan [and South Sudan]* (December 2023), p. 16.

²⁹ Economist Intelligence Unit (EIU), *One-click report: Sudan [and South Sudan]* (December 2023).

³⁰ Economist Intelligence Unit (EIU), *One-click report Sudan [and South Sudan]* (December 2023), p. 13.

³¹ Economist Intelligence Unit (EIU), *One-click report: Sudan [and South Sudan]* (December 2023), p. 13.

³² International Monetary Fund (IMF), [Datamapper South Sudan](#) (February 2024).

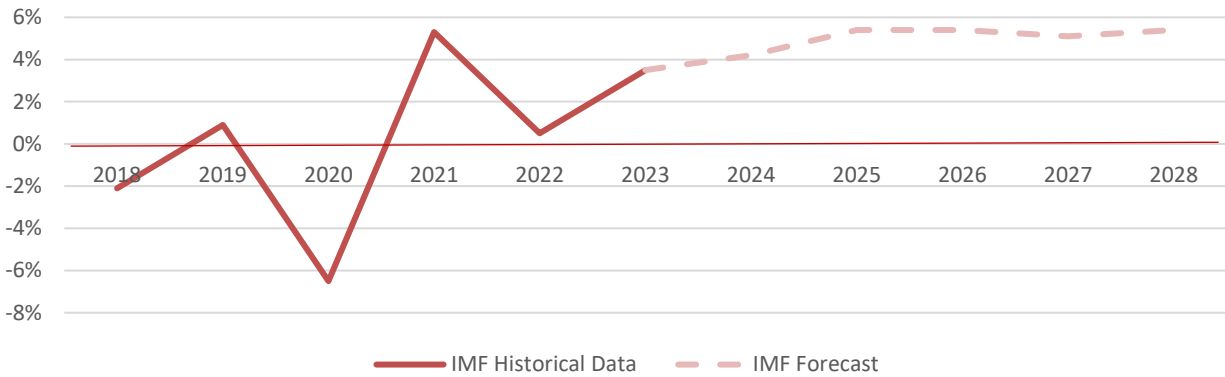


Figure 35: Real GDP Growth in South Sudan (percentage growth). Solid line is based on historical data and the dashed line represents IMF's projected growth rate. Source: IMF³³

4.1.1. Economic Impact of the Conflict in Sudan

The consequences and risks of the conflict in Sudan to the South Sudanese economy include the following:

- Additional pressure on the already underfunded humanitarian sector, with more than 500 000 Sudanese refugees fleeing to South Sudan since April 2023.³⁴
- Economic crisis in Sudan and displacement has also led to reduced remittances from family members to South Sudanese households.³⁵
- Disruptions to value chains and cross-border trade between the two countries have caused higher and more volatile food prices, particularly in the northern regions of South Sudan.³⁶
- The conflict represents a significant risk to oil revenues, as all oil produced in South Sudan is exported through Sudan.³⁷

4.1.2. Exchange Rate

As of February 2024, one (1) US Dollar (USD) can be exchanged to approximately 1 240 South Sudanese Pounds (SSP). As presented in Figure 36 below, there has been a steady depreciation of the SSP to the USD since mid-2021. This development must be seen in connection with a 2021 Central Bank of South Sudan (BoSS) exchange rate policy reform. This reform allowed commercial banks to buy and sell foreign exchange at market rates, aiming at gradually aligning the BoSS exchange rate with the unofficial market rates.

³³ International Monetary Fund (IMF), [Datamapper South Sudan](#) (February 2024).

³⁴ Norwegian Refugee Council, [Norwegian Refugee Council, War in Sudan displaces over 500,000 to South Sudan](#), (January 2024)

³⁵ IFSPC, [IPC Acute Food Insecurity and Malnutrition Analysis September 2023 - July 2024](#) (2023), p. 1.

³⁶ Economist Intelligence Unit (EIU), [One-click report Sudan and South Sudan](#) (December 2023), p. 7-10.

³⁷ Economist Intelligence Unit (EIU), [Five year forecast Sudan and South Sudan](#) (December 2023), p. 6.

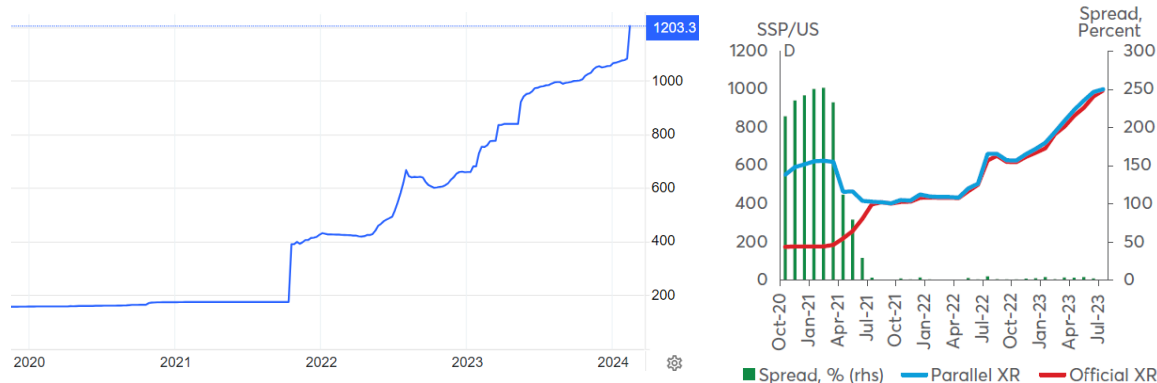


Figure 36: Left: Development in the South Sudanese Pound (SSP) to the US Dollar (USD).³⁸ Right: Development in the market exchange rate and Central Bank of South Sudan exchange rate following 2021 Bank of South Sudan (BoSS) exchange rate reform.³⁹

After depreciating steadily since 2021, the SSP to USD exchange rate surged during the data collection period for the benchmark. From January 2024 to March 2024 the SSP depreciated by 30.90 percent relative to the USD.⁴⁰

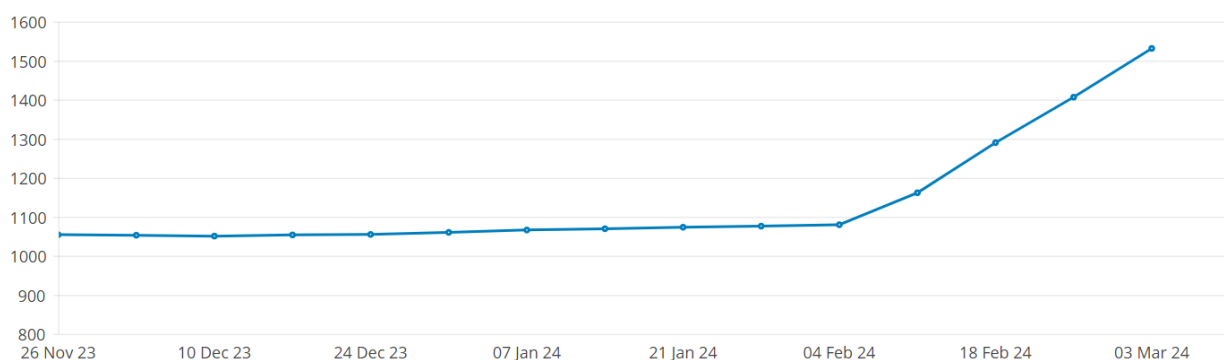


Figure 37: Recent development in US Dollar (USD) to South Sudanese Pound (SSP). Source: World Food Programme.⁴¹

The currency exchange rates used for analysing the salary data in the database are presented in Table 14 below.

Table 14: Exchange rates used in the database.⁴²

Currencies	Rate	Updated
SSP per USD	1 239,5	19 Feb 24
USD per SSP	0,0008	

³⁸ Trading Economics, [South Sudanese Pound \(SSP\) to US Dollars \(USD\)](#) (17 February 2024).

³⁹ World Bank Group, *South Sudan Economic Monitor* (2023), p. 11.

⁴⁰ World Food Program, [South Sudan Exchange Rates](#) (March 2024).

⁴¹ World Food Program (March 2024).

⁴² Central Bank of South Sudan (19 February 2024).

4.1.3. Cost of Living

4.1.3.1. Inflation

After several years of rapidly increasing prices, a series of monetary reforms in 2021 coupled with weaker growth and consumer demand put downwards pressure on prices, with an annual deflation of 2,3 percent in 2022. In 2023, inflation slowly picked up again due to the surge in global food prices and depreciation of the South Sudanese Pound (SSP) to USD.⁴³ The Economist Intelligence Unit (EIU) expects inflation to rise in 2024 due to the rapid depreciation of the SSP, increased import costs and a gradual recovery in growth and consumer demand. Similarly, The IMF expects an annual inflation rate of 13,6 percent in 2024.

