

NGO Local Pay Survey Report

Part I

Afghanistan - November 2008

Sample report prepared for: Your Organization

Table of Contents

1. Introduction
2. Market Overview
3. Comparative Chart: You vs. the Market
4. Your Jobs vs. The Market
5. Overall Market Data by Quartile
 - 5a. Base Salary Only
 - 5b. Base Salary plus Fixed Allowances
 - 5c. Base Salary, Fixed Allowances and Short-term Incentives
 - 5d. Total Compensation (includes in-kind benefits)
6. Summary of Benefit Practices
 - 6a. Summary of Medical Practices
 - 6b. Summary of Employer Pension and Savings Plan
7. Benefits By Employer
 - 7a. Summary of Allowances, Incentives and In-kind Benefits
 - 7b. Summary of Medical Plans
 - 7c. Summary of Retirement Plans
 - 7d. Summary of Family Benefits
 - 7e. Summary of Leave Benefits
8. Tax Summary
9. Social Security/Labour Code Summary
10. Exchange Rate Summary
11. List of Participants
12. Definitions

1. Introduction

This survey report for Afghanistan presents a rich profile of current market conditions within the NGO Community . The NGO Local Pay survey partners have worked with leading NGOs to ensure that the most relevant jobs and most representative employers have been engaged to provide a tailored picture that is both comprehensive and focused.

Understanding Developing Country Markets

In any labour market, accessing consistent and relevant compensation data is a challenge. In an emerging market employers face operating conditions where standard approaches to data collection and aggregation not only do not often apply, but these approaches can contribute to anomalies in the market profile.

Developing country markets are distinct from more developed labour markets in two broad areas: (1) depth and structure of available information and (2) volatility in market conditions.

The Birches Group Approach

Through our focus on developing country markets, Birches Group not only has developed a deep understanding of the forces which shape compensation in these locations; we have developed analytical tools and a methodological approach tailored to address these factors. This approach is built around creating a relevant context to assess and frame the market conditions. It is reflected in the Birches Group methodology both in the manner in which job comparisons are established and in how salary data is aggregated.

Fundamental to this approach are two elements: only trained Birches Group compensation specialists establish job comparisons following direct interviews with employers. Job leveling goes beyond simple functional and title comparison to include an examination of the structural context. This provides a true assessment of comparability.

With respect to data, for all jobs where a match is established, salary data not only for current incumbents is collected but the actual structural ranges focusing on hiring rates, attainable maxima and market reference positions are also collected. This structure data provides "bookends" for the actual compensation data. It enables an analysis of the compa-ratio within the employer regarding the position of its staff to its target market position and most importantly over time it enables an assessment of the factors affecting pay movement beyond responding to market conditions .

The NGO Local Pay Surveys

The collaboration between Birches Group, Inside NGO and People In Aid to create a dedicated rich market survey of the NGO community has been an exciting undertaking. This survey report is the outcome of this endeavor. We are equally grateful to all the participating NGOs for the time and effort in providing the required salary and benefit information.

We are hopeful that the information provided will be useful to NGOs in managing local national compensation . We equally recognize that this effort is a work in progress . We seek your detailed feedback to further improve and build upon this initiative to create an ongoing service which will provide dynamic information on market conditions and enable the NGO Community to more effectively manage staff compensation .

The Survey Report

The report which follows details the data collected from the participating employers. Information is presented from several perspectives and covers the full range of salary and benefit provisions. Birches Group compensation specialists are available to answer questions regarding the data and the findings. We can be contacted at reports@ngolocalpay.net. Again we are most grateful for everyone's participation and support. We look forward to receiving your questions and feedback.

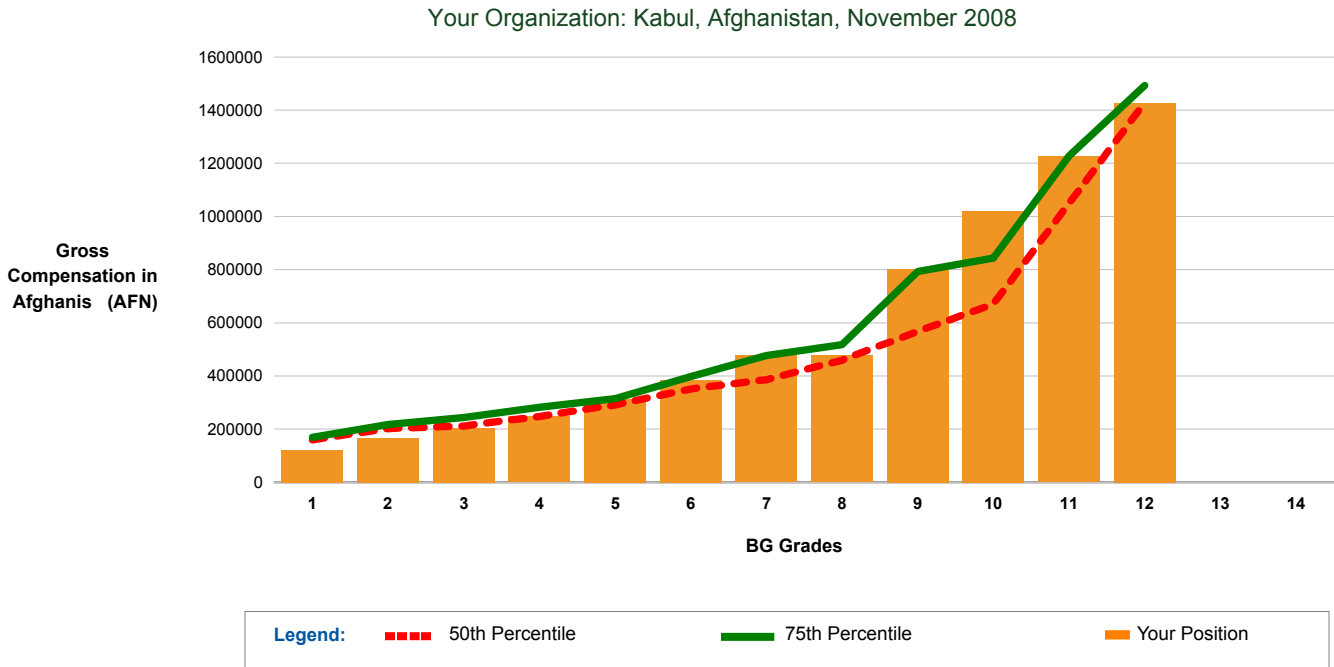
2. Market Overview

The economy of Afghanistan is recuperating from several years of conflict and experienced real GDP growth exceeding 11% in 2008. The improvement in its economy is attributable largely to the assistance from the international community and growth in the agricultural and service sectors. Despite this progress, however, Afghanistan remains an extremely poor nation. The unemployment rate in 2008 was at 40%, while inflation for the period of January 2007 to January 2008 was 16.3%. Although Afghanistan is significantly reliant on foreign aid, a steady growth in the level of production of goods and services, and the increase in the number of jobs available will be a major factor in the development of Afghanistan's economy.

This salary survey captures the compensation package provided to local professional and support staff within the NGO community. Sixteen employers participated in the survey and data was collected for jobs representing a total of 1,712 incumbents. Compensation plans of surveyed employers remain simple, with few cash or in-kind benefits provided above base salaries. Survey participants are mostly located in the capital city of Afghanistan. For those that have other offices outside Kabul, comparators follow the same salary scale for both the main office and field offices. However, two NGOs pay a 5-25% differential above base salary to their main office staff as compared to their field office staff. Additionally, there are 7 employers that provide additional allowances or hazard pay to their field staff depending on location.

It is important to note the practice of denomination and payment of salaries by the survey participants. Five out of the sixteen survey participants denominate and pay salaries in USD, four participants denominate salaries in USD but pay in Afghani, while the rest (seven of sixteen participants) denominate and pay salaries in Afghani.

3. Comparative Chart: You vs. the Market



The above chart is designed to provide a summary overview of the survey results. Birches Group survey benchmark jobs are classified into 14 distinct levels or grades. This chart shows the average total compensation for all of your jobs matched at each level compared to the local labour market. The total compensation values displayed in this chart include base salary, fixed cash allowances, variable cash and in-kind benefits, but exclude a valuation of pension and medical plans. For more details on which of your jobs were matched, and a comparison to the market level for each one, see the Comparative Table in the next section, and the Overall Market Data by Quartile in Section 5. Detailed market information for each job in the survey is contained in Part II of this report.

4. Your Jobs vs. The Market

The table in this section provides a comparison of your total Gross compensation by job to the local labour market for your matched jobs. The total Gross compensation includes base salary, fixed cash allowances, variable pay and in-kind benefits, but excludes a valuation of pension and medical plans. The values in the "Your Compensation" column represent the average of the values you provided us for each job. The compa-ratio column represents the relationship of your average Gross compensation for each job to the overall market average. A compa-ratio of 95% suggests that you are 5% behind the market average while a compa-ratio of 105% suggests you are 5% ahead of the market average.

Your Job Title	Your Job Grade	BG Level	Your Compensation	50th Percentile	75th Percentile	Compa-ratio
Admin Director	4	ADM-12, GEN-12	1,426,448	1,426,448	1,493,000	94%
Sr. Program Manager	5	DPM-11	1,225,636	1,130,544	1,422,292	102%
Deputy Finance Director	5	FIN-11	1,225,636	1,137,102	1,276,198	111%
Manager	5	GEN-11	1,225,636	1,049,711	1,227,264	109%
Capacity Building Manager	A	DPM-10	1,019,835	668,753	870,372	134%
Manager	A	GEN-10	1,019,835	669,334	862,170	138%
HR & Liaison Manager	A	HR-10	1,019,835	659,647	839,741	137%
Provincial Program Manager	B	DPM-9	800,937	573,817	663,869	131%
Sr. Engineering Advisor	B	ENG-9	800,937	574,406	651,560	133%
Manager	B	GEN-9	800,937	591,036	801,319	122%
Head Office Program Manager	C	DPM-8	476,644	444,419	485,880	107%
Provincial Audit Engineer	C	ENG-8	476,644	478,639	496,392	96%
Chief Head Office Accountant	C	FIN-8	476,644	467,693	511,827	94%
Manager	C	GEN-8	476,644	445,847	527,803	99%
Admin Officer	C	ADM-7	476,021	406,996	501,644	111%
Sr. District Program Coordinator	C	DPM-7	476,644	382,308	446,016	116%
Head Office Accountant	C	FIN-7	476,644	388,139	436,758	116%
Logistics Coordinator	C	LOG-7	476,644	378,593	431,238	121%
Junior District Program Coordinator	D	DPM-6	383,722	295,991	387,232	115%
Sr. Social Organizer	D	DPM-6	383,722	295,991	387,232	115%
District Design Engineer	D	ENG-6	383,722	383,722	476,939	97%
FIS Accountant	D	FIN-6	383,722	371,592	399,500	103%
Admin Officer	E	ADM-5	315,121	295,225	318,362	104%
Monitoring Officer	E	DPM-5	315,121	247,845	303,597	111%
Site Engineer	E	ENG-5	315,121	326,955	352,473	99%
Project Accountant	E	FIN-5	315,121	293,556	317,869	109%
HR Officer	E	HR-5	315,121	272,352	308,525	117%

NGO Local Pay Survey Report - Part I: Afghanistan - November 2008

IT Officer	E	IT-5	315,121	303,597	344,129	106%
Provincial Logistics Officer	E	LOG-5	315,121	288,737	298,376	109%
District Administrator	F	ADM-4	247,768	250,387	278,431	94%
Assistant Financial Accountant	F	FIN-4	247,768	252,936	288,109	90%
Logistics Assistant	F	LOG-4	247,768	247,768	281,292	94%
Junior Clerk	G	SEC-3	202,866	210,967	243,471	96%
Driver	H	ADM-2	167,319	201,456	217,172	84%
Cleaner	J	ADM-1	121,793	150,655	168,597	80%
Security Guard	J	ADM-1	121,793	162,334	172,573	77%

5. Overall Market Data by Quartile

5a. Base Salary

Compensation and Benefit Data: Afghanistan November 2008

Base Salary in Afghani

Grade - Occ.	Title	Job	Your Org.		Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching
												Incumbents	
12 - GEN	Manager/Renowned Expert	20	Min	1,413,792	715,315	1,119,434	1,257,300	1,356,000	1,413,792	1,182,089	1,182,080	1,172,368	5
			MRP	1,413,792	834,742	1,119,434	1,413,792	1,475,844	2,442,468	1,495,952	1,497,945	1,457,256	
			Max	1,905,220	954,169	1,678,964	1,694,388	1,905,220	2,643,000	1,859,584	1,853,701	1,775,148	8
11 - GEN	Manager/Authoritative Specialist	19	Min	1,037,113	465,485	659,535	927,898	1,022,827	1,356,000	853,126	863,545	892,284	14
			MRP	1,212,980	581,856	783,518	1,023,597	1,209,735	2,442,468	1,025,732	1,037,591	1,062,358	
			Max	1,389,470	586,080	1,036,874	1,306,473	1,378,190	2,643,000	1,252,439	1,264,061	1,279,664	32
11 - FIN	Accounting /Financial Specialist	51	Min	1,037,113	550,674	625,019	804,900	979,278	1,037,113	733,010	740,197	799,397	4
			MRP	1,212,980	642,349	905,787	1,103,290	1,230,885	1,284,600	1,010,080	1,012,602	1,033,382	
			Max	1,389,470	734,024	1,146,956	1,337,035	1,432,103	1,560,000	1,164,453	1,172,851	1,242,024	6
11 - ADM	Building Manager	131	Min		688,739	843,845	927,774	1,020,000	1,200,000	936,072	936,072	936,072	4
			MRP		688,739	844,313	944,886	1,045,200	1,200,000	944,628	944,627	944,628	
			Max		1,035,899	1,158,975	1,272,284	1,398,426	1,560,000	1,285,117	1,285,117	1,285,117	4
11 - HR	Chief, HR Services	71	Min		550,674	619,707	688,739	834,354	979,968	739,794	739,794	739,794	3
			MRP		642,349	665,544	688,739	863,754	1,038,768	789,952	789,952	789,952	
			Max		734,024	884,962	1,035,899	1,174,902	1,313,904	1,027,942	1,027,942	1,027,942	3
11 - DPM	Senior Programme Officer	211	Min	1,037,113	465,485	657,450	866,548	1,077,835	1,356,000	874,978	876,433	888,423	12
			MRP	1,212,980	581,856	796,776	1,110,703	1,284,188	2,442,468	1,119,090	1,121,288	1,139,385	
			Max	1,389,470	586,080	1,158,975	1,354,754	1,417,103	2,643,000	1,332,987	1,334,693	1,348,745	18
10 - GEN	Sr. Working Level Professional	18	Min	860,623	440,913	476,027	575,791	730,764	860,623	586,898	596,554	610,215	11
			MRP	1,007,179	514,191	577,516	641,726	820,074	1,007,179	666,032	674,049	689,405	
			Max	1,153,110	586,080	696,466	855,852	971,304	1,590,480	863,718	876,076	886,872	31
10 - FIN	Sr. Accountant	50	Min		440,913	478,457	516,000	543,316	570,631	509,181	509,181	509,181	3
			MRP		525,105	547,868	570,631	632,878	695,124	596,953	596,953	596,953	
			Max		587,469	721,552	855,634	930,737	1,005,840	816,314	816,314	816,314	3
10 - ADM	Admin. Services Specialist	130	Min		449,400	512,596	575,791	695,896	816,000	613,730	613,730	613,730	3
			MRP		509,400	592,141	674,881	754,159	833,436	672,572	672,572	672,572	
			Max		719,400	793,459	867,517	1,228,999	1,590,480	1,059,132	1,059,132	1,059,132	3

