



គណៈកម្មាធិការ
សហប្រតិបត្តិការដើម្បីកម្ពុជា

Cooperation Committee
for Cambodia

Comité de Coopération
Pour le Cambodge

SURVEY
OF



FOR NATIONAL STAFF OF
INTERNATIONAL AND
CAMBODIAN NGOS

2009

TABLE OF CONTENTS

| | |
|--|----|
| Foreward | |
| 1. Introduction | 2 |
| 2. Methodology | 4 |
| 3. How to Use This Report | 6 |
| 4. Large International Organizations | 8 |
| 4.1 Organisation profiles | 9 |
| 4.2 Benefits for Cambodian staff | 11 |
| 4.3 Training and Development | 16 |
| 4.4 Salaries for Cambodian staff | 17 |
| 5. Medium International Organisations | 19 |
| 5.1 Organisation profiles | 20 |
| 5.2 Benefits for Cambodian staff | 22 |
| 5.3 Training and Development | 30 |
| 5.4 Salaries for Cambodian staff | 32 |
| 6. Large National Organisations | 34 |
| 6.1 Organisation Profiles | 35 |
| 6.2 Benefits for Cambodian staff | 37 |
| 6.3 Training and Development | 43 |
| 6.4 Salaries for Cambodian staff | 44 |
| 7. Medium National Organisations | 46 |
| 7.1 Organisation Profiles | 47 |
| 7.2 Benefits for Cambodian staff | 49 |
| 7.3 Training and Development | 54 |
| 7.4 Salaries for Cambodian staff | 55 |
| 8. Appendices | 57 |
| Appendix 1 – Job Classification Matrix | 58 |
| Appendix 2 – Definitions | 60 |
| Appendix 3 – Salary Survey Questionnaire | 62 |

Foreward

The Cooperation Committee for Cambodia (CCC) is pleased to present the results of the survey of salary and benefits for National staff of International and Cambodian NGOs. This is the fourteenth survey report produced since CCC first began compiling salary information in 1993.

Since the last report was published in 2007, we have spent a considerable amount of time talking with our member organisations to understand what they require from a salary survey and how we can best address this. Based on this feedback, you will note that the format of the report has changed considerably. We believe that the new format will make this report more valuable as a source of information and a tool for NGOs to understand what is happening in the marketplace.

We would like to take this opportunity to thank all the organisations who have participated in this survey for their openness in sharing such detailed information. Further, we would also like to thank member organisations who have provided feedback over the years to continue to improve the salary survey.

More specifically, we would like to thank the Human Resources teams from CRS, Pact Cambodia, VBNK and Hagar for their input into the survey design and process.

We hope you will find this survey report and information useful for your organization. We welcome suggestions for future improvements of the survey, to meet your information needs.



LUN Borithy
Executive Director

Introduction

1. Introduction

CCC has been producing a bi-annual salary survey since 1993. The objective of the salary survey is to provide an overview of salaries and benefits for NGOs in Cambodia as well as, where possible, presenting some information on organizational practices and policies.

The survey methodology and report format have changed considerably in 2009. Fewer organisations were surveyed this year, however, the information presented compares organisations with similar characteristics (including, but not limited to, organisation staff numbers, budgets, sector focus etc.) in order to give more focused and accurate information in each category.

The report is divided into four categories: Large International NGOs, Medium International NGOs, Large National NGOs and Medium National NGOs. This allows organisations to compare their salaries and organizational practices with similar organisations, as well as being able to view a broad cross section of information from across the NGO sector as a whole.

This report is intended to present a snapshot of salaries of NGOs in Cambodia. It does not imply these are the rates which must, or should be paid. It is a source of information to assist organisations when it is time for them to make decisions regarding staff remuneration.

The information presented is salaries and benefits of NGOs in Cambodia as at April 2009.

The 2009 CCC Salary and Benefits Survey was conducted by Ms. Katrina Saunders – HR Consultant (trinesaunders@hotmail.com), on behalf of CCC, with valuable assistance from Ms Soeung Satya – CCC HR Officer.