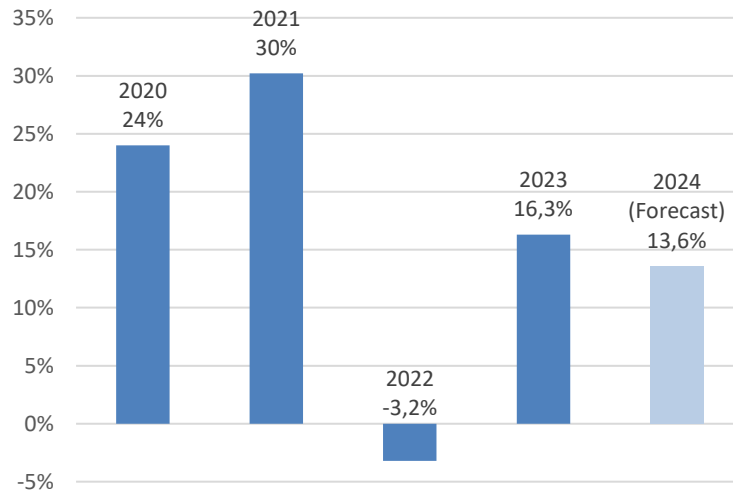


Figure 38: Annual inflation rates in South Sudan, from February 2023 to February 2024. Source; IMF⁴⁴

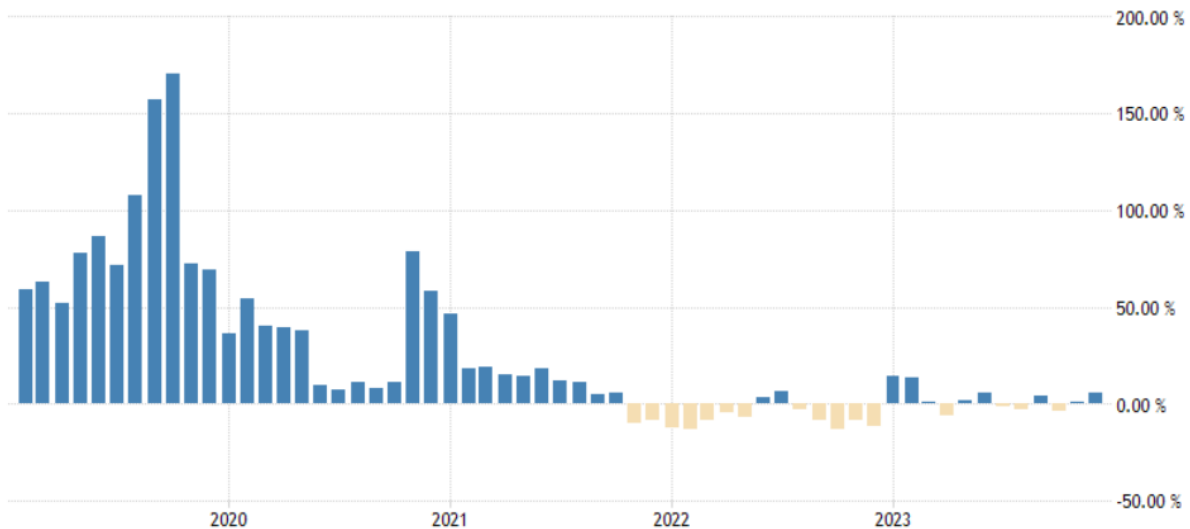


Figure 39: Monthly inflation rates in South Sudan. Source: Trading Economics.⁴⁵

⁴³ World Bank (December 2023), p. 9-10.

⁴⁴ International Monetary Fund, [Inflation Rates: Average Consumer Prices. South Sudan](#) (February 2024)

⁴⁵ Trading Economics, [South Sudan Inflation Rate](#) (January 2024)

4.1.3.2. Minimum Wage and Poverty Rate

More than two thirds of South Sudan’s population live below the 2,15 USD international poverty line.⁴⁶ As presented in Table 15 below, poverty is more prevalent in rural areas than in urban areas.

Table 15: Percentage of population living below the international poverty line.⁴⁷

	>2,15 USD	<2,15 USD
Urban population	56%	44%
Rural population	29%	71%

About 5,8 million people (45 percent of the population) are facing acute levels of food insecurity,⁴⁸ and more than 1,6 million (13 percent of the population) are in a state of food emergency associated with acute malnutrition and excess mortality.⁴⁹ Food insecurity is most severe in Jonglei State, Unity State, Upper Nile State and Lakes State, where more than half of the population are facing food insecurity at a crisis or emergency level. The deteriorating food security is attributed to global economic decline and inflation, political instability and climate shocks.

The unemployment rates in South Sudan are high compared to neighbouring countries, see Figure 40 below. Furthermore, it is estimated that only nine (9) percent of South Sudan’s youth are in salaried employment.⁵⁰

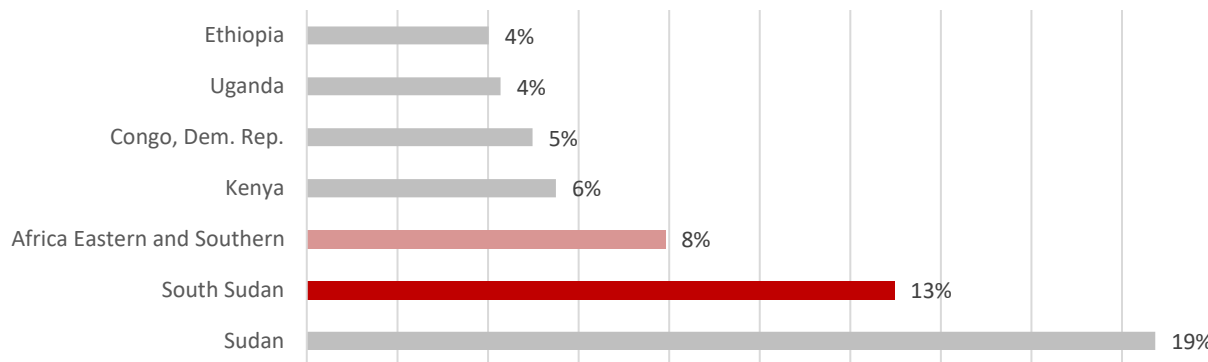


Figure 40: Unemployment (percentage of labour force) in South Sudan and neighbouring countries, as of 2022. Source: World Bank⁵¹

⁴⁶ Based on the most recent household survey for 2016-17. The World Bank expects that protracted conflict and natural disasters have further increased the poverty rate. Source: World Bank [Poverty and Equity Brief South Sudan](#) (April 2023).

⁴⁷ World Bank (2023), p. 2.

⁴⁸ The Integrated Food Security Phase Classification (IFSPC) defines “high levels of food insecurity” as “[...] food consumption gaps that are reflected by high or above-usual acute malnutrition, [...] marginally able to meet minimum food needs”. See IFSPC, [IPC Acute Food Insecurity and Malnutrition Analysis September 2023 - July 2024](#), p. 39.

⁴⁹ The IFFPC defines “emergency” as is “acute malnutrition and excess mortality. “Catastrophe” refers to “starvation, death, destitution and extremely critical acute malnutrition”. See IFSPC, p. 39.

⁵⁰ 70 percent of South Sudan’s population is below the age of 30. See African Development Bank Group (AfDB), [South Sudan Interim Country Strategy Paper 2022-2024](#) (2022), p. 9.

⁵¹ World Bank Data, [Unemployment](#) (2022).

4.1.3.3. Food Baskets

Since the previous benchmark in 2021, prices have increased for key household items such as diesel, charcoal, milk, vegetable oil and beans. Price developments for these commodities are presented in Figure 41 to Figure 45 below. For each commodity, prices are presented as annual averages within a state. Table 16 provides an overview of the local market food baskets that have been included in the calculations.

Table 16: Overview of the local markets included in the estimation of average food basket prices. Source: World Food Program⁵²

State	Markets included in food basket averages
Central Equatoria	Konyo Konyo
Eastern Equatoria	Kapoeta South, Torit
Jonglei	Akobo, Bor, Old Fangak, Pibor
Lakes	Minkaman, Rumbek
Northern Bahr el Ghazal	Aweil Town, Gokamachar, Malek Alel, Nyamlel, Wanjok
Unity	Bentiu Rubkona, Yida
Upper Nile	Bunj, Kodok, Malakal, Melut, Suk Shabi
Warrap	Abyei, Kuajok, Wunrok
Western Bahr el Ghazal	Jau
Western Equatoria	Makpandu, Yambio

⁵² World Food Program, [Food Prices for South Sudan](#) (2024).

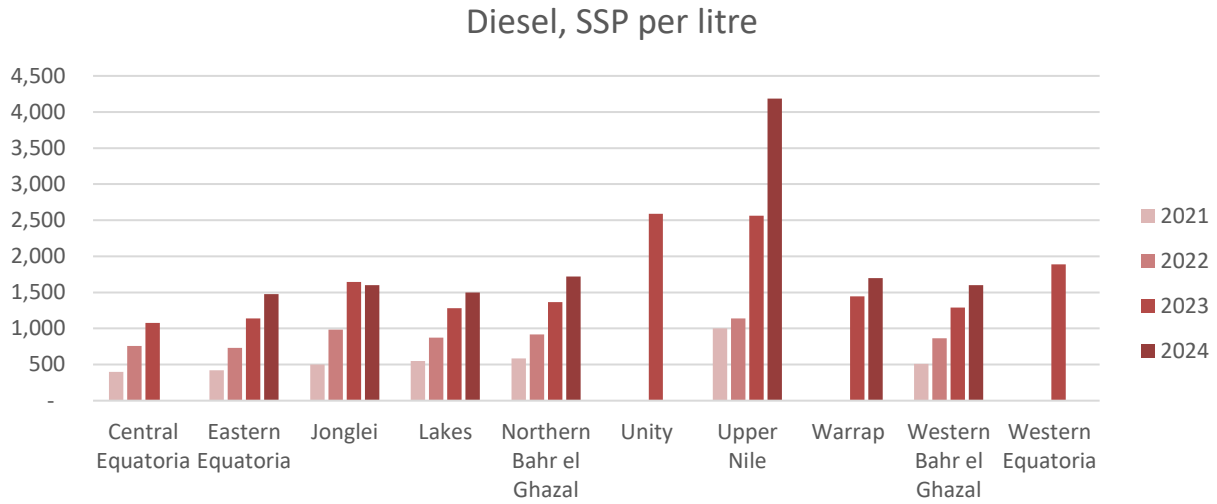


Figure 41: Market prices for diesel (SSP per litre). Source: World Food Program (WFP)