5a. Base Salary

Compensation and Benefit Data: Afghanistan November 2008

Base Salary in Afghani

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
													Incumbents
10 - HR	HR Specialist	70	Min	860,623	449,400	510,016	570,631	715,627	860,623	626,885	626,885	626,885	3
			MRP	1,007,179	479,400	525,016	570,631	788,905	1,007,179	685,737	685,737	685,737	
			Max	1,153,235	719,400	787,517	855,634	1,004,435	1,153,235	909,423	909,423	909,423	3
10 - ENG	FQP Engineer	170	Min		440,913	444,967	449,021	449,211	449,400	447,184	447,095	446,445	3
			MRP		513,879	537,578	561,276	625,338	689,400	613,489	610,448	588,185	
			Max		587,469	630,500	673,531	696,466	719,400	674,950	673,169	660,133	4
10 - DPM	Programme Officer	210	Min	860,623	440,913	476,027	570,631	730,764	860,623	606,840	607,331	612,250	7
			MRP	1,007,179	513,879	571,891	641,726	820,074	1,007,179	694,075	694,867	706,673	
			Max	1,153,235	587,469	749,475	855,634	971,304	1,153,235	863,756	863,502	862,557	14
9 - GEN	Working Level Professional	17	Min	673,531	316,200	422,719	516,000	586,200	673,531	502,903	501,820	503,391	15
			MRP	788,281	411,291	460,073	532,800	771,493	1,024,500	595,418	604,975	613,763	
			Max	902,532	470,225	568,467	707,880	954,186	1,200,000	758,942	766,142	765,682	56
9 - FIN	Accountant	49	Min		316,200	390,087	516,000	586,200	600,000	454,388	459,464	483,539	7
			MRP		410,979	432,009	634,404	768,000	840,000	567,484	575,271	612,200	
			Max		470,225	598,651	773,472	1,019,070	1,080,000	722,177	734,712	794,163	9
9 - ADM	Admin Services Officer	129	Min		316,200	452,958	589,716	594,858	600,000	501,972	501,972	501,972	3
			MRP		436,200	534,900	633,600	766,800	900,000	656,600	656,600	656,600	
			Max		556,200	794,250	1,032,300	1,116,150	1,200,000	929,500	929,500	929,500	3
9 - HR	HR Services Analyst	69	Min		352,357	408,952	465,495	506,379	516,000	449,837	449,837	449,837	4
			MRP		410,979	423,608	465,495	577,323	799,776	535,436	535,436	535,436	
			Max		470,225	598,383	712,043	838,698	1,005,840	725,038	725,038	725,038	4
9 - ENG	Engineer	169	Min	673,531	316,200	359,217	462,843	582,684	673,531	450,534	456,990	478,895	5
			MRP	788,281	436,200	449,021	572,327	634,404	788,281	540,189	547,356	576,047	
			Max	902,532	538,825	556,200	699,133	773,472	902,532	651,123	659,831	694,032	9
9 - DPM	Project Officer	209	Min	673,531	316,200	420,334	487,502	539,384	673,531	510,706	504,102	483,049	14
			MRP	788,281	410,979	478,286	538,012	627,611	788,281	574,300	579,422	567,678	
			Max	902,532	470,225	562,334	703,507	780,606	1,032,300	736,377	737,601	709,804	38
9 - LOG	Logistics Programme Support Manager	299	Min		316,200	343,318	390,087	446,656	503,172	399,887	399,887	399,887	4
			MRP		410,979	423,608	432,009	452,943	503,172	444,542	444,542	444,542	
			Max		470,225	534,706	598,651	676,573	782,984	612,628	612,628	612,628	4

5a. Base Salary

Compensation and Benefit Data: Afghanistan November 2008													
Base Salary in Afghani													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	Incumbents
8 - GEN	Entry Level Professional	16	Min	394,390	243,000	322,274	382,105	419,823	532,800	389,992	385,569	374,699	14
			MRP	463,988	336,142	366,038	404,065	502,659	630,000	461,588	453,642	442,558	
			Max	533,586	350,484	461,204	537,141	595,188	780,000	581,159	571,014	547,967	85
8 - FIN	Jr. Accountant	48	Min	394,390	243,000	388,247	418,566	425,550	532,800	410,455	409,013	404,918	8
			MRP	463,988	354,000	405,834	430,500	481,191	660,000	440,463	444,883	457,431	
			Max	533,586	442,200	513,440	547,868	625,575	780,000	561,051	565,028	576,318	14
8 - ADM	Admin. Services Officer	128	Min		243,000	325,541	417,839	419,646	441,576	392,229	389,017	370,398	7
			MRP		342,378	358,910	417,839	530,844	600,000	478,464	474,060	448,532	
			Max		391,022	496,848	555,040	592,236	780,000	570,289	568,443	557,747	11
8 - HR	HR Services Analyst	68	Min		243,000	374,129	418,920	448,200	532,800	403,410	403,410	403,410	4
			MRP		348,000	400,379	475,320	534,600	540,000	459,660	459,660	459,660	
			Max		453,000	518,772	624,288	710,910	720,000	605,394	605,394	605,394	4
8 - IT	Systems/Analyst - Programmer	108	Min		369,819	394,556	419,292	476,046	532,800	440,637	440,637	440,637	3
			MRP		369,819	451,310	532,800	555,000	577,200	493,273	493,273	493,273	
			Max		555,040	576,590	598,140	653,010	707,880	620,353	620,353	620,353	3
8 - ENG	Site Engineer	168	Min	394,390	292,362	334,974	372,143	413,598	441,576	376,009	372,998	371,371	6
			MRP	463,988	365,453	399,097	441,940	479,363	720,000	448,336	449,512	474,331	
			Max	533,586	438,544	531,460	536,793	574,749	720,000	551,759	550,618	558,202	18
8 - DPM	Assistant Project Officer	208	Min	394,390	243,000	317,300	350,190	388,247	441,576	354,607	354,745	349,279	10
			MRP	463,988	342,378	355,188	393,860	452,919	484,488	394,690	398,724	404,625	
			Max	533,586	350,484	461,204	532,169	551,280	598,140	529,066	525,585	502,417	28
7 - FIN	Sr. Accounts Assistant	15	Min	394,390	196,200	311,196	313,067	332,580	394,390	318,659	317,265	314,313	9
			MRP	463,988	286,200	336,729	368,676	409,731	463,988	374,023	374,705	377,169	
			Max	533,586	376,200	446,906	467,106	513,000	660,000	470,131	473,742	486,733	16
7 - ADM	Sr. Admin. Assistant	14	Min	394,390	196,200	293,768	313,067	360,000	488,244	353,063	347,793	330,879	13
			MRP	463,365	278,767	344,873	360,000	465,000	528,000	407,485	404,249	393,492	
			Max	533,586	319,927	446,906	485,816	586,332	701,880	526,536	521,945	508,855	18
7 - HR	Sr. HR Services Assistant	67	Min		311,196	314,508	324,096	339,435	360,000	326,117	326,591	329,847	4
			MRP		311,196	340,149	359,238	405,507	516,000	371,374	373,287	386,418	
			Max		441,756	452,610	461,667	525,800	701,880	506,815	508,078	516,743	5

5a. Base Salary

Compensation and Benefit Data: Afghanistan November 2008													
Base Salary in Afghanis													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching Incumbents	
7 - IT	WebMaster	107	Min		196,200	311,196	312,000	315,612	532,800	329,834	330,325	333,562	5
			MRP		311,196	356,400	370,200	445,800	532,800	387,932	389,954	403,279	
			Max		376,200	456,228	467,106	513,000	707,880	497,920	498,732	504,083	6
7 - ENG	Field Engineer	167	Min		276,000	284,884	293,768	302,482	311,196	298,040	297,513	293,655	3
			MRP		311,196	321,474	331,752	338,745	345,738	324,971	325,522	329,562	
			Max		420,000	433,453	446,906	457,006	467,106	450,280	449,605	444,671	4
7 - DPM	Sr. Programme Assistant	207	Min	394,390	196,200	266,870	312,132	339,435	394,390	302,595	302,021	301,546	12
			MRP	463,988	236,640	304,102	344,770	421,997	600,000	373,680	373,389	376,042	
			Max	533,586	319,927	409,050	451,567	497,759	701,880	462,375	463,662	470,733	31
7 - LOG	Logistics Coordinator	297	Min	394,390	196,200	266,623	311,196	346,290	394,390	290,034	292,262	303,945	7
			MRP	463,988	278,767	298,299	311,196	416,332	480,000	336,716	339,770	357,032	
			Max	533,586	319,927	408,978	446,906	500,346	701,880	437,412	442,577	469,623	10
6 - FIN	Accounts Asst	13	Min	314,315	163,200	238,167	256,466	318,236	443,700	279,030	279,630	276,463	12
			MRP	371,066	229,800	274,815	328,082	361,057	495,000	328,857	330,645	332,783	
			Max	428,066	266,294	331,935	377,198	505,800	588,480	411,141	412,176	407,398	19
6 - ADM	Admin. Assistant	126	Min		163,200	238,167	260,706	280,215	443,700	292,332	283,747	268,620	12
			MRP		233,241	278,424	306,222	357,190	451,800	328,638	323,878	323,587	
			Max		266,294	331,935	358,614	449,469	588,480	418,386	409,514	394,024	29
6 - HR	HR Services Assistant	12	Min		163,200	226,094	269,412	342,145	360,000	274,813	274,919	275,584	7
			MRP		229,800	251,639	282,600	342,145	360,000	291,250	291,667	294,281	
			Max		266,294	299,700	363,000	478,338	701,880	411,577	411,699	412,464	8
6 - IT	OTC	106	Min		200,188	242,565	260,706	316,500	443,700	279,797	281,544	290,261	10
			MRP		233,241	272,832	306,300	416,235	586,800	330,621	333,949	351,684	
			Max		266,294	333,198	384,183	528,600	588,480	409,311	411,910	424,557	13
6 - ENG	Site Engineer	166	Min	314,315	237,640	240,000	250,260	314,315	443,700	259,739	268,498	297,183	5
			MRP	371,066	281,220	309,012	371,066	447,900	448,800	319,196	328,120	371,600	
			Max	428,066	332,580	362,368	428,066	480,000	588,480	374,267	384,814	438,299	40
6 - DPM	Programme Assistant	206	Min	314,315	149,674	224,751	249,858	324,308	443,700	266,464	275,408	268,801	12
			MRP	371,066	187,092	257,023	275,628	358,483	443,700	296,082	306,363	298,695	
			Max	428,066	224,510	327,435	374,824	458,877	701,880	379,461	404,825	408,191	111

5a. Base Salary

Compensation and Benefit Data: Afghanistan November 2008													
Base Salary in Afghani													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching Incumbents	
6 - LOG	Warehouse Manager	296	Min		200,188	232,668	269,412	330,000	443,700	279,359	281,446	295,194	5
			MRP		233,241	256,200	270,036	330,000	443,700	294,403	296,015	306,635	
			Max		266,294	330,000	335,052	405,366	588,480	365,248	367,855	385,038	6
5 - FIN	Sr. Accounting Clerk	10	Min	257,439	163,200	180,614	214,626	243,296	257,439	217,205	216,192	212,743	8
			MRP	302,465	163,200	231,920	257,351	301,530	330,000	260,885	260,377	259,122	
			Max	347,991	229,800	277,373	337,791	350,993	361,462	311,898	312,282	316,083	15
5 - ADM	Sr. Admin Clerk	9	Min	257,439	163,200	193,271	214,626	252,055	345,800	232,417	231,621	227,956	8
			MRP	302,465	201,000	225,639	267,224	286,531	360,000	268,762	268,207	265,648	
			Max	347,991	269,400	299,123	337,791	350,993	459,266	336,023	336,176	336,884	10
5 - HR	HR Clerk	65	Min	257,439	156,600	172,263	214,626	250,142	301,800	209,196	210,380	217,963	6
			MRP	302,465	162,684	177,600	214,626	283,413	302,465	219,400	220,516	227,667	
			Max	347,991	209,400	266,343	309,501	346,744	398,316	292,462	294,331	306,306	7
5 - IT	Help Desk Assistant	105	Min	257,439	144,264	193,271	242,846	281,252	309,000	245,209	244,115	236,606	8
			MRP	302,465	163,140	226,839	283,424	304,099	343,002	273,957	273,061	266,913	
			Max	347,991	182,460	333,959	353,996	401,638	459,266	355,578	355,019	351,184	10
5 - ENG	Engineering Assistant	165	Min	257,439	180,000	180,614	219,129	286,679	374,400	216,902	220,695	248,165	4
			MRP	302,465	225,860	283,314	306,558	320,188	348,800	264,635	272,246	296,944	
			Max	347,991	277,830	330,451	353,996	393,903	495,612	315,064	325,399	370,358	69
5 - DPM	Sr. Programme Clerk	205	Min	257,439	162,600	172,811	184,656	238,854	374,400	189,286	197,844	215,858	11
			MRP	302,465	162,600	202,089	225,860	283,756	396,000	223,788	229,283	250,543	
			Max	347,991	226,381	249,720	277,830	367,636	495,612	288,202	298,146	319,714	69
5 - LOG	Warehouse Assistant	295	Min	257,439	149,674	169,006	201,000	250,260	345,800	204,112	207,922	218,036	9
			MRP	302,465	187,092	201,000	228,252	281,220	375,672	234,422	238,606	250,980	
			Max	347,991	224,510	236,400	306,831	343,002	459,266	281,804	288,027	305,885	16
4 - SEC	Secretary	5	Min		137,201	144,934	152,667	166,334	180,000	156,623	156,623	156,623	3
			MRP		180,000	185,417	190,834	197,953	205,072	191,969	191,969	191,969	
			Max		210,616	219,809	229,001	294,501	360,000	266,539	266,539	266,539	3
4 - FIN	Bookkeeper	7	Min	201,311	169,006	201,000	201,311	220,603	301,800	212,090	213,309	218,744	5
			MRP	235,112	197,694	220,603	233,142	235,112	301,800	235,972	236,283	237,670	
			Max	268,664	226,381	268,664	276,000	340,950	398,316	292,289	294,079	302,062	8

5a. Base Salary

Compensation and Benefit Data: Afghanistan November 2008													
Base Salary in Afghanis													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	Incumbents
4 - ADM	Admin. Clerk	6	Min	201,311	156,000	167,426	199,347	221,419	338,100	199,474	201,388	203,316	12
			MRP	235,112	180,000	200,174	222,242	229,967	338,100	225,813	226,825	225,364	
			Max	268,664	209,400	256,422	282,997	315,361	446,964	283,608	288,176	292,672	39
4 - LOG	Shipping & Receiving Clerk	294	Min	201,311	156,600	190,500	201,311	243,944	301,800	239,545	235,230	218,371	7
			MRP	235,112	180,000	192,000	223,887	249,556	301,800	245,018	241,218	226,971	
			Max	268,664	209,400	266,332	276,000	294,997	398,316	316,120	310,257	286,625	11
3 - SEC	Clerk-Typist	4	Min	163,144	120,000	163,144	171,000	186,468	215,954	171,313	171,313	171,313	5
			MRP	190,210	120,000	156,000	186,468	190,210	215,954	173,726	173,726	173,726	
			Max	218,523	180,000	218,523	267,000	278,767	288,956	246,649	246,649	246,649	5
3 - ADM	Sr. Driver	3	Min		137,201	147,335	167,100	181,164	254,282	168,615	169,162	172,542	8
			MRP		149,674	170,604	184,914	207,363	281,271	193,767	193,835	194,259	
			Max		172,800	204,891	230,413	275,250	340,950	238,947	239,441	242,489	9
2 - ADM	Driver	2	Min	130,964	72,000	124,275	139,197	150,921	182,520	137,042	135,932	138,325	16
			MRP	154,663	128,856	148,706	171,787	177,794	202,002	159,396	161,824	165,827	
			Max	178,112	153,000	182,505	200,189	214,491	231,660	195,825	196,226	199,120	236
1 - ADM	Guard	1101	Min	90,553	60,000	92,362	103,524	117,618	140,750	106,606	104,974	104,345	15
			MRP	109,137	102,901	116,199	126,360	134,947	152,700	122,759	123,988	126,070	
			Max	121,984	121,984	139,384	145,932	160,758	222,600	151,307	153,142	153,898	562
1 - ADM	Cleaner	1001	Min	90,553	60,000	90,321	98,077	116,427	142,373	104,554	102,775	102,501	16
			MRP	109,137	90,428	108,046	123,216	132,163	145,350	119,569	119,613	120,217	
			Max	121,984	118,242	132,152	144,750	160,137	222,600	153,799	153,549	151,202	118