Methodology

2. Methodology

The following steps were taken in conducting the salary survey in order to ensure a comprehensive review of NGO salaries and benefits.

| | |
|--|---|
| Review of Previous Survey Feedback and Members' Inputs | <ul style="list-style-type: none"> ○ Survey of member organizations to understand how they use the salary survey, the information of importance to them, and their feedback on previous reports ○ A small representative group of HR Managers from member organizations were convened to discuss their use of salary surveys and the information required for their respective organization salary and benefit reviews. |
| Selection of Participants | <ul style="list-style-type: none"> ○ Participants were selected based on several factors including (but not limited to) annual budgets, number of staff and sectoral focus, and were grouped into four categories for comparison (Large International NGO, Medium International NGO, Large National NGO and Medium National NGO) |
| Participant Interviews | <ul style="list-style-type: none"> ○ Interviews were conducted with NGO Directors or relevant senior managers to collect data relating to the organization and remuneration practices. |
| Data Analysis and Reporting | <ul style="list-style-type: none"> ○ Data verified and collated to produce CCC salary survey 2009 report for the NGO sector. |

Please note:

Job classification was conducted by comparing the requirements for the position based on the criteria below (please refer to appendix 1 for complete classification matrix). This methodology ensures positions with similar responsibilities and scope were compared and does not rely on job titles as these vary across all organisations.

- Decisions** - the level/type of decision-making generally expected of the employee in relation to regular work activities
- Supervisory and Managerial** - level of supervisory and management undertaken in role including level of subordinates and number and types of positions supervised
- Level of Responsibility** - described in terms of the impact of errors, financial responsibilities and access to confidential data.
- Level of Contacts** - the formal work contacts of the employee. Informal contacts should be excluded from the analysis.
- Knowledge/Skills** - what knowledge and skills are required for the employee to work effectively in this position

How to use This Report

3. How to use This Report

This report is designed to provide an overview of remuneration practices for NGOs in Cambodia. CCC provides the salary survey as a source of information for NGOs in Cambodia to better understand what is happening in the marketplace.

The report is structured into four key categories for organisations; Large International NGOs, Medium International NGOs, Large National NGOs and Medium National NGOs. Several factors were considered when selecting organisations including (but not limited to) number of staff, organisation budgets, sectors of expertise, location of work etc.

As a rough guide the following will assist to differentiate the categories:

Large International Organisations – budget of one million dollars or greater with forty or more staff members. Organisations across all sectors were selected to ensure a broad view across the category.

Medium International Organisations – budget of \$350,000 or greater with fifteen or more staff members. Organisations across all sectors were selected to ensure a broad view across the category.

Large National Organisations - budget of \$500,000 or greater with 45 or more staff members. Organisations across all sectors were selected to ensure a broad view across the category.

Medium National Organisations - budget of \$250,000 or greater with 15 or more staff members. Organisations across all sectors were selected to ensure a broad view across the category.

Each category is divided into four key sections; Organisation Profiles, Benefits for Cambodian staff, Training and Development and Salaries for Cambodian staff.

Each section contains a series of tables which present the number and percentage of organisations providing each benefit and at the amount of the benefit provided (where the information was available). Following these tables is narrative explaining further the conditions or comments on how the benefit is implemented within the organisation (where applicable). Definitions of terms used to describe the benefits can be found in Appendix 2.

The last section on salaries for Cambodian staff has two key tables outlining salary ranges. The first table is monthly gross salary, the second table is annual gross salaries + benefits (total remuneration).

In order to effectively use these tables to compare data from within organisations it is important to consider where your organisation wants to be positioned within the market place. For example, do you want to be paying salaries at the mid range of the market value, do you want to be paying salaries in the top 25% of the market value etc. Only the organisation themselves can make this decision and it will guide the use of the data in the table.

Example: An organisation wishes to pay mid range within the market place for salaries. That organisation will then compare the midpoint of their salary scale levels with the median value shown in the tables to understand if they are paying salaries at the mid range level within the market place.