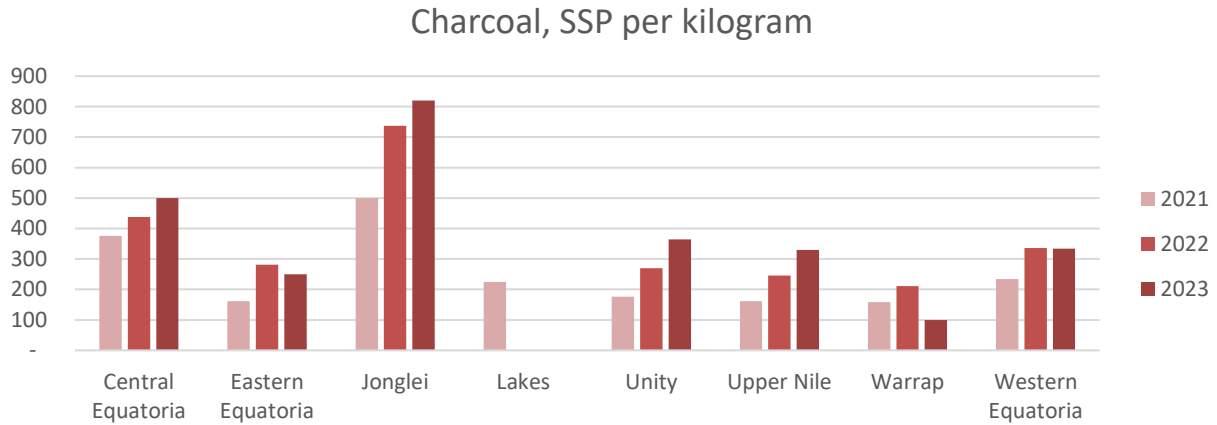


Figure 42: Market prices for charcoal (SSP per kilogram). Source: World Food Program (WFP)

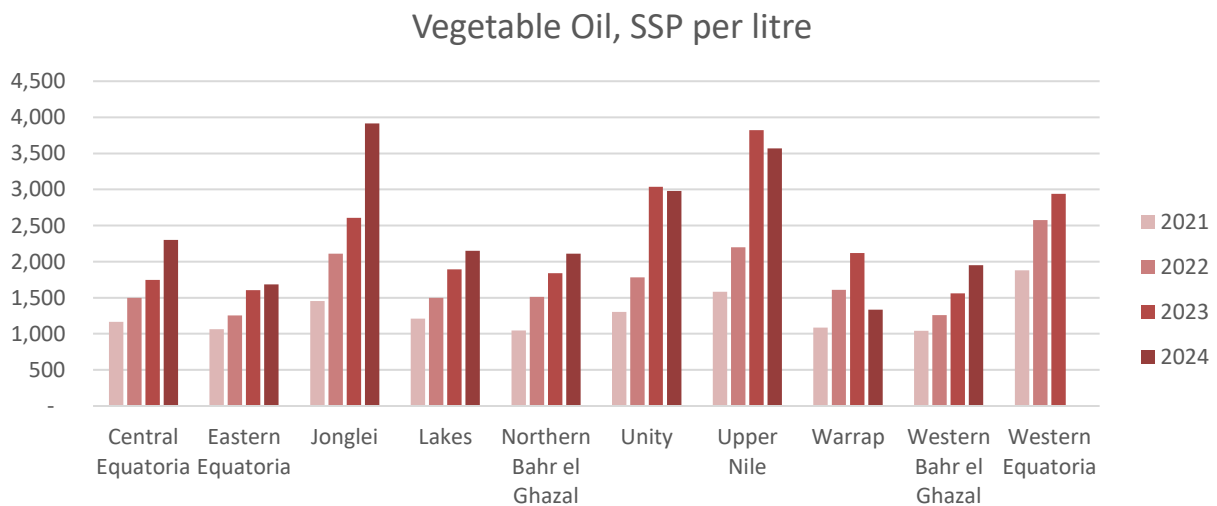


Figure 43: Market prices for vegetable oil (SSP per litre). Source: World Food Program (WFP)

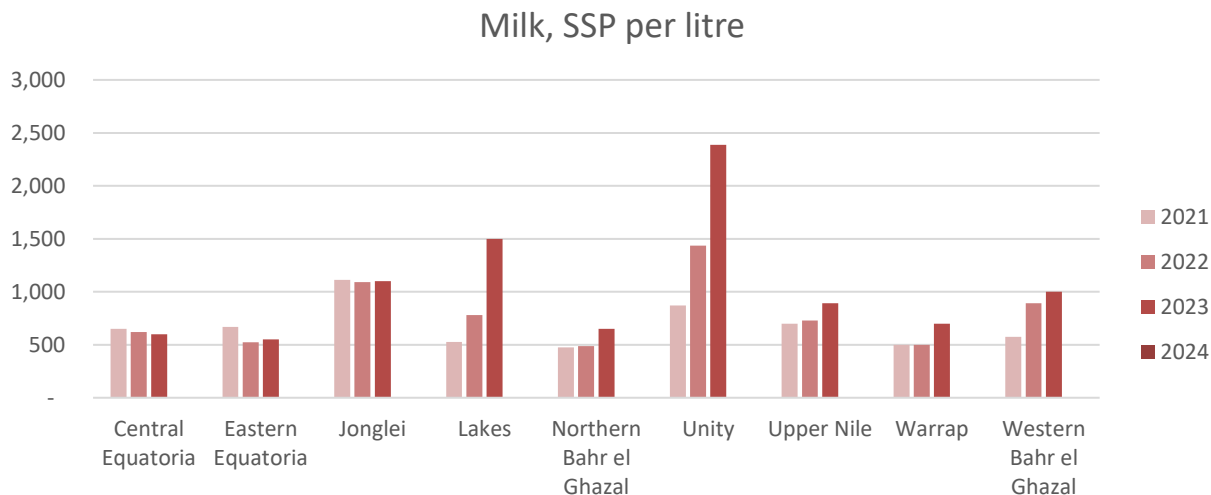


Figure 44: Market prices for milk (SSP per litre). Source: World Food Program (WFP)

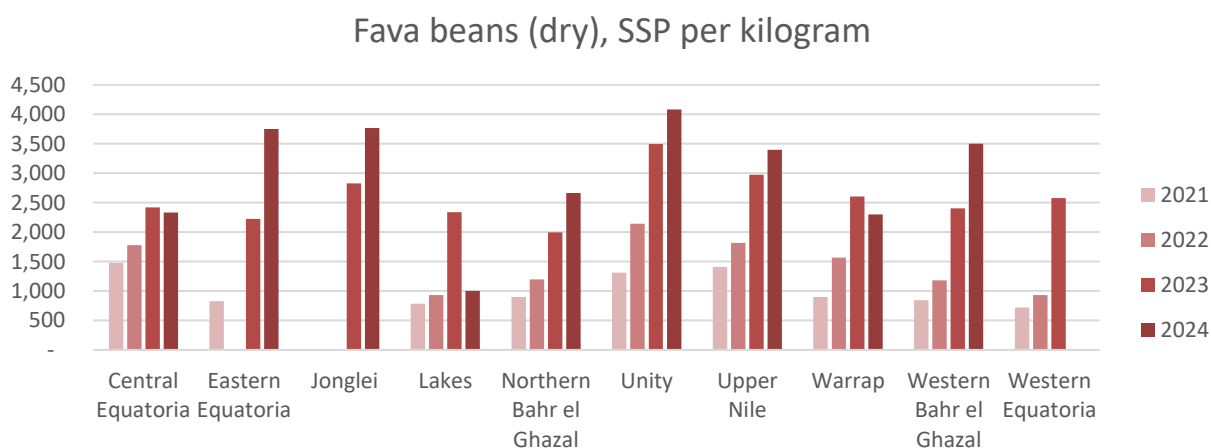


Figure 45: Market prices for dry fava beans (SSP per kilogram). Source: World Food Program (WFP)

4.1.3.4. Monthly Household Expenditure Survey (MHES)

The Monthly Household Expenditure Survey (MHES) was conducted to gather cost of living estimates directly from South Sudanese residents across six (6) types of expenditure: Education, transportation, basic non-food items, food, utilities including energy (water, gas, electricity), and rent/housing. See [Appendix F](#) for more information about the MHES methodology.

In total, responses from 728 lower to lower-middle income residents in basic skilled or skilled jobs were used in this analysis. Answers were collected from MSF and participants. The responses were grouped per region in South Sudan:

- Capital (Juba)
- Bahr el Ghazal Region: Western Bahr el Ghazal State, Northern Bahr el Ghazal State, Warrap State, Abyei Administrative Area
- Upper Nile Region: Unity State, Upper Nile State, Jonglei State, Pibor Administrative Area, Ruweng Administrative Area
- Equatoria Region: Western Equatoria State, Central Equatoria State (excluding Juba), Eastern Equatoria State



Figure 46: Cost estimates are grouped in three regions: Bahr el Ghazal Region (green), Upper Nile Region (yellow), Equatoria region (blue). Responses from Juba are in a separate group.