5b. Base Salary plus Fixed Allowances

Compensation and Benefit Data: Afghanistan November 2008

Base Salary plus Fixed Allowances in Afghanis

Grade - Occ.	Title	Job	Your Org.		Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching
												Incumbents	
12 - GEN	Manager/Renowned Expert	20	Min	1,415,792	808,601	1,235,795	1,263,800	1,391,197	1,415,792	1,247,246	1,244,916	1,223,037	5
			MRP	1,415,792	937,980	1,235,795	1,415,792	1,482,344	2,477,665	1,562,354	1,562,123	1,509,915	
			Max	1,907,220	1,067,360	1,700,888	1,841,952	1,907,220	2,678,197	1,944,715	1,935,393	1,839,123	8
11 - GEN	Manager/Authoritative Specialist	19	Min	1,039,113	471,462	698,518	994,850	1,063,831	1,418,750	902,864	912,252	938,373	14
			MRP	1,214,980	587,833	807,095	1,035,188	1,216,608	2,477,665	1,079,609	1,090,124	1,111,625	
			Max	1,391,470	617,262	1,064,513	1,317,519	1,493,868	2,678,197	1,314,718	1,324,751	1,336,520	32
11 - FIN	Accounting /Financial Specialist	51	Min	1,039,113	630,240	698,775	862,426	1,012,203	1,039,113	791,011	797,240	848,551	4
			MRP	1,214,980	729,555	960,013	1,125,906	1,263,565	1,409,320	1,088,260	1,089,279	1,097,672	
			Max	1,391,470	828,869	1,250,820	1,400,395	1,457,798	1,603,232	1,245,180	1,252,005	1,308,223	6
11 - ADM	Building Manager	131	Min		690,818	917,642	998,242	1,056,712	1,217,150	976,113	976,113	976,113	4
			MRP		690,818	918,149	1,015,379	1,081,912	1,217,150	984,682	984,682	984,682	
			Max		1,037,978	1,172,357	1,348,420	1,510,576	1,603,232	1,334,513	1,334,513	1,334,513	4
11 - HR	Chief, HR Services	71	Min		630,240	660,529	690,818	838,643	986,468	769,175	769,175	769,175	3
			MRP		690,818	710,186	729,555	887,411	1,045,268	821,880	821,880	821,880	
			Max		828,869	933,424	1,037,978	1,179,191	1,320,404	1,062,417	1,062,417	1,062,417	3
11 - DPM	Senior Programme Officer	211	Min	1,039,113	471,462	704,460	923,195	1,108,340	1,418,750	920,269	921,637	932,903	12
			MRP	1,214,980	587,833	826,999	1,119,499	1,405,705	2,477,665	1,172,940	1,174,817	1,190,283	
			Max	1,391,470	617,262	1,196,250	1,435,580	1,509,646	2,678,197	1,394,771	1,396,110	1,407,136	18
10 - GEN	Sr. Working Level Professional	18	Min	862,623	454,998	514,789	617,262	765,589	862,623	633,880	641,461	645,578	11
			MRP	1,009,179	567,253	631,866	657,317	850,943	1,009,179	717,019	722,493	727,225	
			Max	1,155,110	617,262	737,324	869,596	1,015,762	1,625,677	922,541	931,702	929,306	31
10 - FIN	Sr. Accountant	50	Min		511,332	531,265	551,197	596,228	641,258	567,929	567,929	567,929	3
			MRP		602,540	621,899	641,258	685,790	730,321	658,040	658,040	658,040	
			Max		670,101	810,056	950,012	995,524	1,041,037	887,050	887,050	887,050	3
10 - ADM	Admin. Services Specialist	130	Min		504,520	541,195	577,870	714,533	851,197	644,529	644,529	644,529	3
			MRP		569,520	623,240	676,960	772,796	868,633	705,038	705,038	705,038	
			Max		797,020	833,308	869,596	1,247,636	1,625,677	1,097,431	1,097,431	1,097,431	3
10 - HR	HR Specialist	70	Min	862,623	504,520	572,889	641,258	751,941	862,623	669,467	669,467	669,467	3
			MRP	1,009,179	537,020	589,139	641,258	825,219	1,009,179	729,152	729,152	729,152	
			Max	1,155,235	797,020	873,516	950,012	1,052,623	1,155,235	967,422	967,422	967,422	3

5b. Base Salary plus Fixed Allowances

Compensation and Benefit Data: Afghanistan November 2008													
Base Salary plus Fixed Allowances in Afghanistan													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
												Incumbents	
10 - ENG	FQP Engineer	170	Min		454,998	479,759	504,520	507,926	511,332	493,842	493,415	490,283	3
			MRP		567,253	578,816	590,379	677,449	764,520	671,668	667,948	640,717	
			Max		670,101	674,804	679,508	738,264	797,020	735,912	733,464	715,543	4
10 - DPM	Programme Officer	210	Min	862,623	504,520	514,789	641,258	765,589	862,623	645,333	646,412	652,737	7
			MRP	1,009,179	590,379	639,920	657,317	859,716	1,009,179	736,636	737,928	750,878	
			Max	1,155,235	670,101	796,080	950,012	1,015,762	1,155,235	914,318	914,613	914,148	14
9 - GEN	Working Level Professional	17	Min	675,531	360,220	447,149	551,197	610,928	675,531	538,789	535,407	532,991	15
			MRP	790,281	438,936	490,071	586,858	790,091	1,039,491	632,118	639,426	644,091	
			Max	904,532	543,087	603,465	771,870	972,785	1,214,991	802,132	806,163	800,556	56
9 - FIN	Accountant	49	Min		360,220	450,970	551,197	598,025	643,232	498,159	502,277	521,806	7
			MRP		478,904	488,381	640,904	794,174	883,232	613,995	620,716	652,593	
			Max		543,087	668,911	779,972	1,045,244	1,123,232	773,419	784,879	839,229	9
9 - ADM	Admin Services Officer	129	Min		360,220	483,543	606,866	610,928	614,991	527,359	527,359	527,359	3
			MRP		490,220	570,485	650,750	782,870	914,991	685,320	685,320	685,320	
			Max		620,220	834,835	1,049,450	1,132,220	1,214,991	961,554	961,554	961,554	3
9 - HR	HR Services Analyst	69	Min		415,397	468,756	518,870	552,338	555,759	502,224	502,224	502,224	4
			MRP		478,904	484,633	521,151	625,563	834,973	589,045	589,045	589,045	
			Max		543,087	673,973	788,245	904,426	1,041,037	790,154	790,154	790,154	4
9 - ENG	Engineer	169	Min	675,531	360,220	365,194	464,922	589,184	675,531	459,979	466,833	491,010	5
			MRP	790,281	454,998	490,220	574,406	640,904	790,281	550,745	558,440	590,162	
			Max	904,532	544,802	620,220	701,212	779,972	904,532	662,790	672,157	710,147	9
9 - DPM	Project Officer	209	Min	675,531	360,220	438,263	521,175	587,438	675,531	546,074	536,818	513,877	14
			MRP	790,281	458,063	500,884	563,751	652,404	796,039	610,583	613,258	599,922	
			Max	904,532	543,087	595,088	744,736	839,418	1,049,450	780,426	777,827	746,512	38
9 - LOG	Logistics Programme Support Manager	299	Min		360,220	401,602	450,970	503,847	555,759	454,480	454,480	454,480	4
			MRP		478,904	484,633	488,381	506,605	555,759	502,856	502,856	502,856	
			Max		543,087	600,937	668,911	752,924	858,889	684,949	684,949	684,949	4
8 - GEN	Entry Level Professional	16	Min	396,390	280,920	341,776	410,051	436,079	582,200	411,121	407,786	399,597	14
			MRP	465,988	371,430	386,205	431,324	517,147	673,232	483,237	476,528	468,407	
			Max	535,586	381,666	503,160	543,910	622,301	823,232	604,923	596,491	576,914	85

5b. Base Salary plus Fixed Allowances

Compensation and Benefit Data: Afghanistan November 2008														
Base Salary plus Fixed Allowances in Afghanistan														
Grade - Occ.	Title	Job	Your Org.		Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
														Incumbents
8 - FIN	Jr. Accountant	48	Min	396,390	280,920	416,881	432,909	465,770	582,200	432,994	433,700	435,707	8	
				465,988	401,170	427,960	450,969	500,587	463,662	470,360	489,376	14		
				535,586	473,382	528,794	583,762	661,244	586,984	593,773	613,048			
8 - ADM	Admin. Services Officer	128	Min	280,920	381,044	429,376	442,259	463,232	417,197	415,090	402,877	7		
				394,670	414,149	429,376	542,669	643,232	504,690	501,497	482,988		11	
				457,284	530,327	592,832	619,829	823,232	599,082	598,664	596,237			
8 - HR	HR Services Analyst	68	Min	280,920	392,262	432,184	471,793	582,200	431,872	431,872	431,872	4		
				394,670	420,700	492,184	561,793	582,200	490,309	490,309	490,309		4	
				508,420	541,280	643,612	744,211	771,870	641,878	641,878	641,878			
8 - IT	Systems/Analyst - Programmer	108	Min	423,712	430,077	436,442	509,321	582,200	480,785	480,785	480,785	3		
				423,712	502,956	582,200	588,275	594,350	533,421	533,421	533,421		3	
				615,290	619,829	624,368	698,119	771,870	670,509	670,509	670,509			
8 - ENG	Site Engineer	168	Min	396,390	298,339	358,733	387,699	425,341	448,076	391,136	388,116	384,796	6	
				465,988	371,430	412,180	467,444	485,466	734,991	463,463	464,631	487,757		18
				535,586	444,521	533,519	562,297	591,876	734,991	566,887	565,736	571,628		
8 - DPM	Assistant Project Officer	208	Min	396,390	280,920	341,776	380,337	416,881	448,076	379,872	380,393	376,522	10	
				465,988	371,377	395,890	429,506	469,293	501,350	421,178	425,815	433,835		28
				535,586	381,666	503,160	534,208	591,876	624,368	557,010	554,388	533,869		
7 - FIN	Sr. Accounts Assistant	15	Min	396,390	230,220	328,658	339,080	360,204	396,390	333,331	333,081	334,820	9	
				465,988	327,720	360,204	375,176	425,322	493,232	389,163	391,058	398,510		16
				535,586	425,220	448,985	501,407	535,586	674,991	486,552	491,564	510,351		
7 - ADM	Sr. Admin. Assistant	14	Min	396,390	230,220	295,847	355,232	395,197	533,931	379,934	374,076	355,884	13	
				465,988	327,720	350,850	395,197	490,988	542,991	434,956	431,170	419,326		18
				535,586	380,264	448,985	529,106	592,832	737,077	558,410	552,907	537,593		
7 - HR	Sr. HR Services Assistant	67	Min	332,762	337,501	349,642	368,952	395,197	357,489	357,403	356,811	4		
				360,204	365,264	371,063	419,181	551,197	402,746	404,099	413,382		5	
				448,256	467,098	501,242	581,099	737,077	543,385	543,839	546,954			
7 - IT	WebMaster	107	Min	230,220	332,762	355,232	360,204	582,200	370,137	370,399	372,124	5		
				360,204	387,350	403,770	489,032	582,200	430,460	432,311	444,511		6	
				425,220	473,378	529,106	556,232	771,870	547,485	547,970	551,161			

5b. Base Salary plus Fixed Allowances

Compensation and Benefit Data: Afghanistan November 2008

Base Salary plus Fixed Allowances in Afghanis

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
													Incumbents
7 - ENG	Field Engineer	167	Min		295,847	310,427	325,007	342,605	360,204	335,315	334,318	327,019	3
			MRP		347,817	354,010	360,204	370,481	380,759	362,246	362,328	362,927	
			Max		448,985	458,996	469,007	499,057	529,106	494,051	492,647	482,366	4
7 - DPM	Sr. Programme Assistant	207	Min	396,390	230,220	295,163	330,710	363,900	396,390	319,834	320,454	325,308	12
			MRP	465,988	285,647	336,259	367,698	435,360	635,197	391,670	392,663	400,911	
			Max	535,586	345,362	442,497	471,193	530,726	737,077	481,637	484,355	497,387	31
7 - LOG	Logistics Coordinator	297	Min	396,390	230,220	294,479	339,080	377,700	396,390	319,212	320,776	330,007	7
			MRP	465,988	312,477	331,697	360,204	420,582	515,197	367,626	369,975	384,634	
			Max	535,586	380,264	436,738	448,985	532,346	737,077	471,401	475,894	500,642	10
6 - FIN	Accounts Asst	13	Min	316,315	194,470	253,880	281,070	327,532	485,675	305,023	305,860	303,130	12
			MRP	373,066	266,620	287,379	360,007	393,305	509,991	355,287	357,347	360,143	
			Max	430,066	309,520	348,922	401,802	525,842	642,520	440,024	441,421	437,636	19
6 - ADM	Admin. Assistant	126	Min		194,470	253,880	289,962	312,132	485,675	322,468	313,493	296,528	12
			MRP		272,750	308,640	344,980	367,337	485,675	359,729	354,678	352,650	
			Max		322,162	348,922	385,999	470,414	642,520	453,357	443,722	425,262	29
6 - HR	HR Services Assistant	12	Min		194,470	272,890	314,938	377,826	395,197	315,122	315,125	315,148	7
			MRP		266,620	300,984	325,832	377,826	395,197	332,610	332,944	335,038	
			Max		309,520	341,672	406,232	535,064	737,077	458,565	458,494	458,043	8
6 - IT	OTC	106	Min		249,818	255,433	303,215	349,621	485,675	311,383	313,453	323,341	10
			MRP		272,750	294,693	343,507	456,516	646,356	363,571	367,285	386,531	
			Max		322,162	354,447	434,227	558,745	646,356	445,136	448,116	462,014	13
6 - ENG	Site Engineer	166	Min	316,315	239,719	254,991	256,760	316,315	485,675	264,340	274,370	310,692	5
			MRP	373,066	287,720	311,091	373,066	463,791	490,225	323,805	334,008	385,179	
			Max	430,066	339,080	364,447	430,066	494,991	642,520	379,170	391,261	454,221	40
6 - DPM	Programme Assistant	206	Min	316,315	155,651	247,293	260,904	335,853	485,675	281,025	294,717	293,172	12
			MRP	373,066	193,069	277,987	287,972	378,417	485,675	310,853	326,067	323,555	
			Max	430,066	230,487	348,922	383,659	498,643	737,077	395,563	426,820	436,617	111
6 - LOG	Warehouse Manager	296	Min		249,818	250,547	314,938	361,182	485,675	318,784	320,583	332,432	5
			MRP		273,350	286,354	315,614	361,182	485,675	334,755	336,030	344,435	
			Max		322,162	352,202	361,182	462,221	642,520	410,408	412,734	428,057	6