This report is intended to present a snapshot of salaries of NGOs in Cambodia. It does not imply these are the rates which must, or should be paid. It is a source of information to assist organisations when it is time for them to make decisions regarding staff salaries.

Large International Organizations

CCC would like to express our sincere thanks to the following participants who have made this salary survey possible:

Adventist Development and Relief Agency (ADRA)
Care Cambodia (CARE)
Concern Worldwide (CONCERN)
Church World Service (CWS)
Handicap International Belgium (HI)
Save the Children Australia (SCA)
Save the Children Norway (SCN)
Veterans International (VI)
World Education (WE)

4.1 Organizational Profiles

The following section provides some background details regarding the participating organizations. These details are important to note as they provide information which is used in influencing bench marking decisions.

4.1.1 Sector Focus

The following table below shows the sector focus of the nine participating organizations. All organizations reported more than one sector of expertise, however, participants were asked to list only the main three.

| Sector | No. of Organisations |
|----------------------|-----------------------------|
| Advocacy | 3 |
| Agriculture | 2 |
| Child Rights | 3 |
| Education | 7 |
| Health, HIV / AIDS | 4 |
| Disability | 2 |
| Mine Action | 1 |
| Micro Finance | 1 |
| Water and Sanitation | 1 |
| Conflict resolution | 1 |
| Emergency response | 2 |
| Food Security | 2 |
| Livelihoods | 1 |

4.1.2 Annual Budget

The following table shows the organizational profile according to annual budget for the organization. In the Large International NGO Category, only organizations with a budget greater than \$1 Million were selected as participants

| Organisation Budget 2009 | No. Organisations | % Organisations |
|---------------------------------|--------------------------|------------------------|
| \$1M - \$2M | 2 | 22% |
| \$2.01M - \$3M | 1 | 11% |
| \$3.01M - \$4M | 2 | 22% |
| > \$4M | 1 | 11% |

–Three organizations did not provide details regarding the overall organizational budget.

4.1.3 Number of Staff

The following table shows the organizational profile according to the number of staff. In the large international NGO category, only organizations with 40 or more staff were selected as participants.

| Total staff Numbers | No. of Organisations | % |
|---------------------|----------------------|-----|
| < 50 | 3 | 33% |
| 50 - 75 | 2 | 22% |
| 76 - 100 | 1 | 11% |
| 100 - 150 | 1 | 11% |
| > 150 | 2 | 22% |

The table above reflects the total number of staff. The profile remains the same when tabulated with only Cambodian staff.

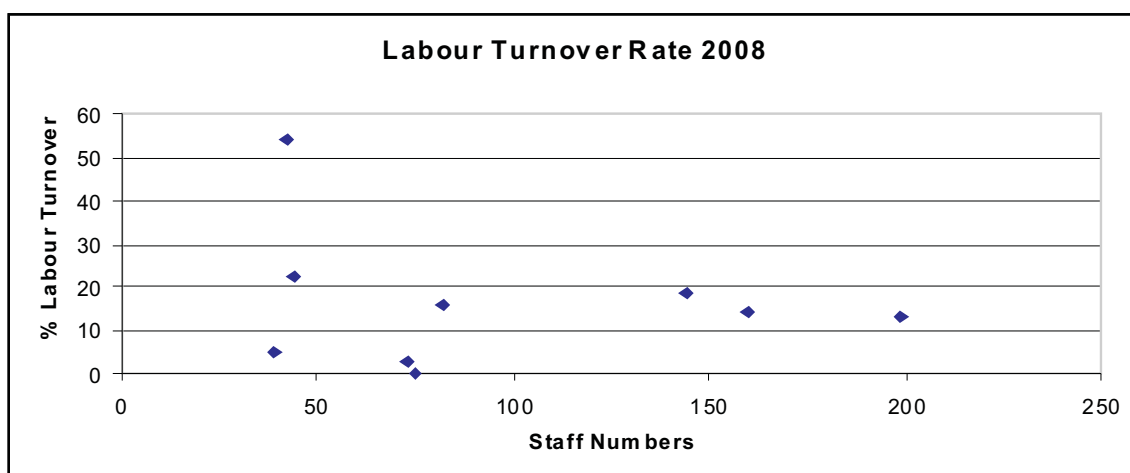
4.1.4 Working Hours

- Of the nine organizations surveyed, seven organizations worked 37.5 hours per week (7.5 hours per day, 5 days per week). The remaining two organizations reported working 40 hours per weeks (8 hours per day, 5 days per week).