The median household⁵³ size came in at eleven (11) people and the average at 12,5 people, higher than the household size reported by the UN Migration (IOM) in a recent household survey (average 8,7 persons)⁵⁴ and the estimates provided by Wage Indicator (six (6) people). The data indicates a median of one (1) and average of 1,5 income-earners (full time) in each household, below Wage Indicator’s figure (1,7 income-earners per family). A median of zero (0) and average of 0,4 reported to receive any additional income from other sources than salaried work.

Table 17: Median MHES data – respondents’ household sizes and number of income earners

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Median number of household members	11,0	10,0	11,5	12,0	9,0
Median headcount in household: full-time employment	1,0	1,0	1,0	1,0	1,0
Median number in household with other income sources	0,0	0,0	0,0	0,0	0,0

Table 18: Average MHES data – respondents’ household sizes and number of income earners

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Average number of household members	12,5	10,2	13,0	13,8	10,2
Average headcount in household: full-time employment	1,5	1,7	1,3	1,5	1,2
Average headcount in household with other income sources	0,4	0,5	0,4	0,3	0,6

⁵³ The following definition of a household was provided in the questionnaire: “Your family dependents that live with you and for whom you are financially responsible”.

⁵⁴ UN Migration (IOM), [South Sudan – Inter Sectoral Needs Assessment Report- Rural Component](#) (September 2022).

Table 19: Distribution of type of education from children in school from the Monthly Household Expenditure Survey

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Private education	66%	78%	75%	50%	73%
Public education	15%	6%	7%	25%	14%
Private and public education	19%	12%	18%	25%	13%

The MHES suggests a monthly cost of living for a South Sudanese family of approximately 750 000 SSP/600 USD. As shown in Table 20 below, this is close to the estimated living wage provided by Wage Indicator (minimum estimate for a typical family with a single earner).⁵⁵

Table 20: Living expenses for South Sudan (entire country), based on data from the MSF MHES, and Wage Indicator

	MHES (SSP)	Wage Indicator (SSP)		MHES (USD)	Wage Indicator (USD)	
	Median	Min	Max	Median	Min	Max
Living wage typical family (single earner) ⁵⁶	748 600	810 084	1 077 355	604	654	869
Living wage typical family (national employment rate) ⁵⁷		475 328	632 547		383	510

Monthly Living Costs - SOUTH SUDAN

Median

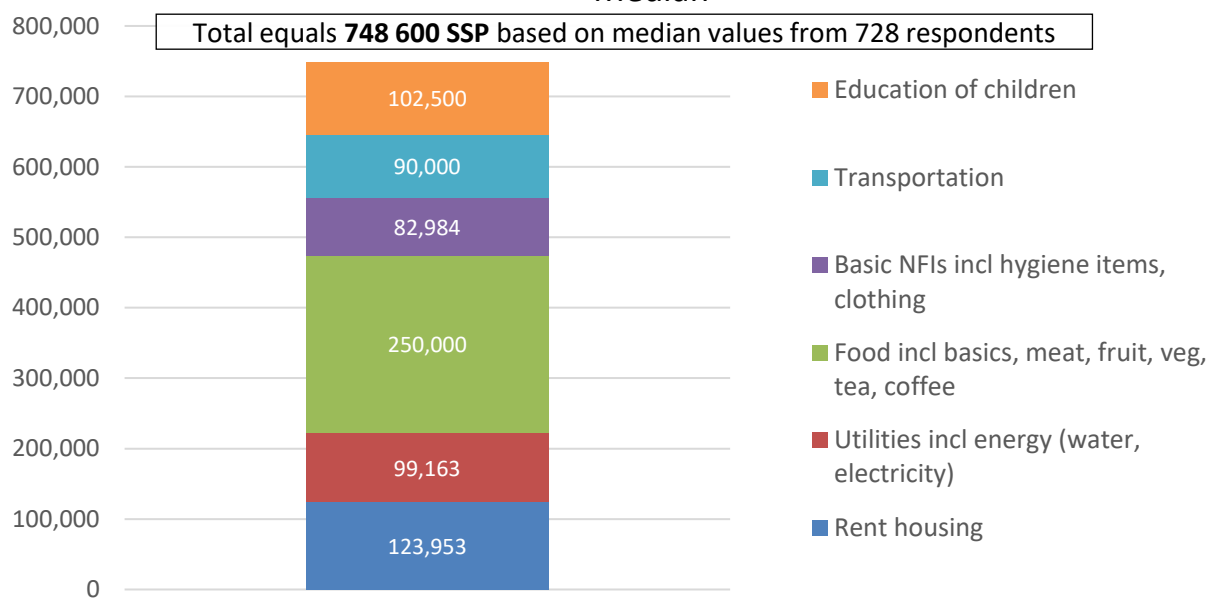


Figure 47: MSF Monthly Household Expenditure Survey. Median costs in South Sudan (SSP)

⁵⁵ Estimates are provided by Wage Indicator in SSP and converted to USD using the official Bank of South Sudan exchange rate as of 19 February 2024 (1239,5 SSP per USD). They comprise monthly costs of the following: food, housing, transport, clothing, water, phone, education, healthcare, taxes and other.

⁵⁶ Living wage for a single earner providing for a typical family (two (2) adults plus national fertility rate).

⁵⁷ Living wage for a typical family (two (2) adults plus national fertility rate, where number of incomes are 1,7 (based on national employment rate).

Monthly Living Costs - SOUTH SUDAN Median

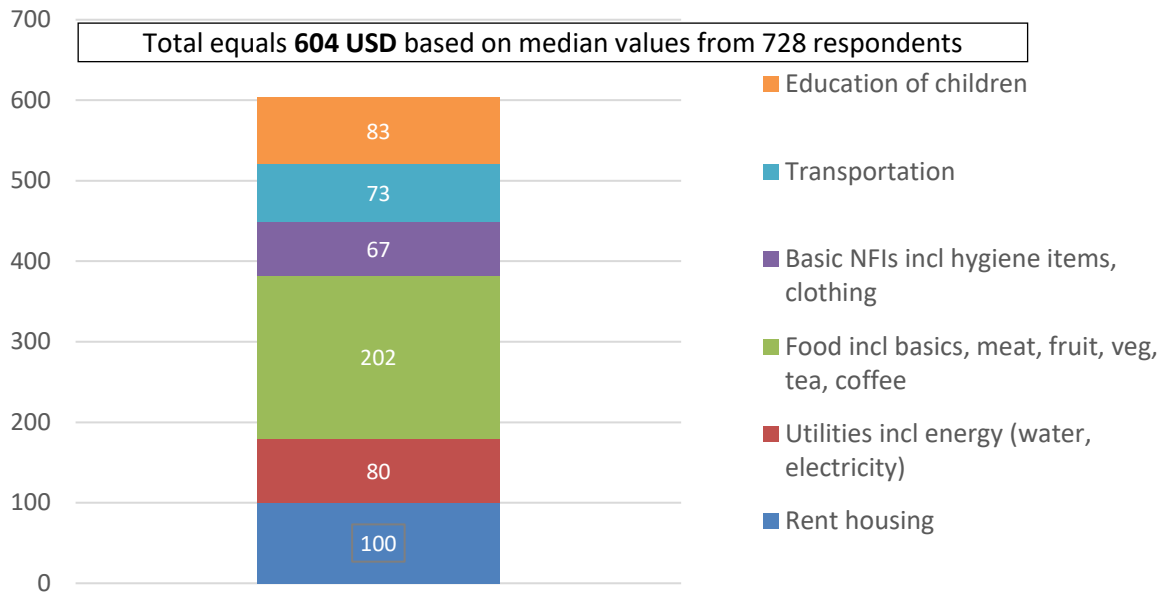


Figure 48: MSF Monthly Household Expenditure Survey. Median costs in South Sudan (USD)

Table 21 below provides an overview of the distribution of overall expenses by category, depending on location. The following trends can be detected from the data:

- The **cost of rent/housing** is higher in Juba compared to all other locations, not unexpected given the higher population density, employment opportunities etc. attracting people to the capital. Note that for Bahr el Ghazal and Equatoria, the estimated median rent/housing cost came in with a high variance and a confidence spread above 50 percent.
- The **cost of utilities** is generally higher in the capital. The results from Bahr el Ghazal and Equatoria have a confidence spread above 50 percent.
- **Cost of Food** is the main cost component in all regions. Food costs in Upper Nile are particularly high, possibly due to limited road infrastructure and food supply chains being cut off.
- **Basic non-food items** comprise roughly the same share of the budget in all regions.
- **Transportation costs** are lower in Upper Nile compared to the rest of the country. A high number of respondents from the Upper Nile region are MSF staff in Old Fangak, where there is no road transport.
- **Cost of education** is seemingly more than twice as high in Juba than in Bahr el Ghazal and Upper Nile, possibly due to the higher population density and/or the presence of more costly/qualified teachers in the capital. The difference in costs does not necessarily reflect differences in private vs. public schooling, as respondents in both Capital, Bahr el Ghazal and Equatoria mainly send their children to private school.