5b. Base Salary plus Fixed Allowances

Compensation and Benefit Data: Afghanistan November 2008

Base Salary plus Fixed Allowances in Afghanistan

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching Incumbents	
5 - FIN	Sr. Accounting Clerk	10	Min	259,439	182,898	194,861	245,591	257,430	270,348	236,267	235,026	231,261	8 15
			MRP	304,465	194,470	261,651	282,047	305,147	344,991	279,947	279,211	277,640	
			Max	349,991	266,620	309,401	344,536	369,327	394,660	331,967	332,255	336,490	
5 - ADM	Sr. Admin Clerk	9	Min	259,439	194,470	208,711	250,496	262,166	385,273	253,232	253,075	252,350	8 10
			MRP	304,465	232,791	263,819	284,179	305,729	400,656	290,581	290,708	291,296	
			Max	349,991	309,520	321,625	344,536	379,908	508,194	359,625	360,540	364,761	
5 - HR	HR Clerk	65	Min	259,439	179,834	201,548	251,836	267,621	331,950	237,206	238,329	245,520	6 7
			MRP	304,465	179,834	212,273	257,290	295,936	331,950	247,724	248,762	255,408	
			Max	349,991	244,520	290,014	334,612	383,493	436,509	324,244	326,038	337,531	
5 - IT	Help Desk Assistant	105	Min	259,439	150,764	208,711	264,893	293,271	345,406	263,795	262,781	255,820	8 10
			MRP	304,465	169,640	262,158	292,552	335,314	348,979	292,543	291,727	286,127	
			Max	349,991	188,960	343,099	384,825	422,311	508,194	377,981	377,495	374,163	
5 - ENG	Engineering Assistant	165	Min	259,439	182,898	191,968	227,215	297,229	410,600	220,002	225,673	261,982	4 69
			MRP	304,465	227,939	285,333	315,053	339,947	382,867	267,704	277,131	310,228	
			Max	349,991	279,909	332,470	362,491	416,721	541,913	318,310	330,817	386,701	
5 - DPM	Sr. Programme Clerk	205	Min	259,439	179,750	187,027	216,766	264,122	410,600	198,347	210,875	237,842	11 69
			MRP	304,465	179,750	219,865	247,845	292,552	431,197	232,900	242,415	272,844	
			Max	349,991	242,816	274,911	280,274	398,766	541,913	297,836	312,276	344,425	
5 - LOG	Warehouse Assistant	295	Min	259,439	155,651	213,285	244,232	259,439	385,273	236,483	238,595	244,025	9 16
			MRP	304,465	193,069	247,845	270,348	287,720	417,634	268,139	270,525	278,034	
			Max	349,991	230,487	278,923	322,422	349,991	508,194	317,537	321,961	335,195	
4 - SEC	Secretary	5	Min		139,280	148,962	158,644	176,817	194,991	164,305	164,305	164,305	3 3
			MRP		194,991	195,901	196,811	201,981	207,151	199,651	199,651	199,651	
			Max		212,695	223,836	234,978	304,984	374,991	274,221	274,221	274,221	
4 - FIN	Bookkeeper	7	Min	203,311	203,311	216,766	244,232	249,643	331,950	247,325	247,665	249,180	5 8
			MRP	237,112	237,112	247,845	249,643	276,374	331,950	271,506	270,971	268,585	
			Max	270,664	270,664	278,923	319,232	380,019	436,509	330,380	331,606	337,069	
4 - ADM	Admin. Clerk	6	Min	203,311	179,834	191,187	215,026	245,583	371,275	214,773	219,774	229,482	12 39
			MRP	237,112	197,150	230,548	246,039	264,985	371,275	241,231	245,377	251,913	
			Max	270,664	242,816	276,858	310,381	349,733	489,211	300,343	308,456	321,993	

5b. Base Salary plus Fixed Allowances

Compensation and Benefit Data: Afghanistan November 2008													
Base Salary plus Fixed Allowances in Afghanistan													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	Incumbents
4 - LOG	Shipping & Receiving Clerk	294	Min	203,311	187,320	199,151	235,424	269,707	331,950	266,590	261,782	241,773	7
			MRP	237,112	194,991	225,672	237,112	269,707	331,950	272,263	267,989	250,687	
			Max	270,664	244,520	282,923	301,530	317,112	436,509	346,490	339,813	311,804	11
3 - SEC	Clerk-Typist	4	Min	165,144	134,991	165,144	214,232	225,082	244,606	196,811	196,811	196,811	5
			MRP	192,210	134,991	192,210	199,232	225,082	244,606	199,224	199,224	199,224	
			Max	220,523	194,991	220,523	310,232	323,692	325,072	274,902	274,902	274,902	5
3 - ADM	Sr. Driver	3	Min		139,280	185,572	192,813	199,801	286,128	192,272	193,195	198,896	8
			MRP		185,221	194,220	208,116	223,046	315,366	217,982	218,436	221,242	
			Max		204,870	230,950	254,555	311,422	380,019	264,627	265,532	271,119	9
2 - ADM	Driver	2	Min	132,964	95,670	141,958	149,981	185,697	228,669	158,019	156,933	160,076	16
			MRP	156,663	156,663	171,789	186,172	200,125	228,669	180,794	183,302	187,978	
			Max	180,112	180,112	210,751	216,560	244,539	266,294	218,171	218,668	222,475	236
1 - ADM	Guard	1101	Min	92,553	82,670	104,361	120,050	147,512	172,509	125,136	124,833	124,549	15
			MRP	111,137	108,878	134,147	146,867	165,492	177,796	141,595	144,240	146,681	
			Max	123,984	123,984	152,826	172,509	180,735	257,797	171,031	174,227	175,301	562
1 - ADM	Cleaner	1001	Min	92,553	82,670	104,676	120,544	141,474	172,509	125,686	123,596	123,293	16
			MRP	111,137	104,512	120,266	140,744	158,607	179,953	141,095	140,859	141,368	
			Max	123,984	123,984	153,311	169,376	177,195	257,797	176,450	175,788	173,314	118

5c. Base Salary, Fixed Allowances and Short-term Incentives

Compensation and Benefit Data: Afghanistan November 2008

Base Salary, Fixed Allowances and Short-term Incentives in Afghanis

Grade - Occ.	Title	Job	Your Org.		Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
												Incumbents		
12 - GEN	Manager/Renowned Expert	20	Min	1,415,792	808,601	1,235,795	1,263,800	1,391,197	1,415,792	1,247,246	1,244,916	1,223,037	5	
				MRP	1,415,792	937,980	1,235,795	1,415,792	1,482,344	2,477,665	1,562,354	1,562,123	1,509,915	
				Max	1,907,220	1,067,360	1,700,888	1,841,952	1,907,220	2,678,197	1,944,715	1,935,393	1,839,123	8
11 - GEN	Manager/Authoritative Specialist	19	Min	1,039,113	471,462	698,518	994,850	1,063,831	1,418,750	902,864	912,252	938,373	14	
				MRP	1,214,980	587,833	807,095	1,035,188	1,216,608	2,477,665	1,079,609	1,090,124	1,111,625	
				Max	1,391,470	617,262	1,064,513	1,317,519	1,493,868	2,678,197	1,314,718	1,324,751	1,336,520	32
11 - FIN	Accounting /Financial Specialist	51	Min	1,039,113	630,240	698,775	862,426	1,012,203	1,039,113	791,011	797,240	848,551	4	
				MRP	1,214,980	729,555	960,013	1,125,906	1,263,565	1,409,320	1,088,260	1,089,279	1,097,672	
				Max	1,391,470	828,869	1,250,820	1,400,395	1,457,798	1,603,232	1,245,180	1,252,005	1,308,223	6
11 - ADM	Building Manager	131	Min		690,818	917,642	998,242	1,056,712	1,217,150	976,113	976,113	976,113	4	
				MRP		690,818	918,149	1,015,379	1,081,912	1,217,150	984,682	984,682	984,682	
				Max		1,037,978	1,172,357	1,348,420	1,510,576	1,603,232	1,334,513	1,334,513	1,334,513	4
11 - HR	Chief, HR Services	71	Min		630,240	660,529	690,818	838,643	986,468	769,175	769,175	769,175	3	
				MRP		690,818	710,186	729,555	887,411	1,045,268	821,880	821,880	821,880	
				Max		828,869	933,424	1,037,978	1,179,191	1,320,404	1,062,417	1,062,417	1,062,417	3
11 - DPM	Senior Programme Officer	211	Min	1,039,113	471,462	704,460	923,195	1,108,340	1,418,750	920,269	921,637	932,903	12	
				MRP	1,214,980	587,833	826,999	1,119,499	1,405,705	2,477,665	1,172,940	1,174,817	1,190,283	
				Max	1,391,470	617,262	1,196,250	1,435,580	1,509,646	2,678,197	1,394,771	1,396,110	1,407,136	18
10 - GEN	Sr. Working Level Professional	18	Min	862,623	454,998	514,789	617,262	765,589	862,623	633,880	641,461	645,578	11	
				MRP	1,009,179	567,253	631,866	657,317	850,943	1,009,179	717,019	722,493	727,225	
				Max	1,155,110	617,262	737,324	869,596	1,015,762	1,625,677	922,541	931,702	929,306	31
10 - FIN	Sr. Accountant	50	Min		511,332	531,265	551,197	596,228	641,258	567,929	567,929	567,929	3	
				MRP		602,540	621,899	641,258	685,790	730,321	658,040	658,040	658,040	
				Max		670,101	810,056	950,012	995,524	1,041,037	887,050	887,050	887,050	3
10 - ADM	Admin. Services Specialist	130	Min		504,520	541,195	577,870	714,533	851,197	644,529	644,529	644,529	3	
				MRP		569,520	623,240	676,960	772,796	868,633	705,038	705,038	705,038	
				Max		797,020	833,308	869,596	1,247,636	1,625,677	1,097,431	1,097,431	1,097,431	3
10 - HR	HR Specialist	70	Min	862,623	504,520	572,889	641,258	751,941	862,623	669,467	669,467	669,467	3	
				MRP	1,009,179	537,020	589,139	641,258	825,219	1,009,179	729,152	729,152	729,152	
				Max	1,155,235	797,020	873,516	950,012	1,052,623	1,155,235	967,422	967,422	967,422	3

5c. Base Salary, Fixed Allowances and Short-term Incentives

Compensation and Benefit Data: Afghanistan November 2008

Base Salary, Fixed Allowances and Short-term Incentives in Afghanis

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
													Incumbents
10 - ENG	FQP Engineer	170	Min		454,998	479,759	504,520	507,926	511,332	493,842	493,415	490,283	3
			MRP		567,253	578,816	590,379	677,449	764,520	671,668	667,948	640,717	
			Max		670,101	674,804	679,508	738,264	797,020	735,912	733,464	715,543	4
10 - DPM	Programme Officer	210	Min	862,623	504,520	514,789	641,258	765,589	862,623	645,333	646,412	652,737	7
			MRP	1,009,179	590,379	639,920	657,317	859,716	1,009,179	736,636	737,928	750,878	
			Max	1,155,235	670,101	796,080	950,012	1,015,762	1,155,235	914,318	914,613	914,148	14
9 - GEN	Working Level Professional	17	Min	675,531	360,220	447,149	551,197	610,928	675,531	538,789	535,407	532,991	15
			MRP	790,281	438,936	490,071	586,858	790,091	1,039,491	632,118	639,426	644,091	
			Max	904,532	543,087	603,465	771,870	972,785	1,214,991	802,132	806,163	800,556	56
9 - FIN	Accountant	49	Min		360,220	450,970	551,197	598,025	643,232	498,159	502,277	521,806	7
			MRP		478,904	488,381	640,904	794,174	883,232	613,995	620,716	652,593	
			Max		543,087	668,911	779,972	1,045,244	1,123,232	773,419	784,879	839,229	9
9 - ADM	Admin Services Officer	129	Min		360,220	483,543	606,866	610,928	614,991	527,359	527,359	527,359	3
			MRP		490,220	570,485	650,750	782,870	914,991	685,320	685,320	685,320	
			Max		620,220	834,835	1,049,450	1,132,220	1,214,991	961,554	961,554	961,554	3
9 - HR	HR Services Analyst	69	Min		415,397	468,756	518,870	552,338	555,759	502,224	502,224	502,224	4
			MRP		478,904	484,633	521,151	625,563	834,973	589,045	589,045	589,045	
			Max		543,087	673,973	788,245	904,426	1,041,037	790,154	790,154	790,154	4
9 - ENG	Engineer	169	Min	675,531	360,220	365,194	464,922	589,184	675,531	459,979	466,833	491,010	5
			MRP	790,281	454,998	490,220	574,406	640,904	790,281	550,745	558,440	590,162	
			Max	904,532	544,802	620,220	701,212	779,972	904,532	662,790	672,157	710,147	9
9 - DPM	Project Officer	209	Min	675,531	360,220	438,263	521,175	587,438	675,531	546,074	536,818	513,877	14
			MRP	790,281	458,063	500,884	563,751	652,404	796,039	610,583	613,258	599,922	
			Max	904,532	543,087	595,088	744,736	839,418	1,049,450	780,426	777,827	746,512	38
9 - LOG	Logistics Programme Support Manager	299	Min		360,220	401,602	450,970	503,847	555,759	454,480	454,480	454,480	4
			MRP		478,904	484,633	488,381	506,605	555,759	502,856	502,856	502,856	
			Max		543,087	600,937	668,911	752,924	858,889	684,949	684,949	684,949	4
8 - GEN	Entry Level Professional	16	Min	396,390	280,920	341,776	410,051	436,079	582,200	411,121	407,786	399,597	14
			MRP	465,988	371,430	386,205	431,324	517,147	673,232	483,237	476,528	468,407	
			Max	535,586	381,666	503,160	543,910	622,301	823,232	604,923	596,491	576,914	85

5c. Base Salary, Fixed Allowances and Short-term Incentives

Compensation and Benefit Data: Afghanistan November 2008

Base Salary, Fixed Allowances and Short-term Incentives in Afghanistan

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching		
												Incumbents	Incumbents	
8 - FIN	Jr. Accountant	48	Min	396,390	280,920	416,881	432,909	465,770	582,200	432,994	433,700	435,707	8	/
			MRP	465,988	401,170	427,960	450,969	500,587	703,232	463,662	470,360	489,376		
			Max	535,586	473,382	528,794	583,762	661,244	823,232	586,984	593,773	613,048		
8 - ADM	Admin. Services Officer	128	Min		280,920	381,044	429,376	442,259	463,232	417,197	415,090	402,877	7	/
			MRP		394,670	414,149	429,376	542,669	643,232	504,690	501,497	482,988		
			Max		457,284	530,327	592,832	619,829	823,232	599,082	598,664	596,237		
8 - HR	HR Services Analyst	68	Min		280,920	392,262	432,184	471,793	582,200	431,872	431,872	431,872	4	/
			MRP		394,670	420,700	492,184	561,793	582,200	490,309	490,309	490,309		
			Max		508,420	541,280	643,612	744,211	771,870	641,878	641,878	641,878		
8 - IT	Systems/Analyst - Programmer	108	Min		423,712	430,077	436,442	509,321	582,200	480,785	480,785	480,785	3	/
			MRP		423,712	502,956	582,200	588,275	594,350	533,421	533,421	533,421		
			Max		615,290	619,829	624,368	698,119	771,870	670,509	670,509	670,509		
8 - ENG	Site Engineer	168	Min	396,390	298,339	358,733	387,699	425,341	448,076	391,136	388,116	384,796	6	/
			MRP	465,988	371,430	412,180	467,444	485,466	734,991	463,463	464,631	487,757		
			Max	535,586	444,521	533,519	562,297	591,876	734,991	566,887	565,736	571,628		
8 - DPM	Assistant Project Officer	208	Min	396,390	280,920	341,776	380,337	416,881	448,076	379,872	380,393	376,522	10	/
			MRP	465,988	371,377	395,890	429,506	469,293	501,350	421,178	425,815	433,835		
			Max	535,586	381,666	503,160	534,208	591,876	624,368	557,010	554,388	533,869		
7 - FIN	Sr. Accounts Assistant	15	Min	396,390	230,220	328,658	339,080	360,204	396,390	333,331	333,081	334,820	9	/
			MRP	465,988	327,720	360,204	375,176	425,322	493,232	389,163	391,058	398,510		
			Max	535,586	425,220	448,985	501,407	535,586	674,991	486,552	491,564	510,351		
7 - ADM	Sr. Admin. Assistant	14	Min	396,390	230,220	295,847	355,232	395,197	533,931	379,934	374,076	355,884	13	/
			MRP	465,365	327,720	350,850	395,197	490,988	542,991	434,956	431,170	419,326		
			Max	535,586	380,264	448,985	529,106	592,832	737,077	558,410	552,907	537,593		
7 - HR	Sr. HR Services Assistant	67	Min		332,762	337,501	349,642	368,952	395,197	357,489	357,403	356,811	4	/
			MRP		360,204	365,264	371,063	419,181	551,197	402,746	404,099	413,382		
			Max		448,256	467,098	501,242	581,099	737,077	543,385	543,839	546,954		
7 - IT	WebMaster	107	Min		230,220	332,762	355,232	360,204	582,200	370,137	370,399	372,124	5	/
			MRP		360,204	387,350	403,770	489,032	582,200	430,460	432,311	444,511		
			Max		425,220	473,378	529,106	556,232	771,870	547,485	547,970	551,161		