It is important to note that the salaries used throughout this report are based on monthly gross salaries and have not taken into consideration the hourly calculation of pay rates based on the above data. This methodology was adopted as it is common practice throughout NGOs in Cambodia to review salary based on monthly totals, not hourly rates.

4.1.5 Labour Turnover Rate for 2008

- The labour turnover rate ranged between 0% - 23% for eight of the nine organizations.
- One organization reported a higher turnover rate as they ended a program.



4.2 Benefits for Cambodian Staff

The following benefits are for Cambodian staff only, practices for expatriate staff were not surveyed. All monetary amounts are stated in US Dollars. Definitions for benefits are included in Appendix 2 and where applicable, requirements as per the labour law are included.

4.2.1 Leave Provisions

Annual Leave

| No. Days Annual Leave | No. of Organisations | % Organisations |
|-----------------------|----------------------|-----------------|
| 10 | 1 | 11% |
| 14 | 1 | 11% |
| 15 | 3 | 33% |
| 18 | 2 | 22% |
| 20 | 2 | 22% |

- Four of the nine organizations reported adding one additional day after every three years of service, the other organizations did not specify.
- Seven organizations allowed carry over of annual leave to the following year. All had conditions regarding maximum amount of carry over and three of these specified that the carried over leave must be used before Khmer New Year.

Public Holidays

| No. Public Holidays | No. of Organisations | % Organisations |
|---------------------|----------------------|-----------------|
| As per labour law | 3 | 33% |
| 15 | 1 | 11% |
| 17 | 1 | 11% |
| 19 | 1 | 11% |
| 20 | 2 | 22% |
| 21 | 1 | 11% |

- When combined, leave for leisure purposes (annual leave plus public holidays) ranged from 33 days per year to 39 days per year (assumes an average of 23 days for government holidays for those organizations which did not specify an actual number of days).

Sick Leave

| No Days | No. of Organisations | % Organisations |
|----------|----------------------|-----------------|
| 10 | 2 | 22% |
| 12 | 1 | 11% |
| 15 | 1 | 11% |
| 18 | 1 | 11% |
| 20 | 1 | 11% |
| 24 | 1 | 11% |
| No limit | 1 | 11% |

- One organization did not specify a defined period as the amount of sick leave was based upon length of service.
- Six organizations permitted unused sick leave to be carried to the following year to a specified maximum number of days. The specified maximum ranged from 15 days to 150 days all with full pay.
- One organization permitted carry over of Sick Leave up to six months with five of those months at half pay.

Maternity and Paternity Leave

| Maternity Leave | | | Paternity Leave | | |
|-----------------|----------------------|-----------------|-----------------|----------------------|-----------------|
| No. of Months | No. of Organisations | % Organisations | No. of Days | No. of Organizations | % Organisations |
| 3 | 7 | 78% | 3 | 2 | 22% |
| 4 | 2 | 22% | 5 | 5 | 55% |
| | | | 10 | 2 | 22% |

- One organization provided three months maternity leave at half pay.
- One organization provided three months maternity leave with the first two months at full pay and the third month at half pay.