Table 21: Distribution of overall expenses by category from the Monthly Household Expenditure Survey

Categories of Expenditure	% of Total Expenses				
	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent / Housing	17%	19%	17%	16%	10%
Utilities	13%	15%	14%	10%	9%
Food	33%	28%	34%	42%	39%
Basic Non-Food Items	11%	10%	12%	11%	12%
Transportation/Fuel	12%	12%	14%	9%	14%
Education Cost	14%	17%	11%	12%	15%

Table 22: MSF Monthly Household Expenditure Survey (SSP). Text in grey indicates a confidence spread above 50 percent

Category	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent / Housing	123 953	200 000	123 953	111 558	63 988
Utilities	99 163	150 000	100 000	75 000	60 000
Food	250 000	285 093	250 000	300 000	247 907
Basic Non-Food Items	82 984	101 250	85 833	80 570	74 833
Transportation/Fuel	90 000	120 000	100 000	61 977	90 000
Education Cost	102 500	175 300	80 333	88 750	96 042
Total	748 600	1 031 643	740 120	717 854	632 770

Table 23: MSF Monthly Household Expenditure Survey (USD). Text in grey indicates a confidence spread above 50 percent

Category	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent / Housing	100	161	100	90	52
Utilities	80	121	81	61	48
Food	202	230	202	242	200
Basic Non-Food Items	67	82	69	65	60
Transportation/Fuel	73	97	81	50	73
Education Cost	83	141	65	72	77
Total	604	832	597	579	510

Monthly Living Costs - By Region (Median SSP)

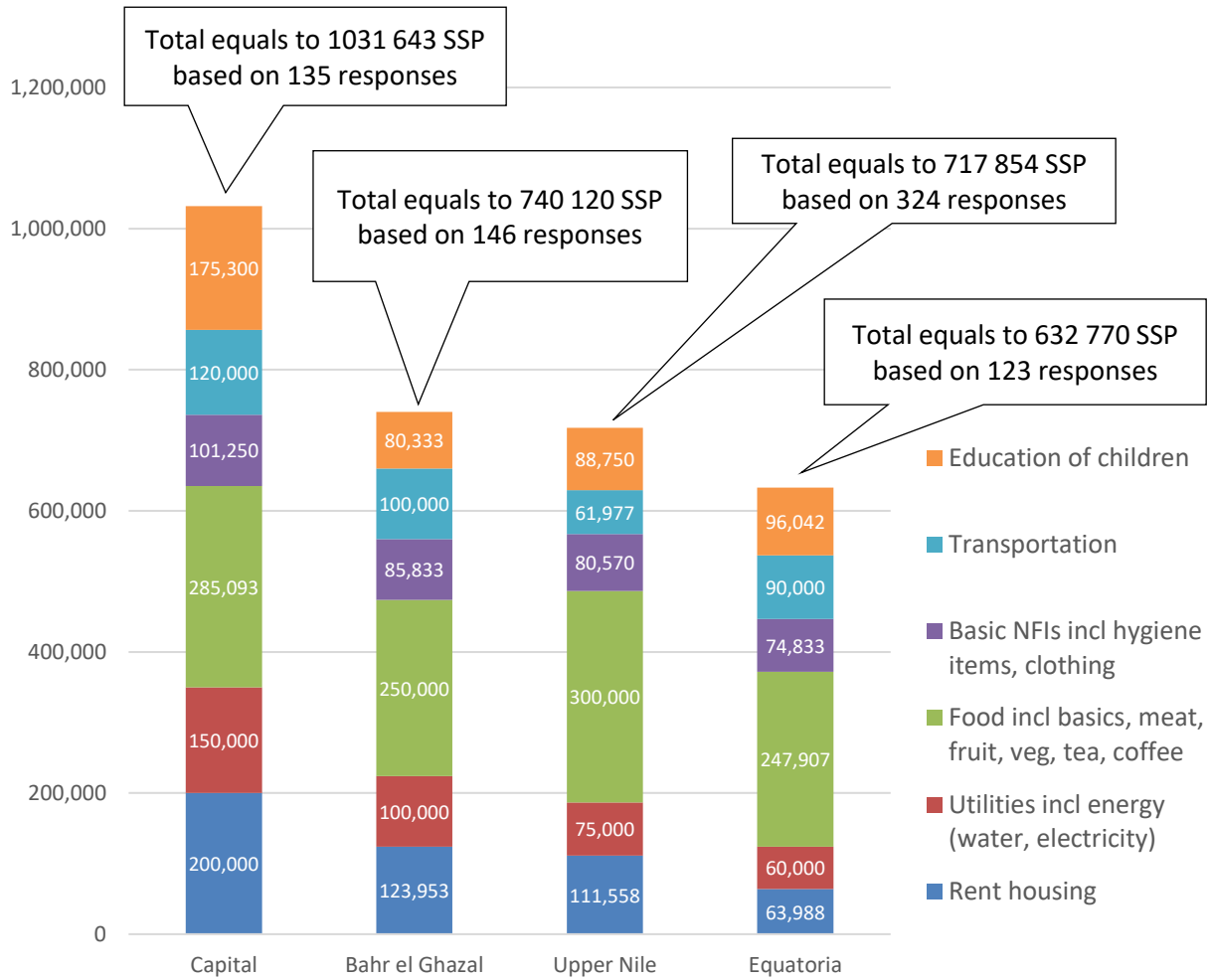


Figure 49: MSF Monthly Household Expenditure Survey, per region (SSP)

Monthly Living Costs - By Region (Median USD)



Figure 50: MSF Monthly Household Expenditure Survey, per region (USD)

The above estimates show median values for all expenditure categories. The 25th percentiles presented in Table 24 to Table 27 below can be used as for more conservative estimates of monthly costs. In particular, the high spread in some of the estimates from Bahr el Ghazal (rent/housing and utilities) and Equatoria (rent/housing, utilities, transportation and education) could justify consulting the figures below.

Table 24: Estimated 25th percentiles from the MHES (SSP)

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent/housing	55 834	110 000	51 250	60 000	46 145
Utilities	50 000	85 000	60 000	40 000	32 226
Food	165 000	176 767	185 930	170 000	150 000
Basic NFIs	55 000	66 606	54 167	54 746	51 235
Transportation	50 000	61 977	60 000	37 186	50 000
Education	48 708	90 000	43 333	41 318	58 333
Living Cost Total	424 542	590 350	454 680	403 250	387 940

Table 25: Estimated 25th percentiles from the MHES (USD)

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent/housing	45	89	41	48	37
Utilities	40	69	48	32	26
Food	133	143	150	137	121
Basic NFIs	44	54	44	44	41
Transportation	40	50	48	30	40
Education	39	73	35	33	47
Living Cost Total	343	476	367	325	313

Table 26: Estimated 75th percentiles from the MHES (SSP)

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent/housing	200 000	334 942	200 000	150 000	123 953
Utilities	185 930	247 907	200 000	150 000	150 000
Food	371 860	385 930	400 000	371 860	300 000
Basic NFIs	138 394	151 235	150 000	131 667	113 406
Transportation	180 000	189 447	165 000	150 000	180 000
Education	189 811	284 975	131 184	165 000	191 238
Living Cost Total	1 265 996	1 594 436	1 246 184	1 118 527	1 058 597

Table 27: Estimated 75th percentiles from the MHES (USD)

	South Sudan	Capital	Bahr el Ghazal	Upper Nile	Equatoria
Rent/housing	161	270	161	121	100
Utilities	150	200	161	121	121
Food	300	311	323	300	242
Basic NFIs	112	122	121	106	91
Transportation	145	153	133	121	145
Education	153	230	106	133	154
Living Cost Total	1 021	1 286	1 005	902	854

4.2. LABOUR MARKET CONTEXT

According to the World Bank, almost two thirds of the South Sudanese labour force work in Agriculture.⁵⁸ Political instability, high energy costs and lacking infrastructure impede private sector development, and job opportunities in the formal sector are limited.⁵⁹ The local private sector mainly consists of small and informal businesses.⁶⁰

⁵⁸ World Bank, [Employment in agriculture \(% of total employment \(modeled ILO estimate\) - South Sudan](#) (2022).

⁵⁹ See African Development Bank Group (AfDB), [South Sudan Interim Country Strategy Paper 2022-2024](#) (2022), p. 6.

⁶⁰ United Nations Development Fund (UNDP), [South Sudan Labour Market Analysis](#) (2020), p. 9.

As South Sudan is highly dependent on donor funding and humanitarian assistance, International Agencies (IAs) and International Non-Governmental Organisations (INGOs) play a prominent role in the South Sudanese labour market. Furthermore, various National Non-Governmental Organisations (NGOs) operate in the country as implementing partners for the IAs and INGOs.

The public health sector is inadequately financed by the public budget and the health workforce density is low: Per 1 000 people in South Sudan, there is less than one (1) professional health care worker.⁶¹ By contrast, the World Health Organization (WHO) recommends a minimum of 4,45 professional health care workers for every 1 000 inhabitants in order to realise universal health coverage in a given country.⁶²

Table 28: Health Workers in South Sudan. Source: WHO, 2021⁶³

Category	Count (2021)
Physicians Generalists	338
Physician Specialists	73
Nurses/Midwives	3 726
Pharmacists	360
Laboratory Technicians	272
Community Health Workers	1 455
Other Health Workers	1 726
Health Managers and Support Staff	20
Total Health Workers (2021)	7 970
Health Workers per 1000 population	< 0.007
SDG Threshold	2,45

4.2.1. HR Challenges and Solutions

The following key HR Challenges were identified in the benchmarking interviews:

- **Withdrawal of donor funding** leaves the participants in the INGO and NGO sector unable to provide desired remuneration for staff. Several participants are scaling down operations, laying off staff or delaying salary reviews due to funding cuts. A total of eighteen (18) participants brought up issues related to lack of financing and/or the inability to compensate staff in accordance with the cost of living in South Sudan.
- **Recruitment and retention of managerial and technical staff** is a general challenge. Several participants apply salary bands and recruit or promote high-skilled staff within these bands as a recruitment/retention strategy.
- **Interference by local authorities in field recruitment** has been brought up as a challenge. Due to this issue, some organisations only recruit staff locally, however it is still common practice to relocate staff.
- **Gender balance:** Three (3) participants brought up that they are struggling to meet their targets for recruitment of female staff, especially in field locations. Mitigation measures include

⁶¹ World Health Organization. [The state of the health workforce in the WHO African Region](#) (2021).