5c. Base Salary, Fixed Allowances and Short-term Incentives

Compensation and Benefit Data: Afghanistan November 2008

Base Salary, Fixed Allowances and Short-term Incentives in Afghanis

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
													Incumbents
7 - ENG	Field Engineer	167	Min		295,847	310,427	325,007	342,605	360,204	335,315	334,318	327,019	3
			MRP		347,817	354,010	360,204	370,481	380,759	362,246	362,328	362,927	
			Max		448,985	458,996	469,007	499,057	529,106	494,051	492,647	482,366	4
7 - DPM	Sr. Programme Assistant	207	Min	396,390	230,220	295,163	330,710	363,900	396,390	319,834	320,454	325,308	12
			MRP	465,988	285,647	336,259	367,698	435,360	635,197	391,670	392,663	400,911	
			Max	535,586	345,362	442,497	471,193	530,726	737,077	481,637	484,355	497,387	31
7 - LOG	Logistics Coordinator	297	Min	396,390	230,220	294,479	339,080	377,700	396,390	319,212	320,776	330,007	7
			MRP	465,988	312,477	331,697	360,204	420,582	515,197	367,626	369,975	384,634	
			Max	535,586	380,264	436,738	448,985	532,346	737,077	471,401	475,894	500,642	10
6 - FIN	Accounts Asst	13	Min	316,315	194,470	253,880	281,070	327,532	485,675	305,023	305,860	303,130	12
			MRP	373,066	266,620	287,379	360,007	393,305	509,991	355,287	357,347	360,143	
			Max	430,066	309,520	348,922	401,802	525,842	642,520	440,024	441,421	437,636	19
6 - ADM	Admin. Assistant	126	Min		194,470	253,880	289,962	312,132	485,675	322,468	313,493	296,528	12
			MRP		272,750	308,640	344,980	367,337	485,675	359,729	354,678	352,650	
			Max		322,162	348,922	385,999	470,414	642,520	453,357	443,722	425,262	29
6 - HR	HR Services Assistant	12	Min		194,470	272,890	314,938	377,826	395,197	315,122	315,125	315,148	7
			MRP		266,620	300,984	325,832	377,826	395,197	332,610	332,944	335,038	
			Max		309,520	341,672	406,232	535,064	737,077	458,565	458,494	458,043	8
6 - IT	OTC	106	Min		249,818	255,433	303,215	349,621	485,675	311,383	313,453	323,341	10
			MRP		272,750	294,693	343,507	456,516	646,356	363,571	367,285	386,531	
			Max		322,162	354,447	434,227	558,745	646,356	445,136	448,116	462,014	13
6 - ENG	Site Engineer	166	Min	316,315	239,719	254,991	256,760	316,315	485,675	264,340	274,370	310,692	5
			MRP	373,066	287,720	311,091	373,066	463,791	490,225	323,805	334,008	385,179	
			Max	430,066	339,080	364,447	430,066	494,991	642,520	379,170	391,261	454,221	40
6 - DPM	Programme Assistant	206	Min	316,315	155,651	247,293	260,904	335,853	485,675	281,025	294,717	293,172	12
			MRP	373,066	193,069	277,987	287,972	378,417	485,675	310,853	326,067	323,555	
			Max	430,066	230,487	348,922	383,659	498,643	737,077	395,563	426,820	436,617	111
6 - LOG	Warehouse Manager	296	Min		249,818	250,547	314,938	361,182	485,675	318,784	320,583	332,432	5
			MRP		273,350	286,354	315,614	361,182	485,675	334,755	336,030	344,435	
			Max		322,162	352,202	361,182	462,221	642,520	410,408	412,734	428,057	6

5c. Base Salary, Fixed Allowances and Short-term Incentives

Compensation and Benefit Data: Afghanistan November 2008

Base Salary, Fixed Allowances and Short-term Incentives in Afghanis

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching		
												Incumbents	Incumbents	
5 - FIN	Sr. Accounting Clerk	10	Min	259,439	182,898	194,861	245,591	257,430	270,348	236,267	235,026	231,261	8	15
			MRP	304,465	194,470	261,651	282,047	305,147	344,991	279,947	279,211	277,640		
			Max	349,991	266,620	309,401	344,536	369,327	394,660	331,967	332,255	336,490		
5 - ADM	Sr. Admin Clerk	9	Min	259,439	194,470	208,711	250,496	262,166	385,273	253,232	253,075	252,350	8	10
			MRP	304,465	232,791	263,819	284,179	305,729	400,656	290,581	290,708	291,296		
			Max	349,991	309,520	321,625	344,536	379,908	508,194	359,625	360,540	364,761		
5 - HR	HR Clerk	65	Min	259,439	179,834	201,548	251,836	267,621	331,950	237,206	238,329	245,520	6	7
			MRP	304,465	179,834	212,273	257,290	295,936	331,950	247,724	248,762	255,408		
			Max	349,991	244,520	290,014	334,612	383,493	436,509	324,244	326,038	337,531		
5 - IT	Help Desk Assistant	105	Min	259,439	150,764	208,711	264,893	293,271	345,406	263,795	262,781	255,820	8	10
			MRP	304,465	169,640	262,158	292,552	335,314	348,979	292,543	291,727	286,127		
			Max	349,991	188,960	343,099	384,825	422,311	508,194	377,981	377,495	374,163		
5 - ENG	Engineering Assistant	165	Min	259,439	182,898	191,968	227,215	297,229	410,600	220,002	225,673	261,982	4	69
			MRP	304,465	227,939	285,333	315,053	339,947	382,867	267,704	277,131	310,228		
			Max	349,991	279,909	332,470	362,491	416,721	541,913	318,310	330,817	386,701		
5 - DPM	Sr. Programme Clerk	205	Min	259,439	179,750	187,027	216,766	264,122	410,600	198,347	210,875	237,842	11	69
			MRP	304,465	179,750	219,865	247,845	292,552	431,197	232,900	242,415	272,844		
			Max	349,991	242,816	274,911	280,274	398,766	541,913	297,836	312,276	344,425		
5 - LOG	Warehouse Assistant	295	Min	259,439	155,651	213,285	244,232	259,439	385,273	236,483	238,595	244,025	9	16
			MRP	304,465	193,069	247,845	270,348	287,720	417,634	268,139	270,525	278,034		
			Max	349,991	230,487	278,923	322,422	349,991	508,194	317,537	321,961	335,195		
4 - SEC	Secretary	5	Min		139,280	148,962	158,644	176,817	194,991	164,305	164,305	164,305	3	3
			MRP		194,991	195,901	196,811	201,981	207,151	199,651	199,651	199,651		
			Max		212,695	223,836	234,978	304,984	374,991	274,221	274,221	274,221		
4 - FIN	Bookkeeper	7	Min	203,311	203,311	216,766	244,232	249,643	331,950	247,325	247,665	249,180	5	8
			MRP	237,112	237,112	247,845	249,643	276,374	331,950	271,506	270,971	268,585		
			Max	270,664	270,664	278,923	319,232	380,019	436,509	330,380	331,606	337,069		
4 - ADM	Admin. Clerk	6	Min	203,311	179,834	191,187	215,026	245,583	371,275	214,773	219,774	229,482	12	39
			MRP	237,112	197,150	230,548	246,039	264,985	371,275	241,231	245,377	251,913		
			Max	270,664	242,816	276,858	310,381	349,733	489,211	300,343	308,456	321,993		

5c. Base Salary, Fixed Allowances and Short-term Incentives

Compensation and Benefit Data: Afghanistan November 2008

Base Salary, Fixed Allowances and Short-term Incentives in Afghanis

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
												Incumbents	
4 - LOG	Shipping & Receiving Clerk	294	Min	203,311	187,320	199,151	235,424	269,707	331,950	266,590	261,782	241,773	7
			MRP	237,112	194,991	225,672	237,112	269,707	331,950	272,263	267,989	250,687	
			Max	270,664	244,520	282,923	301,530	317,112	436,509	346,490	339,813	311,804	11
3 - SEC	Clerk-Typist	4	Min	165,144	134,991	165,144	214,232	225,082	244,606	196,811	196,811	196,811	5
			MRP	192,210	134,991	192,210	199,232	225,082	244,606	199,224	199,224	199,224	
			Max	220,523	194,991	220,523	310,232	323,692	325,072	274,902	274,902	274,902	5
3 - ADM	Sr. Driver	3	Min		139,280	185,572	192,813	199,801	286,128	192,272	193,195	198,896	8
			MRP		185,221	194,220	208,116	223,046	315,366	217,982	218,436	221,242	
			Max		204,870	230,950	254,555	311,422	380,019	264,627	265,532	271,119	9
2 - ADM	Driver	2	Min	132,964	95,670	141,958	149,981	185,697	228,669	158,019	156,933	160,076	16
			MRP	156,663	156,663	171,789	186,172	200,125	228,669	180,794	183,302	187,978	
			Max	180,112	180,112	210,751	216,560	244,539	266,294	218,171	218,668	222,475	236
1 - ADM	Guard	1101	Min	92,553	82,670	104,361	120,050	147,512	172,509	125,136	124,833	124,549	15
			MRP	111,137	108,878	134,147	146,867	165,492	177,796	141,595	144,240	146,681	
			Max	123,984	123,984	152,826	172,509	180,735	257,797	171,031	174,227	175,301	562
1 - ADM	Cleaner	1001	Min	92,553	82,670	104,676	120,544	141,474	172,509	125,686	123,596	123,293	16
			MRP	111,137	104,512	120,266	140,744	158,607	179,953	141,095	140,859	141,368	
			Max	123,984	123,984	153,311	169,376	177,195	257,797	176,450	175,788	173,314	118

5d. Total Compensation (including in-kind benefits)

Compensation and Benefit Data: Afghanistan November 2008														
Total Compensation (including in-kind benefits) in Afghanis														
Grade - Occ.	Title	Job	Your Org.		Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
													Incumbents	
12 - GEN	Manager/Renowned Expert	20	Min	1,426,448	808,601	1,254,184	1,274,456	1,402,996	1,426,448	1,259,756	1,257,102	1,233,337	5	
				MRP	1,426,448	937,980	1,254,184	1,426,448	1,493,000	2,489,464	1,574,864	1,574,309	1,520,215	
				Max	1,917,876	1,067,360	1,711,544	1,860,341	1,917,876	2,689,996	1,957,225	1,947,579	1,849,423	8
11 - GEN	Manager/Authoritative Specialist	19	Min	1,049,769	490,381	703,159	1,006,046	1,068,965	1,429,406	913,423	922,768	948,958	14	
				MRP	1,225,636	606,752	811,736	1,049,711	1,227,264	2,489,464	1,090,169	1,100,640	1,122,211	
				Max	1,402,126	628,698	1,069,154	1,328,564	1,508,483	2,689,996	1,325,277	1,335,266	1,347,105	32
11 - FIN	Accounting /Financial Specialist	51	Min	1,049,769	630,240	712,698	877,576	1,023,668	1,049,769	800,931	807,195	858,790	4	
				MRP	1,225,636	729,555	968,814	1,137,102	1,276,198	1,427,884	1,098,180	1,099,233	1,107,910	
				Max	1,402,126	828,869	1,258,812	1,415,005	1,474,655	1,614,967	1,255,100	1,261,960	1,318,462	6
11 - ADM	Building Manager	131	Min		690,818	931,434	1,013,303	1,068,177	1,227,806	986,308	986,308	986,308	4	
				MRP		690,818	931,941	1,030,441	1,093,377	1,227,806	994,877	994,877	994,877	
				Max		1,037,978	1,180,349	1,362,943	1,527,301	1,614,967	1,344,708	1,344,708	1,344,708	4
11 - HR	Chief, HR Services	71	Min		630,240	660,529	690,818	843,971	997,124	772,727	772,727	772,727	3	
				MRP		690,818	710,186	729,555	892,739	1,055,924	825,432	825,432	825,432	
				Max		828,869	933,424	1,037,978	1,184,519	1,331,060	1,065,969	1,065,969	1,065,969	3
11 - DPM	Senior Programme Officer	211	Min	1,049,769	490,381	713,261	938,108	1,113,474	1,429,406	931,374	932,780	944,365	12	
				MRP	1,225,636	606,752	835,800	1,130,544	1,422,292	2,489,464	1,184,044	1,185,960	1,201,744	
				Max	1,402,126	628,698	1,205,051	1,447,379	1,526,233	2,689,996	1,405,876	1,407,253	1,418,597	18
10 - GEN	Sr. Working Level Professional	18	Min	873,279	473,917	526,382	628,698	776,245	873,279	646,496	653,611	656,716	11	
				MRP	1,019,835	586,172	637,584	669,334	862,170	1,019,835	729,635	734,644	738,362	
				Max	1,165,766	628,698	752,502	869,596	1,026,418	1,637,476	935,157	943,853	940,444	31
10 - FIN	Sr. Accountant	50	Min		511,332	537,164	562,996	611,322	659,647	577,992	577,992	577,992	3	
				MRP		602,540	631,094	659,647	700,884	742,120	668,103	668,103	668,103	
				Max		670,101	819,251	968,401	1,010,618	1,052,836	897,113	897,113	897,113	3
10 - ADM	Admin. Services Specialist	130	Min		523,084	550,477	577,870	720,433	862,996	654,650	654,650	654,650	3	
				MRP		588,084	632,522	676,960	778,696	880,432	715,159	715,159	715,159	
				Max		815,584	842,590	869,596	1,253,536	1,637,476	1,107,552	1,107,552	1,107,552	3
10 - HR	HR Specialist	70	Min	873,279	523,084	591,366	659,647	766,463	873,279	685,337	685,337	685,337	3	
				MRP	1,019,835	555,584	607,615	659,647	839,741	1,019,835	745,022	745,022	745,022	
				Max	1,165,891	815,584	891,992	968,401	1,067,146	1,165,891	983,292	983,292	983,292	3

5d. Total Compensation (including in-kind benefits)

Compensation and Benefit Data: Afghanistan November 2008													
Total Compensation (including in-kind benefits) in Afghanis													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
												Incumbents	
10 - ENG	FQP Engineer	170	Min		473,917	492,625	511,332	517,208	523,084	507,854	507,244	502,778	3
			MRP		586,172	588,275	590,379	686,731	783,084	685,680	681,778	653,211	
			Max		670,101	684,264	698,427	757,005	815,584	749,924	747,294	728,037	4
10 - DPM	Programme Officer	210	Min	873,279	511,332	526,382	659,647	776,245	873,279	658,647	659,496	664,216	7
			MRP	1,019,835	590,379	658,397	668,753	870,372	1,019,835	749,951	751,011	762,358	
			Max	1,165,891	670,101	811,080	968,401	1,026,418	1,165,891	927,633	927,696	925,627	14
9 - GEN	Working Level Professional	17	Min	686,187	378,784	452,477	562,996	622,831	686,187	548,986	545,673	543,696	15
			MRP	800,937	449,592	508,812	591,036	801,319	1,052,639	642,314	649,692	654,795	
			Max	915,188	543,087	622,207	782,526	984,012	1,228,139	812,329	816,429	811,261	56
9 - FIN	Accountant	49	Min		378,784	460,164	562,996	608,681	654,967	507,248	511,818	533,491	7
			MRP		478,904	506,858	651,560	805,401	894,967	623,084	630,257	664,278	
			Max		543,087	687,387	790,628	1,056,471	1,134,967	782,508	794,420	850,914	9
9 - ADM	Admin Services Officer	129	Min		378,784	498,153	617,522	622,831	628,139	541,482	541,482	541,482	3
			MRP		508,784	585,095	661,406	794,773	928,139	699,443	699,443	699,443	
			Max		638,784	849,445	1,060,106	1,144,123	1,228,139	975,676	975,676	975,676	3
9 - HR	HR Services Analyst	69	Min		415,397	482,548	531,992	560,038	562,996	510,594	510,594	510,594	4
			MRP		478,904	498,425	531,992	630,982	846,772	597,415	597,415	597,415	
			Max		543,087	687,765	799,086	909,845	1,052,836	798,524	798,524	798,524	4
9 - ENG	Engineer	169	Min	686,187	378,784	384,113	464,922	599,840	686,187	474,003	480,439	502,769	5
			MRP	800,937	473,917	508,784	574,406	651,560	800,937	564,768	572,046	601,921	
			Max	915,188	563,721	638,784	701,212	790,628	915,188	676,814	685,763	721,906	9
9 - DPM	Project Officer	209	Min	686,187	378,784	460,287	532,760	598,094	686,187	557,666	548,597	525,743	14
			MRP	800,937	478,904	517,956	573,817	663,869	807,838	622,174	625,036	611,788	
			Max	915,188	543,087	613,918	759,258	844,822	1,060,106	792,018	789,606	758,378	38
9 - LOG	Logistics Programme Support Manager	299	Min		378,784	406,243	460,164	518,462	559,052	464,541	464,541	464,541	4
			MRP		478,904	498,425	506,858	521,351	559,052	512,918	512,918	512,918	
			Max		543,087	614,860	687,387	767,539	862,182	695,011	695,011	695,011	4
8 - GEN	Entry Level Professional	16	Min	407,046	299,484	343,064	423,539	447,879	592,856	421,437	418,422	410,804	14
			MRP	476,644	382,810	395,572	445,847	527,803	684,967	493,552	487,164	479,615	
			Max	546,242	393,102	516,378	554,566	638,757	834,967	615,238	607,126	588,122	85