⁶² The world Bank, [Metadata Glossary](#).

⁶³ World Health Organization (2021).

deliberately shortlisting more female applicants and recruiting female interns with the long-term goal of absorbing them into the organisation.

MSF would like to thank you once again for your participation. Please do not hesitate to contact us in case of comments or questions.

APPENDIX A: DEFINITIONS

Total Guaranteed Cash: the minimum base wage plus fixed, cash allowances for a given function.

Remuneration: is the total compensation that an employee receives.

Median: the numerical value separating the higher half of a data sample from the lower half.

Example: Eight participants (from A to H) indicated their salary for the function Guard below. The **median** in the example below shows that half of the participants pay less than 110 and half pay more than 110. The **average** tells us that the market is paying 244 on average. The picture is more accurate using the median rather than the average, as extreme values (from participant H) then do not affect the results.

Function	A	B	C	D	E	F	G	H	Median	Average
Guard	100	100	110	120	90	110	120	1 200	110	244

Lower Quartile (Q1, 25th percentile): the number that divides the lower half of a set of data into two equal halves.

Upper Quartile (Q3, 75th percentile): the number that divides the upper half of the data into two equal halves.

Reference Market: selected market against which a company wishes to compare itself (i.e. labour market, industry, sector, specific positions etc.). The full composition of participants involved in this benchmark survey.

Monthly Household Expenditures: the sum of the reported expenses for a typical family within a given location, divided into six (6) cost categories: Rent / Housing, Utilities, Food Basics, Basic Non-Food Items, Transportation, and Education.

Inflation: a general increase in the prices of goods and services in an economy over some period of time.

CPI: a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food, and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them.

APPENDIX B: JOB DESCRIPTIONS

BASIC SKILLED POSITIONS

Cleaner

Execute, according to hygienic standards, housekeeping, cleaning and tidying up activities in order to ensure public and staff private areas are in good condition. No education or experience required.

Watchman

Carry out surveillance and guarding activities in the organisation's facilities, according to security rules, in order to ensure the safety and security of all personnel and premises. No experience or education required, literacy desirable.

Cook

Prepare meals for patients and staff, according to hygiene standards and security rules, in order to ensure their nutritional needs. May also perform housekeeping tasks. No education required, previous experience in similar job desirable.

Community Health Worker/Mobilizer

Provides information and health education messages at the community level, strengthening the link between the community and MSF health structures. Literacy required, must be accepted by community.

SKILLED POSITIONS

Driver

Perform the tasks of transporting authorized goods and passengers in an MSF vehicle, ensuring its technical and safety conditions and respecting the country's traffic rules and MSF security rules in order to provide a safe, smooth and efficient service. Literacy required, local knowledge desirable.

Radio Operator

Operating the VHF and HF radios, in accordance with the MSF security protocols and rules, in order to ensure quality and confidential radio communications for the operational needs of the mission/projects.

Data Entry Operator

Carry out all activities related to entry of medical data into the mission database, according to MSF protocols and maintaining confidentiality, in order to have reliable and up to date information.

Community Health Educator

Prepare, provide and present health education sessions to the population/patients according MSF principles and values in order to promote health information through health measures and hygiene conditions as well as provide information about MSF activities in order to facilitate access to healthcare.

Storekeeper

Executing the stock management activities (receipt, storage, and issuance to projects or other departments of medical supplies, food items, spare parts, tools, equipment and/ or other logistics materials), according to the line manager's instructions and MSF standards and protocols, in order to ensure the overall functioning of MSF activities.

Head of Drivers

Coordinating and controlling the operation of vehicles in one location according to traffic regulations and MSF security rules and ensuring that the team of drivers perform properly their duties to ensure an adequate, efficient and safe transport of goods and people.

Cashier

Control cash movements in the mission box checking compliance with the organisation's rules and protocols to have a trustworthy record of the movements of existing cashboxes. Must have a qualification in administration or accounting and one year's experience in a similar function.

Purchasing Officer

Performing the day to day purchasing activities in a particular supply office (coordination or project level) according to MSF protocols and standards in order to ensure an optimal running of the mission/ project.

Base and Facilities Officer

Carrying out or supervising all maintenance logistics activities in the base (vehicles, fuel consumption, and local infrastructure) according to MSF standards and protocols in order to have the material, infrastructure and vehicles in optimal running conditions.

Physiotherapist

Following medical prescription, plan and carry out individual treatment programmes, by assessing patients' physical state, in order to maintain, improve or rehabilitate the physical well-being of the patient and prevent physical handicaps.

Nurse

Provide nursing care, treatment and follow-up of patients, according to doctors' prescriptions, protocols applied in service and universal hygiene standards/precautions, in order to ensure the quality and continuity of care for the targeted population. Nursing degree required, 2 years' experience in similar organisations desirable.

SUPERVISORS & SPECIALISTS

Finance/HR Assistant

Execute administrative tasks and do follow up of project accountancy, according to administration manager's indications and MSF procedures, in order to ensure legal compliance and keep a strict control over monetary resources.

Midwife

Provide obstetrical care to pregnant women and their babies, doing follow up before, during and after delivery, according to MSF obstetrical and reproductive health protocols, universal hygienic and new-born caring standards and under supervision of a specialist doctor, in order to ensure their health conditions and avoid post-delivery complications. A midwife qualification is required, previous work experience is essential.

Logistics Supervisor

Supervising the daily logistics activities and providing maintenance to the MSF equipment, facilities and infrastructures, according to MSF standards and protocols in order to maintain the facilities in perfect conditions and collaborate in the development of the mission.

Field Communications Officer

Contributing to the implementation of operational communication strategy in the mission according to MSF standards. Aiming at building MSF visibility, acceptance and leverage inside the country. Focusing on media alert, local media management and content diffusion.

Supply Chain Officer

Organizing and supervising the daily supply chain activities and the teams associated, in the coordination or project level, according to MSF protocols and standards in order to ensure the optimal running of the mission

Clinical Officer

Organizing and ensuring medical consultations to the target population providing treatment to patients within the scope of his/her medical competencies and referring them when appropriate, according to MSF protocols, procedures and the universal hygiene standards in order to guarantee quality and efficiency of the service provided.

Logistics Specialist

Carrying out assessments and ensuring the implementation, maintenance and monitoring of the technical work in the projects within a certain area of specialization (Electrical Engineering, GIS, ICT, Biomed, Mechanical Engineering, Architecture, Construction Engineering) according to MSF protocols and standards in order to ensure an optimal running of the project and its infrastructures and the efficient use of the systems and equipment

Nursing Team Supervisor

Plan, organise, and evaluate the activities concerning his/her field of action (Nursing) and the team associated, according to the organisation's values, policies and protocols and universal health standards, in order to warrant the quality and continuity of the

health care and the development of a plan of action. Medical degree required, as is 2 years' work experience, preferably within MSF or a similar organisation.

Humanitarian Affairs Officer

Contribute to the development of humanitarian affairs activities in the Mission by supporting the Management Coordination Team in the analysis of context, humanitarian situation, security and in the definition of advocacy strategies, according to MSF policies and values, in order to improve the humanitarian and human rights situation among population.

ACTIVITY MANAGERS & CLINICAL MEDICAL SPECIALISTS

Medical Doctor

Provide outpatient and/or inpatient medical care to patients/beneficiaries according to adapted and updated medical knowledge, the organisation's protocols, values and universal hygiene standards to improve the patients/beneficiaries health conditions. Must be a qualified doctor, preferably with tropical medicine experience. Must have 2 years' experience (can be from within the medical training).

Specialized Medical Doctor

Organize and carry out specialized medical activities (anesthesia, surgery, obstetric gynecology, paediatrics, psychiatry, radiology) in accordance with MSF policies, protocols and universal hygiene standards and in close collaboration with other medical staff.

Supply Activity Manager

Defining, coordinating and monitoring all activities related to one or more areas of the supply programme (Warehouse, Transport and Customs, Procurement, etc.) according to MSF protocols, standards and procedures in order to ensure an optimal running of the mission/project

Technical Activity Manager

Planning, coordinating, and monitoring all logistics activities in the project related to his/her technical activity (Electricity, Construction, WHS, Biomed, Workshop, Fleet, etc.) according to MSF protocols, standards and procedures in order to ensure an optimal running of the project

Finance/Accountancy Manager

Coordinate and supervise the accounting of the mission (accounting, treasury, audit procedures, etc) according to the instructions of the Finance Coordinator, and in compliance with legal obligations, in order to provide reliable and transparent information to the organisation on the use and allocation of resources. Is responsible for quality and timely accounting for the whole mission: cash procedures, bank accounts, paper accounting, electronic data-entry, consolidation of overall mission accounting, monthly closing process and documents. University degree in Accounting, Finance or Business Administration required, as well as solid work experience in similar positions.

Personnel Administration Manager

Is responsible of ensuring that MSF is a Responsible employer in the mission, supports proper management of HR across the board and assumes full responsibility of all Administrative and legal issues in the Mission.

Nutritional Activity Manager

Defining, coordinating and monitoring all nutritional activities in the project area, according to MSF standards, and protocols, analysis of statistics and reports and Project Coordinator and Medical Coordinator's guidelines, in order to ensure a good care regarding nutritional issues to the target population, addressing malnutrition and providing information to the population regarding nutritional habits. Manages staff involved in the nutritional activities

Logistics Team Leader

Participate in defining, planning and monitoring logistics activities and programs in the field in accordance with the organisation's protocols, as well as coordinate human and material related resources needed in order to contribute to the proper development impact of the various projects. Working experience of at least two years in relevant jobs and previous humanitarian experience in MSF or other NGOs in developing countries is essential, as is experience with managing large teams. Previous experience in emergencies is desirable.

Medical Activity Manager

Defining, coordinating and monitoring the medical activities under his/her responsibility according to MSF protocols, standards and procedures in order to ensure the delivery of quality medical care for patients and their communities as well as to improve the health condition of the target population

Mission Pharmacy Manager

Defining, coordinating and monitoring all pharmacy related activities in the Mission, according to MSF standards and values, the Medical Coordinator instructions and with consideration of national and international laws and regulations, in order to ensure the quality and proper organisation of medical supply process, procedures and protocols, the proper management of the medical stock in the projects and, in collaboration with the medical coordinator, the correct use of medicines and medical material

COORDINATORS

Project Medical Referent

Participate in defining, planning and monitoring medical activities and programs across the country in accordance with the organisation's protocols, as well as coordinating human and material related resources needed in order to ensure the quality of care provided by MSF. Must have a paramedical or medical university degree, 2 years work experience and previous experience with MSF in the field.

Hospital Director

Defining, coordinating and monitoring the human, material and organizational means of the activities in the hospital according to MSF protocols, procedures and project objectives, the specificity of the targeted population and the availability of resources in order to guarantee the security, continuity and quality medical care for patients and their communities as well as to improve the health condition of the target population

Intersectional Legal Advisor

Providing technical legal expertise in support of the mission. Identifying the legal constraints and obligations applicable to MSF, assessing the risks and providing recommendations in order to support MSF activities in the country.

HR Coordinator

Define, adapt, plans and supervise the implementation of human resources policies in the Mission, ensuring they are in line with the context. Tertiary HR degree required, management experience required.

Project Coordinator

Responsible for one project or location within the country. Define and plan Project objectives and priorities, identifying population's health and humanitarian needs, analysing the context and the humanitarian issues at stake, the risks and constraints and calculating human and financial needs. Coordinate, in close collaboration with the Country Director, the project's implementation in order to efficiently ensure the goals as well as to improve targeted population's health conditions and humanitarian situation. Must have extensive and successful experience within the humanitarian field.

Finance Coordinator

Plan, centralize, coordinate and supervise the financial management in the Mission (budget, accounting, treasury, reporting, donors, auditing procedures, legal financial obligations, etc.) according to MSF policies and procedures in order to provide accurate, transparent, timeliness and reliable financial information to the organisation and third parties on the allocation of resources in the projects. Is also responsible for the implementation and effectiveness of the internal control system. University degree required, management experience required.

Logistics Coordinator

Defining and implementing all supply and technical logistics strategies and support to the mission, ensuring the pertinence and coherence of logistics and supply programmes, adequacy of the means provided and the compliance to MSF standard, protocols and procedures in order to enable the development of the mission in perfect working conditions and optimise the impact of the medical projects

Medical Coordinator

Plan, design, lead, coach and coordinate the implementation of the overall medical content, strategies, activities and resources

in the mission in order to facilitate the delivery of quality medical care for patients and their communities, as well as to improve population health condition, its humanitarian living conditions and disease prevention. Guarantee the appropriate implementation and management of medical aspects of MSF projects, ensuring the achievement of the objective set. This will be done in close collaboration with the Country Director, the Medical Department and other local authorities and following the corporate MSF ethos and values, health policies, protocols, and operational plan. Must have a medical or paramedical degree and previous work experience in a humanitarian setting in a developing country.

Head of Mission

Being responsible for MSF's operational response in the Mission. In collaboration with the operational cell, defining the mission operational strategy. Coordinating MSF's program execution, identifying humanitarian challenges, representing MSF's interests before third parties. Ensuring compliance to MSF's charter, ethical standards and policies as well as international and national laws and regulations, in order to realize organizational objectives and reach quality targets for the Mission.

APPENDIX C: EXPLANATION MARKET MEDIANS AND QUANTILES

The following table provides an explanation of the data included in Table 5. It represents the median, lower, and upper quartiles per function and per category across the reference market.

Category of Responsibility	Functions	25th Percentile	Median	75th Percentile	Number of Matches	Median per Category
Basic Skilled Positions	Cleaner	287	385	423	43	394
	Watchman	289	388	423	34	
	Cook	290	405	468	36	
	Community Health Worker	385	462	537	24	

Term	Definition
Category of Responsibility	The relative level of responsibility for functions requiring similar levels of skill, supervision and accountability.
Functions	These are the functions that have been chosen for the benchmark.
25 th Percentile	(Lower quartile, Q1) The number that divides the lower half of a set of data into two equal halves. E.g. Cleaner: has been found in 43 organisations. 21 of these 43 organisations pay less than 287 USD for their Cleaner.
Median	The median is the value situated in the middle of a range of values. This is where the majority pays. E.g. Cleaner: 21 employers pay more than 385 USD and 21 pay less. The 385 USD includes base wage and all fixed cash guaranteed allowances (and allowances for specific regions such as hardship allowance).
75 th Percentile	(Upper quartile, Q3) The number that divides the upper half of the data into two equal halves. This is generally high payers like international agencies (UN, embassies...).
Number of Matches	Number of matches for a function. E.g. Cleaner: 43 organisations reported a salary for the Cleaner position.
Median per Category	Corresponds to the median of all the matches across all levels in a category. This is how much the majority pays within a category. E.g. Basic Skilled Positions: the middle value of all 67 values (43+34+36+24) for all four functions is 394 USD.

APPENDIX D: MOBILITY POLICY DETAILS PER PARTICIPANT

Table 29 : Detailed mobility policy per participant

Participant Type	Relocation Policy
INGO	Transportation to/from field. Either accommodation in guesthouse or 400 USD Accommodation Allowance is offered. Relocation Allowance of 200 USD per month covers food. Additional three calendar days of leave every six (6) weeks.
INGO	Transportation to/from field three (3) times per year. Accommodation provided in guesthouse. Allowance 300 USD per month (10 USD per day) covers food. Additional four (4) working days of leave per year.
INGO	Transportation to/from the field three (3) times per year. Accommodation provided in guesthouse. Allowance 300 USD per month (10 USD per day) covers food.
INGO	Transportation to/from field five (5) times per year. Accommodation and food provided. Lump-sum allowance 150 USD. Five (5) additional working days of leave per year.
INGO	Transportation to/from field once per year if staff has been separated from family. Accommodation provided for four (4) weeks. Lump-sum allowance 100 USD and allowance at fifteen (15) percent of basic salaries for the first twelve (12) months. Five (5) additional working days of leave per year.
INGO	Transportation to/from field three (3) to four (4) times per year. Accommodation provided in guesthouse or covered (200 USD per month). Lump-sum allowance 500 USD.
INGO	Transportation to/from field two (2) times per year. Accommodation in guesthouse. Lump-sum allowance 300 USD.
INGO	Transportation to/from field three (3) times per year. Accommodation provided.
INGO	Transportation to/from field four (4) times per year. Accommodation and meal allowance (80 USD per month). Five (5) additional working days of leave every ten (10) weeks.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in guesthouse. Lump sum allowance 250 USD and monthly Hardship Allowance 200-250 USD. Five (5) additional working days of leave every ten (10) weeks.
INGO	Transportation to/from field three (3) times per year. Accommodation provided in guesthouse.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in hotel. Travel Allowance 25 USD per day covers food.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in guesthouse.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in guesthouse.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in guesthouse. Lump-sum allowance 316 USD.
INGO	Transportation is covered. Accommodation provided in hotel.
INGO	Transportation to/from field four (4) times per year.