5d. Total Compensation (including in-kind benefits)

Compensation and Benefit Data: Afghanistan November 2008

Total Compensation (including in-kind benefits) in Afghanis

Grade - Occ.	Title	Job	Your. Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching Incumbents	
8 - FIN	Jr. Accountant	48	Min	407,046	299,484	433,337	452,920	477,430	592,856	454,254	453,378	450,889	8 / 14
			MRP	476,644	419,734	445,480	467,693	511,827	714,967	484,923	490,037	504,558	
			Max	546,242	484,818	541,427	603,772	677,699	834,967	608,245	613,451	628,230	
8 - ADM	Admin. Services Officer	128	Min		299,484	390,239	447,098	458,737	474,967	430,106	428,188	417,072	7 / 11
			MRP		404,586	427,667	458,742	553,325	654,967	517,598	514,594	497,183	
			Max		457,284	554,291	603,488	634,352	834,967	611,990	611,761	610,432	
8 - HR	HR Services Analyst	68	Min		299,484	410,975	453,440	492,270	592,856	449,805	449,805	449,805	4 / 4
			MRP		413,234	447,365	513,440	574,318	592,856	508,243	508,243	508,243	
			Max		526,984	567,945	664,869	756,736	782,526	659,812	659,812	659,812	
8 - IT	Systems/Analyst - Programmer	108	Min		442,101	444,599	447,098	519,977	592,856	494,018	494,018	494,018	3 / 3
			MRP		442,101	517,478	592,856	598,931	605,006	546,654	546,654	546,654	
			Max		625,946	634,352	642,757	712,642	782,526	683,743	683,743	683,743	
8 - ENG	Site Engineer	168	Min	407,046	317,258	361,667	398,894	437,866	458,732	400,720	397,879	395,649	6 / 18
			MRP	476,644	390,349	414,844	478,639	496,392	748,139	473,048	474,393	498,609	
			Max	546,242	463,440	536,183	573,492	602,802	748,139	576,471	575,499	582,480	
8 - DPM	Assistant Project Officer	208	Min	407,046	299,484	343,064	391,922	433,337	458,732	388,926	389,905	386,875	10 / 28
			MRP	476,644	371,377	404,621	444,419	485,880	512,006	430,232	435,328	444,188	
			Max	546,242	393,102	516,378	539,536	602,802	642,757	566,064	563,900	544,222	
7 - FIN	Sr. Accounts Assistant	15	Min	407,046	248,784	340,094	349,736	378,593	407,046	343,953	343,807	346,514	9 / 16
			MRP	476,644	338,808	378,593	388,139	436,758	504,967	399,785	401,784	410,203	
			Max	546,242	443,784	458,912	512,843	547,495	688,139	497,174	502,290	522,045	
7 - ADM	Sr. Admin. Assistant	14	Min	407,046	248,784	300,794	366,967	406,996	544,587	391,542	385,663	367,162	13 / 18
			MRP	476,021	335,674	369,769	406,996	501,644	556,139	446,563	442,757	430,604	
			Max	546,242	380,264	448,985	546,242	603,488	748,876	570,018	564,494	548,871	
7 - HR	Sr. HR Services Assistant	67	Min		343,418	348,157	364,164	385,694	406,996	371,467	371,241	369,686	4 / 5
			MRP		377,606	378,346	382,212	430,123	562,996	416,724	417,936	426,257	
			Max		458,912	477,754	515,765	597,840	748,876	557,363	557,676	559,829	
7 - IT	WebMaster	107	Min		248,784	343,418	366,967	378,593	592,856	384,868	385,034	386,124	5 / 6
			MRP		378,593	398,006	422,334	500,767	592,856	445,191	446,946	458,511	
			Max		443,784	484,034	547,495	567,967	782,526	562,217	562,605	565,161	

5d. Total Compensation (including in-kind benefits)

Compensation and Benefit Data: Afghanistan November 2008

Total Compensation (including in-kind benefits) in Afghanis

Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	
													Incumbents
7 - ENG	Field Engineer	167	Min		295,847	316,294	336,742	357,667	378,593	347,444	346,196	337,061	3
			MRP		347,817	363,205	378,593	385,543	392,494	374,374	374,205	372,968	
			Max		448,985	464,863	480,742	514,119	547,495	506,179	504,524	492,407	4
7 - DPM	Sr. Programme Assistant	207	Min	407,046	248,784	295,163	341,756	380,979	407,046	329,959	331,007	336,638	12
			MRP	476,644	297,382	344,836	382,308	446,016	646,996	401,795	403,216	412,240	
			Max	546,242	364,281	447,685	482,388	546,555	748,876	491,762	494,908	508,716	31
7 - LOG	Logistics Coordinator	297	Min	407,046	248,784	294,479	349,736	392,795	407,046	326,218	328,214	340,016	7
			MRP	476,644	312,477	340,979	378,593	431,238	526,996	374,632	377,413	394,643	
			Max	546,242	380,264	446,384	458,912	546,869	748,876	478,407	483,333	510,651	10
6 - FIN	Accounts Asst	13	Min	326,971	213,034	265,681	296,397	338,383	496,331	315,988	316,830	314,090	12
			MRP	383,722	283,406	295,371	371,592	399,500	523,139	366,252	368,317	371,103	
			Max	440,722	322,162	359,578	417,130	538,653	653,176	450,989	452,391	448,596	19
6 - ADM	Admin. Assistant	126	Min		213,034	265,681	301,157	325,579	496,331	334,019	325,172	308,746	12
			MRP		283,406	325,096	360,162	380,059	496,331	371,280	366,357	364,868	
			Max		322,162	361,315	397,194	487,492	653,176	464,908	455,401	437,480	29
6 - HR	HR Services Assistant	12	Min		213,034	278,757	333,327	385,190	406,996	326,822	326,695	325,893	7
			MRP		285,184	310,179	337,567	385,190	406,996	344,311	344,513	345,784	
			Max		322,162	350,351	417,967	545,905	748,876	470,266	470,063	468,788	8
6 - IT	OTC	106	Min		250,547	267,597	314,982	362,795	496,331	322,265	324,250	333,517	10
			MRP		283,406	307,283	355,092	467,457	649,649	374,453	378,082	396,708	
			Max		322,162	365,298	449,289	570,882	653,176	456,018	458,913	472,191	13
6 - ENG	Site Engineer	166	Min	326,971	239,719	267,416	268,139	326,971	496,331	269,730	281,016	319,715	5
			MRP	383,722	298,376	311,091	383,722	476,939	500,881	329,196	340,654	394,202	
			Max	440,722	349,736	364,447	440,722	508,139	653,176	384,560	397,906	463,244	40
6 - DPM	Programme Assistant	206	Min	326,971	174,570	255,285	271,949	349,435	496,331	292,106	306,044	304,569	12
			MRP	383,722	211,988	288,503	295,991	387,232	496,331	321,934	337,393	334,952	
			Max	440,722	249,406	359,578	393,524	513,258	748,876	406,644	438,147	448,014	111
6 - LOG	Warehouse Manager	296	Min		250,547	260,474	333,327	372,618	496,331	327,307	329,330	342,659	5
			MRP		284,006	286,354	334,003	372,618	496,331	343,278	344,778	354,662	
			Max		322,162	362,858	372,618	480,610	653,176	418,931	421,481	438,285	6

5d. Total Compensation (including in-kind benefits)

Compensation and Benefit Data: Afghanistan November 2008

Total Compensation (including in-kind benefits) in Afghanis

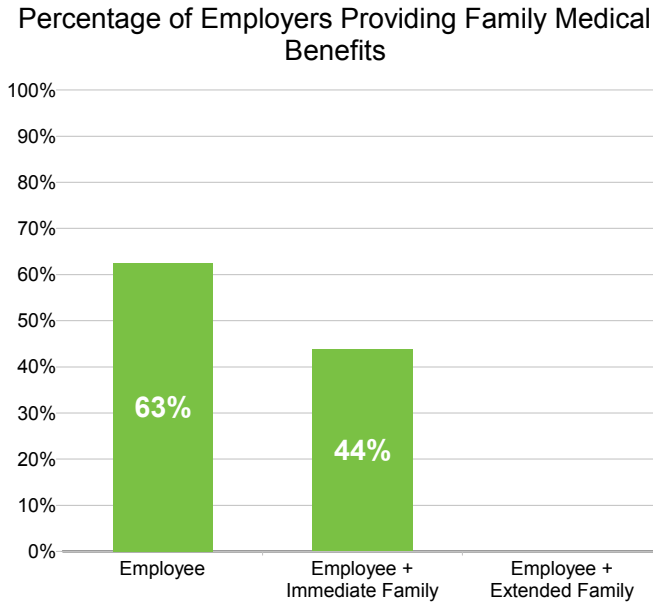
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching		
												Incumbents		
5 - FIN	Sr. Accounting Clerk	10	Min	270,095	182,898	211,810	260,919	268,086	288,737	247,549	246,450	244,019	8	/
			MRP	315,121	213,034	274,972	293,556	317,869	358,139	291,229	290,635	290,399		
			Max	360,647	279,909	319,521	355,192	386,803	413,049	343,249	343,680	349,249		
5 - ADM	Sr. Admin Clerk	9	Min	270,095	208,139	221,799	261,692	274,755	388,566	265,151	265,050	264,584	8	/
			MRP	315,121	245,939	280,544	295,225	318,362	403,949	302,500	302,684	303,531		
			Max	360,647	328,084	333,135	355,192	394,367	511,487	371,544	372,516	376,996		
5 - HR	HR Clerk	65	Min	270,095	190,490	218,405	263,031	284,076	342,606	251,380	252,404	258,963	6	/
			MRP	315,121	190,490	229,130	272,352	308,525	342,606	261,898	262,837	268,851		
			Max	360,647	263,084	300,939	345,807	399,949	447,165	338,418	340,113	350,974		
5 - IT	Help Desk Assistant	105	Min	270,095	161,420	220,575	279,416	310,125	348,699	275,642	274,665	267,964	8	/
			MRP	315,121	180,296	279,237	303,597	344,129	367,898	304,390	303,612	298,271		
			Max	360,647	199,616	353,950	400,594	439,165	511,487	389,827	389,380	386,307		
5 - ENG	Engineering Assistant	165	Min	270,095	182,898	201,829	239,117	307,885	421,256	225,362	231,997	270,597	4	/
			MRP	315,121	227,939	293,325	326,955	352,473	393,523	273,063	283,455	318,843		
			Max	360,647	279,909	340,462	374,393	429,247	552,569	323,670	337,140	395,316		
5 - DPM	Sr. Programme Clerk	205	Min	270,095	182,898	201,661	216,766	275,739	421,256	204,802	220,133	248,908	11	/
			MRP	315,121	190,406	227,636	247,845	303,597	442,996	239,355	251,672	283,910		
			Max	360,647	253,472	282,546	290,930	413,678	552,569	304,291	321,533	355,491		
5 - LOG	Warehouse Assistant	295	Min	270,095	174,570	216,766	255,967	270,095	388,566	244,360	247,379	255,541	9	/
			MRP	315,121	211,988	255,967	288,737	298,376	420,927	276,017	279,309	289,551		
			Max	360,647	249,406	292,334	333,858	360,647	511,487	325,415	330,744	346,712		
4 - SEC	Secretary	5	Min		139,280	158,421	177,563	192,851	208,139	174,994	174,994	174,994	3	/
			MRP		207,151	207,645	208,139	211,934	215,730	210,340	210,340	210,340		
			Max		212,695	233,296	253,897	321,018	388,139	284,910	284,910	284,910		
4 - FIN	Bookkeeper	7	Min	213,967	213,967	216,766	252,936	255,967	342,606	256,268	256,301	256,448	5	/
			MRP	247,768	247,768	247,845	252,936	288,109	342,606	280,449	279,607	275,853		
			Max	281,320	278,923	281,320	330,967	383,312	447,165	339,324	340,242	344,337		
4 - ADM	Admin. Clerk	6	Min	213,967	190,490	205,162	220,743	253,688	381,931	225,495	230,511	240,190	12	/
			MRP	247,768	207,806	243,181	250,387	278,431	381,931	251,952	256,115	262,621		
			Max	281,320	253,472	280,721	321,577	359,406	499,867	311,065	319,194	332,700		

5d. Total Compensation (including in-kind benefits)

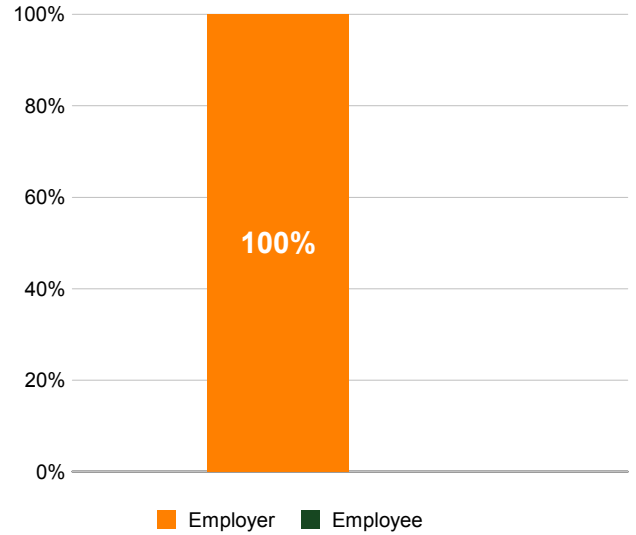
Compensation and Benefit Data: Afghanistan November 2008													
Total Compensation (including in-kind benefits) in Afghanis													
Grade - Occ.	Title	Job	Your Org.	Low	25 th Percentile	50 th Percentile	75 th Percentile	High	Incumbent Weighted Average	Incumbent Log-Weighted Average	Mean	Employers Matching	Incumbents
4 - LOG	Shipping & Receiving Clerk	294	Min	213,967	205,884	211,053	246,080	281,292	342,606	278,459	273,748	254,180	7
			MRP	247,768	208,139	240,282	247,768	281,292	342,606	284,132	279,955	263,095	
			Max	281,320	263,084	293,969	312,186	329,553	447,165	358,358	351,779	324,211	11
3 - SEC	Clerk-Typist	4	Min	175,800	148,139	175,800	225,967	243,471	247,899	208,255	208,255	208,255	5
			MRP	202,866	148,139	202,866	210,967	243,471	247,899	210,668	210,668	210,668	
			Max	231,179	208,139	231,179	321,967	326,985	343,461	286,346	286,346	286,346	5
3 - ADM	Sr. Driver	3	Min		139,280	197,781	205,875	216,267	289,421	200,692	201,762	208,369	8
			MRP		191,907	207,007	217,398	233,972	318,659	226,403	227,004	230,715	
			Max		212,695	233,635	269,077	323,510	383,312	273,048	274,099	280,592	9
2 - ADM	Driver	2	Min	143,620	114,234	152,164	162,069	201,609	240,105	170,187	168,601	171,663	16
			MRP	167,319	167,319	179,179	201,456	217,172	240,105	192,962	194,970	199,565	
			Max	190,768	190,768	211,010	228,463	258,204	284,683	230,339	230,337	234,062	236
1 - ADM	Guard	1101	Min	103,209	101,234	112,678	131,746	160,473	183,945	137,162	136,310	135,960	15
			MRP	121,793	118,076	146,336	162,334	172,573	192,531	153,622	155,717	158,091	
			Max	134,640	134,640	162,138	183,945	194,499	269,596	183,057	185,704	186,712	562
1 - ADM	Cleaner	1001	Min	103,209	101,234	114,537	130,835	152,416	183,945	136,312	134,301	134,230	16
			MRP	121,793	114,958	136,722	150,655	168,597	194,688	151,721	151,564	152,306	
			Max	134,640	134,640	162,065	185,274	189,273	269,596	187,076	186,493	184,251	118