Participant Type	Relocation Policy
	Accommodation provided as per MoU with partner NGO or in hotel. Allowance 200 USD per month. Five (5) additional working days of leave every three (3) months.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in guesthouse. Allowance 336 USD per month covers food. Additional five (5) working days leave every ten (10) weeks.
INGO	Transportation to/from field four (4) times per year. Accommodation provided. Additional three (3) working days every three (3) months.
INGO	Transportation to/from field once per year. Accommodation provided for one (1) month.
INGO	Transportation to/from field three (3) times per year Accommodation in guesthouse. Food allowance provided.
INGO	Transportation to/from field three (3) times per year. Accommodation provided in rented space. Food provided. Allowance equal to 25 percent of basic salaries. Additional ten (10) working days leave per year.
INGO	Transportation to/from field twice per year Accommodation provided in guesthouse. Food provided.
INGO	Transportation to/from field four times (4) per year Accommodation provided in guesthouse/hotel or allowance of 100 USD. Additional four (4) working days leave per year.
INGO	Transportation to/from field four times (4) per year. Accommodation and meals provided. Fifteen working days additional leave per year.
INGO	Transportation to/from field provided. Accommodation provided in guesthouse. Allowance 240 USD per month covers food. Additional seven (7) working days leave for each ten (10) weeks.
INGO	Transportation to/from field three (3) times per year. Accommodation provided in guesthouse. Allowance 70 USD per month covers food. Additional four (4) leave per year.
INGO	Transportation to/from field three (3) times per year. Accommodation provided in guesthouse. Allowance 100 USD per month covers food. Additional nine (9) working days leave per year.
INGO	Transportation to/from field four (4) times per year. Accommodation provided in guesthouse. Relocation allowance 315 USD.
INGO	Transportation to/from field and food covered.
INGO	Transportation to/from field covered. Lump-sum allowance 400 USD.
INGO	Transportation to/from field four (4) times per year. Allowance 330 USD per month.

APPENDIX E: MEDICAL COVERAGE

Table 30 : Detailed medical coverage per type of participant

Participant type	Type of Medical Coverage	Provider	Coverage	Dependents	Incl. dependents abroad?	Countries where dependents are covered	LHS treated abroad?
INGOs	Company insurance	IAA	100%	5	Yes	East Africa + India	Yes
INGOs	Expenses reimbursed	-	90%. Up to CHF 1 000 for staff and CHF 1 000 for dependents	Yes	Yes	Uganda	No
INGOs	Company insurance	CIC	100%	2	Yes	Burundi, Kenya, Rwanda, Uganda, India.	Yes
INGOs	Company insurance	CIC	100%	6	Yes	Uganda, Kenya	Yes
INGOs	Company insurance	UAP	80%	1	Yes	East Africa	Yes
INGOs	Company insurance	UAP	100%	5	Yes	India, Egypt, Ethiopia, Uganda, Kenya, Sudan, Rwanda, Tanzania	Yes
INGOs	Company insurance	Britam	100%	4	Yes	Kenya, Uganda, Sudan, India, Egypt	Yes
INGOs	Allowance	-	Medical Allowance 63 USD per month	-	-	-	No
INGOs	Company insurance	CIC	100%	3	Yes	Uganda, Kenya, Sudan, Ethiopia	Yes
INGOs	Allowance	-	Medical Allowance 100 USD per month	-	-	-	No
INGOs	Company insurance	UAP	100%	2	Yes	Uganda, Kenya, Rwanda, Sudan, and Egypt	Yes
INGOs	Company insurance	IAA	100%	2	Yes	Uganda, Kenya, South Sudan, Sudan, Egypt and India	Yes
INGOs	Company insurance	UAP	100%	6	Yes	South Sudan, Uganda, Kenya, Sudan, India, Rwanda, Egypt, Ethiopia, Tanzania	Yes
INGOs	Expenses reimbursed	-	Total 600 USD threshold per year	3	Yes	East Africa	No
INGOs	Company insurance	CIC	100%. Outpatient up to 2 000 USD, inpatient up to 5 000 USD.	4	Yes	East Africa + China, India	Yes
INGOs	Company insurance	MSH	100%. Up to 5 000 GBP per year.	Yes	Yes	Uganda, Kenya, India	Yes
INGOs	Company insurance/Medical Allowance	CIC	100%. CIC covers staff in Juba, Kajo Keji, Twic, Abyei. In Renk and Ulang: Medical Allowance 50 USD per month.	2	Yes	Uganda, Kenya, Sudan	Yes
INGOs	Company insurance	IAA	100%	4	Yes	Uganda, Kenya, Sudan, Ethiopia	Yes
INGOs	Company insurance	Britam	100%	1	Yes	East Africa	Yes
INGOs	Company insurance/Medical Allowance	CIGNA	Inpatient 100% insured. 30 USD cash allowance on payroll.	Yes	No	-	-

Participant type	Type of Medical Coverage	Provider	Coverage	Dependents	Incl. dependents abroad?	Countries where dependents are covered	LHS treated abroad?
INGOs	Company insurance	IAA	100%	5	Yes	Uganda, Kenya, Sudan	Yes
INGOs	Company insurance/Medical Allowance	UAP	Main office staff 100% insured. Health facility staff: Medical Allowance.	5	Yes	All African countries	Yes
INGOs	Company insurance	CIC	100%. Outpatient up to 2 000 USD, inpatient up to 10 000 USD.	5	Yes	Egypt, Uganda, Kenya, India, Sudan, Ethiopia +++	Yes
INGOs	Company insurance	CIC	100%	5	Yes	East Africa , Egypt and India	Yes
INGOs	Company insurance/Medical Allowance	CIC	100%. Optional enrolment, Medical Allowance for staff who are not insured.	4	Yes	Uganda, Kenya, Tanzania, Rwanda, Sudan, Ethiopia, Egypt, India	Yes
INGOs	Company insurance/Medical Allowance	IAA	100% for Juba based staff. 100 USD Medical Allowance for field staff	4	Yes	Uganda, Kenya	Yes
INGOs	Company insurance	New Sudan Insurance	100%	3	Yes	Uganda, Kenya, Rwanda, Egypt, Sudan and India	Yes
INGOs	Company insurance/Medical Allowance	CIC	100%. Optional enrolment for support staff (choose between insurance and Medical Allowance 70 USD).	4	Yes	Uganda, Kenya, Sudan and Ethiopia	Yes
INGOs	Company insurance	New Sudan Insurance	100%	3	Yes	Kenya, Uganda, Egypt, Ethiopia and India	Yes
INGOs	Expenses reimbursed	-	80%	6	Yes	East Africa & Sudan	No
International Private	Company insurance	Britam	100%	Yes	Yes	East Africa, Egypt, Sudan, Ethiopia and Lebanon	Yes
Local	Use own facilities	-	Hospital treatment provided	5	No	-	No
INGOs	Allowance	-	Medical Allowance 158 USD per month	-	No	-	-
INGOs	Company insurance	New Sudan Insurance	100%	2	Case-by-case	Uganda, Kenya, Egypt	Yes
INGOs	Company insurance	IAA	100%	4	Yes	Uganda, Kenya, Sudan	Yes
INGOs	Company insurance	IAA	100%	4	Yes	Kenya, Uganda, Sudan, Egypt	Yes
INGOs	Company insurance	Britam	100%	4	Yes	Uganda, Kenya, Ethiopia, India	Yes
INGOs	Use own facilities	-	100%	Yes	No	Only South Sudan	No
INGOs	Use own facilities	-	100%	Yes	No	Only South Sudan	No
INGOs	Use own facilities	-	100%	Yes	No	Only South Sudan	No
INGOs	Use own facilities	-	100%	Yes	No	Only South Sudan	No

Participant type	Type of Medical Coverage	Provider	Coverage	Dependents	Incl. dependents abroad?	Countries where dependents are covered	LHS treated abroad?
INGOs	Use own facilities	-	100%	Yes	No	Only South Sudan	No

APPENDIX F: MONTHLY HOUSEHOLD EXPENDITURE SURVEY METHODOLOGY

Data was collected from lower-level staff (respondents) on cost levels across six (6) categories of expenditure. The respondents were allowed to provide a range in which they expect costs per item to be. The average value in the range is used, in order to provide a modest of a cost of living, while still being within what respondents consider realistic.

Further, these values were used to estimate a general cost level for the country and when enough data is collected for specific locations. In the cases where the data was deemed statistically reliable, the median value per cost item was used. In the other cases, a more modest first quartile was used. This was to ensure that salaries are not revised drastically due to chance survey responses.

The qualification for being statistically significant (i.e. allowing the use of a median value), was based on the 95% confidence interval surrounding the median. A 95% confidence interval surrounding our estimated median is a range in which we are 95% certain that the median truly is. Thus, the narrower a confidence interval is, the more likely it is that our estimate is accurate. Generally, a confidence interval will narrow with an increasing number of respondents. The size of the confidence interval was then assessed relative to the estimated median. If the size of the interval was larger than 50% of the median, the estimate was considered unreliable. Note that the test of reliability was carried out on a per-item level.

APPENDIX G: LIST OF PARTICIPANTS

Action Against Hunger (AAH)
Agency for Technical Cooperation & Development (ACTED)
Alight
Amref Health Africa (AMREF)
AVSI Foundation (AVSI)
CARE International (CI)
Caritas Switzerland (CACH)
Centers for International Programs (ICAP)
Concern Worldwide (CW)
Cordaid
Danish Church Aid (DCA)
Danish Refugee Council (DRC)
Freedom International Hospital (FiH)
GOAL
Healthnet TPO
Help-Hilfe Zur Selbsthilfe (Help)
Humanity & Inclusion (HI)
Interchurch Medical Assistance (IMA WH)
International Committee of the Red Cross (ICRC)
International Medical Corps (IMC)
InterSOS
Malaria Consortium (MC)
Medicos del Mundo (MdM) Spain
Johanniter (JIA)
Medair
Ministry of Health, Republic of South Sudan (MoH)
Oxfam Great Britain
Plan International
Polish Humanitarian Action (PAH)
Relief International (RI)
Save the Children International (SCI)
Solidarités International (SI)
SOS Childrens Villages
Sudan Evangelical Mission (SEM)
Tearfund (TF)
United Nations (UN)
Welthungerhilfe (WHH)
World Vision International (WVI)

Three (3) participants wish to remain anonymous.