6. Summary of Benefit Practices

6a. Summary of Medical Benefits

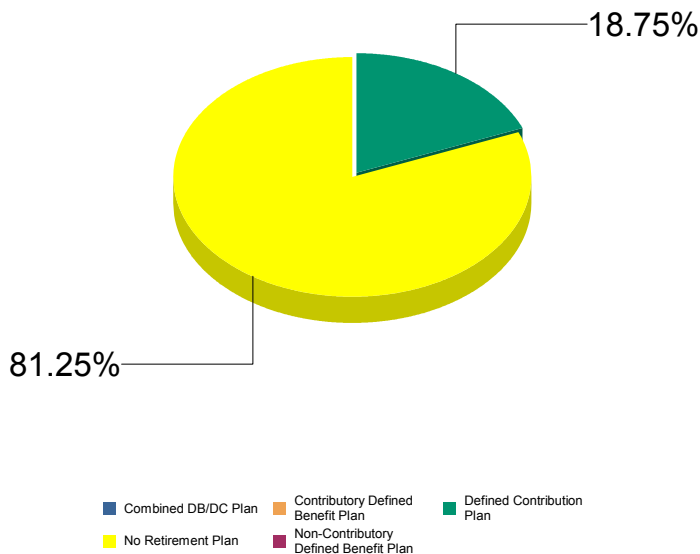


Levels of Contribution (as a percentage of annual premium/contribution)

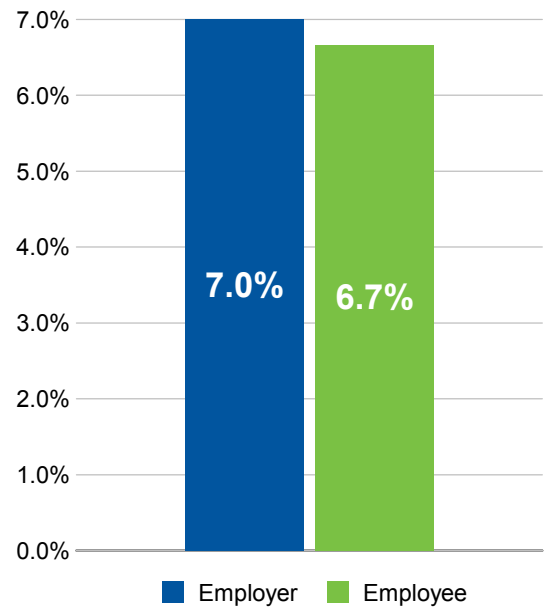


6b. Summary of Employer Pension and Savings Plan

Type of Retirement Plan



Contribution to DC Plans (as percent of base salary)



7. Benefits By Employer

7a) Summary of Allowances, Incentives and In-kind Benefits

Note 1: Sections are omitted if no employer in the group provide the category of benefits.
 Note 2: Blue text indicates in-kind benefits; green text indicates cash benefits; T= Taxable; NT=Non-Taxable

Afghanistan: November 2008 Summary of Allowances, Incentives, and In-kind Benefits

First 5 employers

	A	B	C	D	E
Workweek	40 Hours	37.5 Hours	40 Hours	40 Hours	40 Hours
Bonus	Eid Bonus: 6,500 AFN/Yr (T) -for All	Eid Bonus: 1 months (T) -for All	Eid Bonus: 1 months 10% (T) -for All	Eid Bonus: 23 USD/Yr (NT) -for All	Eid Bonus: 100 USD/Yr (T) -for All
Recreation			Medical allowance: 108 USD/Yr 10% (T) -for All		Co-Spons Act.: 22 USD/Yr (NT) -for All
Food & Beverages	Beverages: 10,656 AFN/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (T) -for All		Free Meals: 253 USD/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (NT) -for All
Transportation	Free Transport: 1646.5 AFN (NT) -for All	Free Transport: 3293 AFN (NT) -for All		Free Transport: 240 USD/Yr (NT) -for All	Transp.All.: 18,000 AFN/Yr (T) -for All
Other			Cost of Living Allowance: 540 USD/Yr 10% (T) -for All	Medical allowance: 150 USD/Yr 10% (T) -for All	Medical Allowance: 12,000 AFN/Yr (T) -for All
				Medical allowance: 6,000 AFN/Yr (NT) -for All	

Employers 6 to 10

	F	G	H	I	J
Workweek	40 Hours	40 Hours	40 Hours	35 Hours	40 Hours
Bonus	Eid bonus: 60 USD/Yr (T) -for All	13th Month: 1 months 10% (T) -for All	Eid Bonus: 100 USD/Yr (T) -for All	Eid Bonus: 22,607 AFN/Yr (T) -for DPM-11, DPM-9 (209), DPM-8 (208), ENG-8, DPM-7, ENG-7, DPM-6 (206)	Eid Allowance: 60 USD/Yr (T) -for All

Employers 6 to 10

	F	G	H	I	J
	13th Month: 1 months (T) -for All	Eid Bonus: 100 USD/Yr 10% (T) -for All		Eid Bonus: 16,832 AFN/Yr (T) -for ADM-2 (2), ADM-1 (1101), ADM-1 (1001), FIN-11, ADM-11, GEN-11, FIN-9, GEN-9, ADM-8 (128), FIN-8 (48), GEN-8, IT-7 (107), FIN-7 (15), ADM-7, HR-6, IT-6, FIN-6 (13), ADM-6 (126), LOG-4, LOG-5, HR-5, FIN-4, FIN-5, ADM-4 (6), ADM-5, SEC-3, ADM-3 (3)	
Recreation			Co-Spons Act.: 15 USD/Yr (NT) -for All	Co-Spons Act.: 12 USD/Yr (NT) -for All	
Food & Beverages	Lunch Allowance: 144 USD/Yr (T) -for All	Subsidized Meals: 89 USD/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (NT) -for All
	Subsidized Meals: 4,440 AFN/Yr (NT) -for All Beverages: 10,656 AFN/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (NT) -for All	Free Meals: 144 USD/Yr (NT) -for All	Free hard candies: 9 USD/Yr (NT) -for All Food Allowance: 13,200 AFN/Yr (T) -for All	
Transportation	Free Transport: 3293 AFN (NT) -for All	Free Transport: 3293 AFN (NT) -for All		Transp.All.: 13,200 AFN/Yr (T) -for All	Transp.All.: 120 USD/Yr (NT) -for All
	Additional transport facility: 600 USD/Yr (T) -for GEN-11, GEN-10				
Other	Med. Allowance: 240 USD/Yr (T) -for All	Medical allowance: 240 USD/Yr 10% (T) -for All	Winter allowance: 15 USD/Yr (T) -for All	Winter Clothing: 3,000 AFN/Yr (NT) -for ADM-2 (2), ADM-1 (1101), ADM-1 (1001)	Medical allowance: 150 USD/Yr (T) -for All
					Uniforms: 59 USD/Yr (NT) -for ADM-1 (1101)
Other Loan			2 months; utilized by 10% staff; Renewable; 0% interest rate charged by employer -for All		

Employers 11 to 15

	Your Org.	L	M	N	O
Workweek	48 Hours	40 Hours	40 Hours	35 Hours	40 Hours
Bonus	Eid Bonus: 2,000 AFN/Yr (NT) -for All	Eid Bonus: 40 USD/Yr (NT) -for All	13th Month: 1 months 10% (T) -for All Eid Bonus: 5,000 AFN/Yr (T) -for All		Eid Bonus: 40 USD/Yr (T) -for All
Recreation					Co-Spons Act.: 15 USD/Yr (NT) -for All
Food & Beverages	Beverages: 10,656 AFN/Yr (NT) -for All		Beverages: 10,656 AFN/Yr (NT) -for All	Food Allowance: 222 USD/Yr (NT) -for All	Food Allowance: 288 USD/Yr (T) -for ADM-1 (1101), ADM-2 (2), ADM-1 (1001)

Employers 11 to 15

	Your Org.	L	M	N	O
				Beverages: 10,656 AFN/Yr (NT) -for All	Beverages: 10,656 AFN/Yr (NT) -for All
Transportation					Transp.All.: 240 USD/Yr (T) -for All
Other			Winter Clothing: 200 USD/Yr (NT) -for ADM-2 (2), ADM-1 (1101)	Mobile Cards: 360 USD/Yr (NT) -for DPM-9 (209), FIN-8 (48), ADM-8 (128), HR-8	Medical allowance: 240 USD/Yr (T) -for All
				Uniforms: 20 USD/Yr (NT) -for ADM-1 (1101)	Winterisation: 80 USD/Yr (T) -for All

Employers 16 to 20

	P				
Workweek	45 Hours				
Bonus	Eid Bonus: 200 USD/Yr (NT) -for All				
Recreation	Co-Spons Act.: 15 USD/Yr (NT) -for All				
Food & Beverages	Beverages: 10,656 AFN/Yr (NT) -for All				
Other	Medical allowance: 100 USD/Yr (NT) -for All				
	Uniforms: 50 AFN/Yr (NT) -for ADM-1 (1101)				

7b) Summary of Medical Plans

Note 1: Sections are omitted if no employer in the group provide the category of benefits.
 Note 2: Blue text indicates in-kind benefits; green text indicates cash benefits; T= Taxable; NT=Non-Taxable

Afghanistan: November 2008
 Summary of Medical Plans

First 5 employers

	A	B	C	D	E
MEDICAL PLANS					
Employer applies National Medical Plan	No	No	No	No	No
Employer-Sponsored Plan					
Type of Plan	Self-insured	Private Insurance	No Plan	No Plan	No Plan
Persons Covered	Employee and Immediate Family	Employee and Immediate Family			
Employer contributions	100% of cost	100 % of insurance premium / cost			
Employee contributions	None				
On-site Clinic:	No	No	No	No	No
NOTES:	Employer covers all incurred cost of treatment (100%) for employee and associated cost for immediate family for 50-80%.				

Employers 6 to 10

	F	G	H	I	J
MEDICAL PLANS					
Employer applies National Medical Plan	No	No	No	No	No
Employer-Sponsored Plan					
Type of Plan	Self-insured	Self-insured	No Plan	Self-insured	Self-insured

Employers 6 to 10

	F	G	H	I	J
Persons Covered	Employee and Immediate Family	Employee only		Employee and Immediate Family	Employee and Immediate Family
Employer contributions	100% of cost	100% of cost		100% of cost	100 % of insurance premium / cost
Employee contributions	None	None		None	None
On-site Clinic:	No	No	No	No	No
NOTES:	Employer pays up to 3000 USD/yr for medical coverage. Ceiling amount is per family per year. Eye care covered up to 30 USD.	Employer covers some medical costs like hospitalization in case of accident up to 15,000 Pakistani Rupees (Rs) per accident.		Employer will reimburse 100% medical expenses up to 25,000 Afghani per year per family. Total can be exceeded with approval of Country Representative	Employer pays USD30 per day for pre-admission within 10 days hospitalization and post-hospitalization within 20 days after hospitalization. Ceiling on outpatient care is USD12.5 per month

Employers 11 to 15

	Your Org.	L	M	N	O
MEDICAL PLANS					
Employer applies National Medical Plan	No	No	No	Yes	No
Employer-Sponsored Plan					
Type of Plan	Private Insurance	Self-insured	No Plan	No Plan	Self-insured
Persons Covered	Employee only	Employee and Immediate Family			Employee and Immediate Family
Employer contributions	100 % of insurance premium / cost	100% of cost			100% of cost
Employee contributions		None			None
On-site Clinic:	No	No	No	No	No

Employers 11 to 15

	Your Org.	L	M	N	O
NOTES:	Ceiling on medical benefit is Rs 40,000 per person per year.	Employer provides hospitalization benefit and the reimbursement percentage would vary per grade. Employer will reimburse 90% of cost for Support & Project implementing staff; 70% for Middle Management staff; 50% for Higher Management staff. Maximum of USD500 per employee family per year.			Employer will pay 80%-90% of the medical cost of spouse and children up to a ceiling amount of USD500.

Employers 16 to 20

	P				
MEDICAL PLANS					
Employer applies National Medical Plan	No				
Employer-Sponsored Plan					
Type of Plan	Self-insured				
Persons Covered	Employee only				
Employer contributions	100% of cost				
Employee contributions	None				
On-site Clinic:	No				
NOTES:	Employer will pay 100% of medical cost for accidents which are work related				

7c) Summary of Retirement Plans

Note 1: Sections are omitted if no employer in the group provide the category of benefits.
 Note 2: Blue text indicates in-kind benefits; green text indicates cash benefits; T= Taxable; NT=Non-Taxable

Afghanistan: November 2008
 Summary of Retirement Plans

First 5 employers

	A	B	C	D	E
RETIREMENT PLANS					
Employer applies the National Retirement scheme	No	Yes	No	No	No
Employer-Sponsored Plan					
Private Retirement Plan	No	No	No	No	No
Type of Plan	None	None	None	None	None
Employer applies the National Provident Fund	No	Yes	No	No	No
Employer sponsored Savings/Provident Fund	No	No	No	No	No
DEATH AND OTHER BENEFITS					
National Death Benefits Scheme	No	No	No	No	No
Employer-provided Death Benefits			12 months of base salary	6 months of base salary	
End of Service Gratuity			1 months of base salary	1 months of base salary	1 months of base salary
Notes:	Death benefit is provided as the discretion of the Country Director.		Severance payment is 1 month salary for every year of service.	Death benefit is provided to employees only if the employee has been with the organization for a minimum of 6 months.	Employer will provide \$10,000 death benefit for on the job death. End of service of 1 month is provided for every year of service.

Employers 6 to 10

	F	G	H	I	J
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Employers 6 to 10

	F	G	H	I	J
RETIREMENT PLANS					
Employer applies the National Retirement scheme	No	No	No	No	No
Employer-Sponsored Plan					
Private Retirement Plan	Yes	No	No	No	No
Type of Plan	Defined Contribution	None	None	None	None
Employer contributions	5 % of base salary				
Employee contributions	5 % of base salary				
Employer applies the National Provident Fund	No	No	No	No	No
Employer sponsored Savings/Provident Fund	No	No	No	No	No
DEATH AND OTHER BENEFITS					
National Death Benefits Scheme	No	No	No	No	No
Employer-provided Death Benefits				24 months of base salary	18 months of base salary
End of Service Gratuity					
Notes:	Insurance USD 8000 for death and permanent disability	Amount of Death benefit is 200,000 Pakistani Rupees (Rs)		Death benefit for normal death is 2 yrs salary but if accidental death, its 4 yrs salary. End of Service Gratuity of 15 days pay for each year of service is given to employees with tenure > 6 mos.	Death benefit is provided for Accidental death and disability.

Employers 11 to 15

	Your Org.	L	M	N	O
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Employers 11 to 15

	Your Org.	L	M	N	O
RETIREMENT PLANS					
Employer applies the National Retirement scheme	No	No	No	Yes	No
Employer-Sponsored Plan					
Private Retirement Plan	No	No	No	Yes	No
Type of Plan	None	None	None	Defined Contribution	None
Employer contributions				11 % of base salary	
Employee contributions				10 % of base salary	
Employer applies the National Provident Fund	No	No	No	No	No
Employer sponsored Savings/Provident Fund	No	Yes	No	No	No
Employer contributions		5 % of base salary			
Employee contributions		5 % of base salary			
DEATH AND OTHER BENEFITS					
National Death Benefits Scheme	No	No	No	No	No
Employer-provided Death Benefits		2 months of base salary			
End of Service Gratuity	1 months of base salary		2 months of base salary		1 months of base salary
Notes:		Ability to withdraw funds on savings plan is no withdrawal can be made at the first year, only once on calendar year based on percentage.	Death benefit of 100,000 Norwegian Krone is provided upon death of employee. End of service gratuity is 2 months for those with 1-5 yrs of service; 4 months for those with 5-10 yrs of service; and 6 months for 10 or more years of service.		USD3500 or 12 months salary, whichever is higher, is provided as Death Benefit. End of services of 1 month salary is given for every year of service.

Employers 11 to 15

Your Org.	L	M	N	O
-----------	---	---	---	---

Employers 16 to 20

P				
---	--	--	--	--

RETIREMENT PLANS

Employer applies the National Retirement scheme

No

Employer-Sponsored Plan

Private Retirement Plan

No

Type of Plan

None

Employer contributions

Employee contributions

Employer applies the National Provident Fund

No

Employer sponsored Savings/Provident Fund

No

Employer contributions

Employee contributions

DEATH AND OTHER BENEFITS

National Death Benefits Scheme

No

Employer-provided Death Benefits

End of Service Gratuity

Employers 16 to 20

	P				
Notes:	Death benefit of USD 2500. For disability or dismemberment, percentage of benefit is payable, varying from 10% to 100% depending on degree of disability.				

7d) Summary of Family Benefits

Note 1: Sections are omitted if no employer in the group provide the category of benefits.
 Note 2: Blue text indicates in-kind benefits; green text indicates cash benefits; T= Taxable; NT=Non-Taxable

Afghanistan: November 2008
 Summary of Family Benefits

First 5 employers

	A	B	C	D	E
FAMILY BENEFITS					
Other		Funeral grants are given at the discretion of Management			

Employers 6 to 10

	F	G	H	I	J
FAMILY BENEFITS					
Employer-provided Funeral Grants				Employee: 2500 AFN Spouse: 2500 AFN Children: 2500 AFN per child Parents: 2500 AFN	Spouse: 150 USD Children: 150 USD per child Parents: 150 USD

Employers 11 to 15

	Your Org.	L	M	N	O
FAMILY BENEFITS					

Employers 16 to 20

	P				
FAMILY BENEFITS					

7e) Summary of Leave Benefits

Note 1: Sections are omitted if no employer in the group provide the category of benefits.
 Note 2: Blue text indicates in-kind benefits; green text indicates cash benefits; T= Taxable; NT=Non-Taxable

Afghanistan: November 2008
 Summary of Leave Benefits

First 5 employers

	A	B	C	D	E
LEAVE PROVISIONS					
Application of Labour Code Provisions	Employer scheme applies	Employer applies minimum labour code provisions except as noted below	Employer scheme applies	Employer scheme applies	Employer scheme applies
Annual Leave	20 working days	20 working days	20 working days	12 working days	Minimum: 18 working days Maximum: 24 working days
Sick Leave with full pay	Minimum: 12 working days Maximum: 65 working days		10 working days	12 working days	10 working days
Maternity Leave	90 working days	180 working days	60 working days	90 working days	60 working days
Paternity Leave	5 working days		3 working days		3 working days
Bereavement Leave	5 working days		5 working days		3 working days
Other:	20 working days Hajj(10) + Exam Leave (5-10)		1 working days Wedding leave	25 working days 20 days for Hajj and 5 days for wedding	
Notes:				Employer also allows 20 days of leave without pay	

Employers 6 to 10

	F	G	H	I	J
LEAVE PROVISIONS					
Application of Labour Code Provisions	Employer scheme applies	Employer scheme applies	Employer scheme applies	Employer scheme applies	Employer scheme applies
Annual Leave	Minimum: 15 working days Maximum: 21 working days	18 working days	20 working days	21 working days	24 working days
Sick Leave with full pay	12 working days	38 working days	10 working days	20 working days	8 working days
Sick Leave with partial pay	90 working days	60 working days			

Employers 6 to 10

	F	G	H	I	J
Maternity Leave	90 working days	75 working days	90 working days	90 working days	90 working days
Paternity Leave	5 working days	4 working days	3 working days	5 working days	5 working days
Family-Related Leave	6 working days		3 working days	6 working days	5 working days
Bereavement Leave		7 working days	3 working days	5 working days	
Other:		4 working days own Wedding		45 working days Hajj leave	35 working days Hajj leave
Notes:	only Annual leave are forwarded to next year				

Employers 11 to 15

	Your Org.	L	M	N	O
LEAVE PROVISIONS					
Application of Labour Code Provisions	Employer scheme applies	Employer scheme applies	Employer scheme applies	Employer applies minimum labour code provisions except as noted below	Employer scheme applies
Annual Leave	56 working days	18 working days	20 working days		20 working days
Sick Leave with full pay	15 working days	21 working days	12 working days		20 working days
Sick Leave with partial pay		90 working days	60 working days		
Maternity Leave	60 working days	90 working days	90 working days		90 working days
Paternity Leave	3 working days	1 working days	14 working days		10 working days
Family-Related Leave	3 working days				
Bereavement Leave	3 working days	3 working days	7 working days		5 working days
Other:		10 working days Wedding leave	14 working days		45 working days Hajj leave

Employers 16 to 20

	P				
LEAVE PROVISIONS					
Application of Labour Code Provisions	Employer scheme applies				
Annual Leave	12 working days				
Sick Leave with full pay	20 working days				
Maternity Leave	90 working days				
Paternity Leave	2 working days				
Family-Related Leave	2 working days				
Bereavement Leave	Minimum: 2 working days Maximum: 10 working days				

8. Tax Summary

TAX CODE

Tax Code Effective Date: 01 Oct, 2005, All values expressed in AFN

From	To	Tax %	Bracket Tax	Cumulative Tax
0	150,000			
150,000	1,200,000	10.00	105,000.00	105,000.00
1,200,000	or more	20.00		

Comments: ; Old Effective date: 9/23/2005

TAX CODE 2

NOT APPLICABLE

TAX EXEMPTION

NOT APPLICABLE

TAX DEDUCTIONS

Tax Deductions: NOT APPLICABLE

Flat Taxes Amount: NOT APPLICABLE

Tax Rebates: NOT APPLICABLE

FAMILY RELATED TAX DEDUCTIONS

NOT APPLICABLE

9. Social Security/Labour Code Summary

A. SOCIAL SECURITY PROVISIONS:

1. National Retirement Scheme.

Name: Social Security System

There is no contribution by the employer to Social Security System.
 There is no contribution by the employee to Social Security System.
 Early retirement can be taken from 55 years by both men and woman.
 The standard retirement age is 65 years for both men and women.
 The retirement benefit can be taken as a combination of lump sum and annuity payments.

2. Mandatory Private Savings Plan/Provident Fund.

Name:

NOT APPLICABLE

3. Employee Death Benefit/Life Insurance.

Name:

Comments:

In the event of death of the employee, the organization is duty bound to pay the ages and other allowances of the employee to his/her inheritors

4. National Medical Insurance Scheme.

Name:

Comments:

In the event that untoward accidents and unexpected diseases occur at the worksite, the organization would be obliged, as the case may be, to: 1. provide first aid services and conditions; 2. transfer the employee concerned to medical centers.

5. Other Social Security Provisions.

Name:

NOT APPLICABLE

B. FAMILY ALLOWANCES:

1. Child Allowance.

Name:

NOT APPLICABLE

2. Child Education Assistance.

Name:

NOT APPLICABLE

3. Pre-natal/Birth Allowances.

Name:

NOT APPLICABLE

4. Dependent Spouse Allowances.

Name:

NOT APPLICABLE

5. Dependent Spouse Allowances.

Name:

NOT APPLICABLE

6. Funeral Grants.

Name: Social Protection

Comments:

Financial aid for the deceased employee's family for burial ceremony equal to 10 months wage along with its benefits as per the last salary.

C. NATIONAL LABOUR CODE PROVISIONS:

1. Provisions for paid leave.

Official holidays:	16 working days paid by the Employer
Annual Leave:	
Sick leave with full pay:	20 working days paid by the Employer
Sick leave with partial pay:	
Maternity leave:	90 working days paid by the Employer
Paternity leave:	
Family related leave:	
Bereavement Leave:	10 working days paid by the Employer
Others: Recreational	from 20 to 30 working days paid by the Employer

Comments:

Maternity - if employee have an abnormal type delivery (gives birth to a twin or more than a twin), 15 days more paid leave will be granted to her. Employee is entitled to 45 days paid leave once during entire service period in order to perform Haj rites.

2. Provisions governing premium pay.

Overtime is payable after 40 hours worked per week.
 The overtime pay rate is 25 percent of base salary
 Holiday pay rate is 50 percent of base salary.
 Sunday/rest day pay rate is 50 percent of base salary.

3. Mandatory retirement age.

The mandatory retirement age is 65 years for men and 65 years for women.

10. Exchange Rate Summary

10a. Country currency history

Currency History for Kabul

7-Oct-2002	:	AFN	:	Afghani
1-Jan-1994	:	AFA	:	Afghani

10b. Exchange Rate Tables

Exchange Rates for 1 Euro (EUR) expressed in Afghani (AFN):

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010		66.61		64.89	59.76	56.04	56.87	60.54	57.95	61.29	62.60	
2009	68.68	68.71	66.82	67.34	67.93	69.82		69.66	71.84	71.66	73.59	72.77
2008		72.99	74.77	78.33	77.88	77.23	78.30		69.78	67.96	67.23	67.45
2007												73.36

Exchange Rates for 1 Pound Sterling (GBP) expressed in Afghani (AFN):

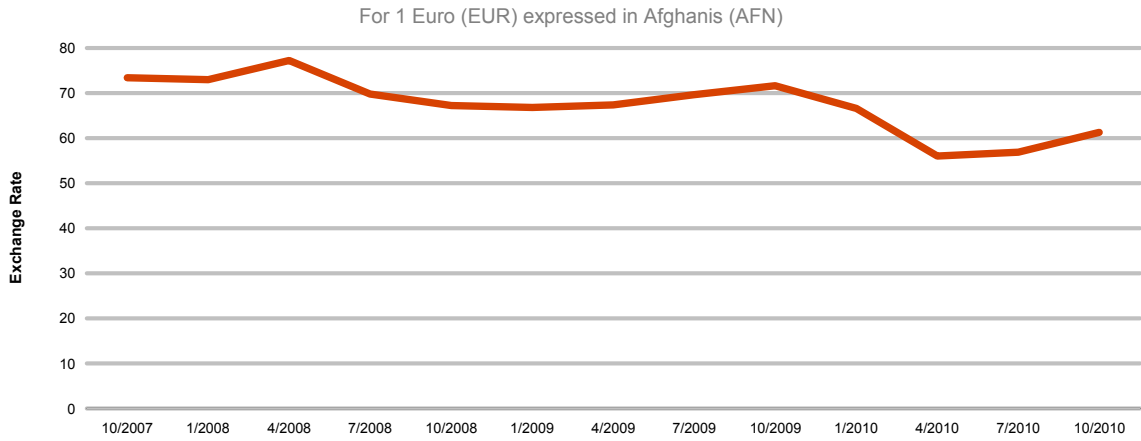
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010		76.10		72.82	70.16	66.23	69.56	72.28	70.82	71.17	71.77	
2009	75.91	74.91	75.07	72.39	75.54	79.71		81.71	81.72	78.50	82.50	80.67
2008		98.09	98.25	99.12	98.62	98.34	98.81		87.74	87.70	79.92	79.98
2007												102.56

Exchange Rates for 1 U.S. Dollar (USD) expressed in Afghani (AFN):

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2010		47.56		48.21	47.15	45.90	46.12	46.19	45.61	45.05	45.07	
2009	51.92	52.36	52.25	51.11	49.93	50.06		49.60	49.93	49.30	49.75	48.32
2008		49.34	49.42	49.66	50.00	49.66	49.80		50.10	50.43	51.97	52.07
2007												49.74

10c. Exchange rate charts

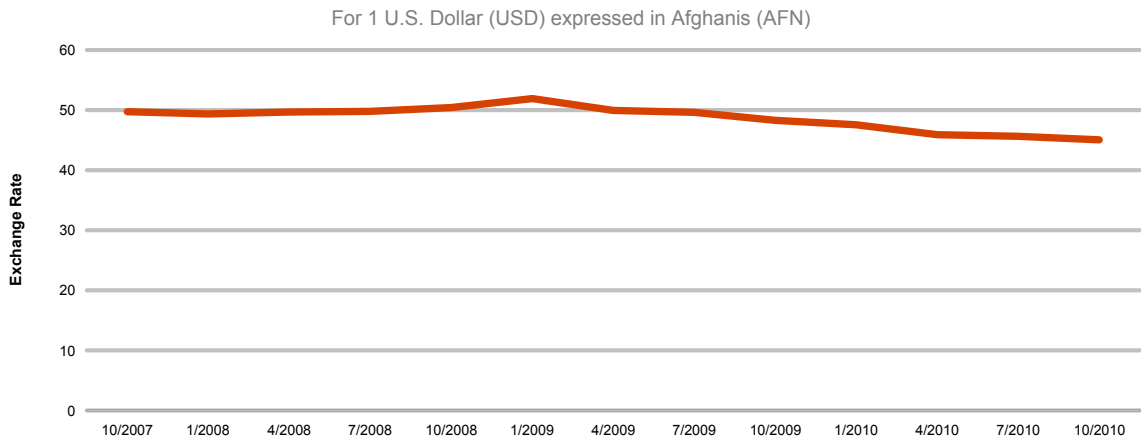
The Chart below shows the exchange rate movement for the past 3 years for 1 Euro (EUR) expressed in Afghanis (AFN).



The Chart below shows the exchange rate movement for the past 3 years for 1 Pound Sterling (GBP) expressed in Afghanis (AFN).



The Chart below shows the exchange rate movement for the past 3 years for 1 U.S. Dollar (USD) expressed in Afghanis (AFN).



11. List of Participants

AfghanAid
CARE
Catholic Relief Services
Christian Aid
Concern Worldwide
Internews
Medair
Mercy Corps
Norwegian Refugee Council
Oxfam GB
Save the Children
Tearfund
The International Rescue Committee
War Child Holland
World Vision International
ZOA Refugee Care Afghanistan

12. Definitions

Annual Base Salary: The monthly base salary times twelve.

Fixed Cash Allowances: Guaranteed bonuses such as a 13th month bonus or a year-end bonus.

Short-Term Incentive Plans (STIPs): Variable bonuses and incentives such as performance bonuses, profit sharing and commissions.

Annual Cash Allowances: All cash payments for housing, transport, meals and beverages, recreation and other allowances.

Total Cash: The sum of annual base salary plus fixed cash allowances, short term incentives and other annual cash allowances.

In-Kind Benefits: A quantified value for any non-cash employer provided perquisites for housing, transportation, meals and beverages, and recreation. This includes company cars, employee car ownership plans, subsidized loans, and any personal expense reimbursement scheme limited to actual expenses. This does not include medical, insurance or retirement benefits.

Total Gross Compensation: The sum of Total Cash compensation and In-kind Benefits.

Total Net Compensation: Total Gross Compensation minus taxes. Taxes are calculated assuming a single wage earner profile.

Incumbent Weighted Average: The average of data reported by all employers, weighted by the number of incumbents.

Incumbent Log-Weighted Average: The average of data reported by all employers, log-weighted by the number of incumbents to adjust for dominance by large employers.

Mean: The mean or arithmetic average of the data reported by all employers

MRP or Market Reference Point: The average data of all incumbents for the matched job. If a survey participant has provided data ranges (minima and maxima) but is unable to provide incumbent averages, the midpoint of the provided range is used as the MRP.

25th percentile or lower quartile: The lowest observation in a sample below which 25% of the other observations in the sample are found. (If no observation in the sample precisely meets this criterion, than the 25th percentile is interpolated between the two closest observations.)

50th percentile or median: The value obtained after arranging all the data in ascending order and selecting the middle value, or the observation that is greater than half of the other observations in the sample and less than the other half of the other observations in the sample. (If no observation in the sample precisely meets this criterion, than the 50th percentile is interpolated between the two closest observations.)

75th percentile or upper quartile: The lowest observation in a sample below which 75% of the other observations in the sample are found. (If no observation in the sample precisely meets this criterion, than the 75th percentile is interpolated between the two closest observations.)

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