Other Leave Entitlements

| Type of Leave | Comments |
|---------------------------------|---|
| Compassionate / Emergency Leave | <ul style="list-style-type: none"> - Provided by 7 (78%) organisations - One provided 6 days - One provided 5 days - One provided 3 days - Two provide on case by case basis - One provided 3 days for cases within Cambodia and 5 days for international - One provided 4 days for immediate family and 2 days for indirect relations |
| Leave Without Pay | <ul style="list-style-type: none"> - Two organizations did not provide - Seven provided on case by case basis - Maximum time ranges from 44 days to two years |
| Wedding Leave | <ul style="list-style-type: none"> - One provided five days - Two provided three days |

4.2.2 Other Benefits

| Benefits | No of Organisations | Percentage |
|----------------------------------|----------------------------|-------------------|
| Health Related Provisions | | |
| Medical Allowance | 7 | 78% |
| Health Insurance | 6 | 67% |
| Accident Insurance | 9 | 100% |
| Separation Provisions | | |
| Retirement Fund | 2 | 22% |
| Provident Fund | 3 | 33% |
| Severance Pay | 5 | 56% |
| Redundancy / Layoff pay | 2 | 22% |
| Allowances | | |
| Thirteen Month Salary | 6 | 67% |
| Housing Allowance | 1 | 11% |
| Transport Allowance | 1 | 11% |
| Telephone Allowance | 9 | 100% |
| Dependant's Allowance | 2 | 22% |
| Paid Overtime | 7 | 78% |
| Other Benefits | | |
| Staff Retreat | 8 | 89% |
| Salary Advance | 3 | 33% |
| Service Recognition Awards | 5 | 56% |

Medical Allowance

- Medical allowances ranged from \$80 per year to \$366 per year.
- Two organizations specified the allowance was for staff medical care only, while the remaining five also covered dependants.

Health Insurance

- All organizations providing health insurance do so for staff only (no cover for dependants)
- Four of the six organizations provided the insurance through insurance agencies, two covered the costs internally with a specified maximum amount of \$500 and \$1000 respectively.

Accident Insurance

- Eight of the nine organizations provided accident insurance through insurance agencies.
- One organization self-managed the accident coverage.

Retirement Fund

- One organization provided the equivalent of three months salary if the staff member has worked for 15 years or more.
- One organization provided one week to fifteen days pay per year of service, depending on the length of service.

Provident Fund

- One organization deducted 2% from staff salary and matches it with 2% from the organization
- One organization deducted 5% from staff salary and matches it with 5% from the organization
- One organization provided 10% of staff salary
- Two of the three organizations provided the provident fund as well as severance pay upon separation, one provided the provident fund only.

Severance Pay

- Three organizations provided one month per year of service.
- One organization paid two to five months pay depending on the length of service.
- One organization provided 50% gross monthly salary per year of service, not exceeding six months pay.

Redundancy / Layoff Payment

- One organization provided two months salary
- One organization provided one month salary per year of service
- The two organizations that provided redundancy pay did not provide any other separation provisions if the staff member chose to leave the organization.

Thirteen Month Salary

- All the six organizations provided one month salary, commonly given during Khmer New Year.

Housing Allowance

- One organization provided a hardship allowance to cover housing costs if the staff member was required to live in remote areas.

Transport Allowance

- One organization provided one trip per month to staff who live away from their families to undertake their work.

Telephone allowances

- All organizations provided telephone allowance, typically based upon position and requirements of the job.
- The values ranged from \$5 per month to \$50 per month

Dependants' allowance

- One organization provided \$150 for every birth of a child
- One organization paid 60% of school fees if the child attended a designated school.

Paid Overtime

- Seven organizations provided paid overtime to support staff only (driver, cleaners, guards)

Staff Retreat

- Eight organizations held a staff retreat, typically for planning or capacity building purposes.
- All organizations stated that the length and location of the retreat varied depending on the activities to be conducted and available budget.

Salary Advance

- One organization provided salary advances on a case by case basis at the discretion of the Country Director.
- Two organizations allowed one month advance.

Service Recognition Awards

- Three organizations provided certificates to staff after every five years of service
- One organization provided a silver plate after five years of service
- One organization provided an employee of the year award of \$200.

4.2.3 Travel Provisions

The following section outlines allowance for domestic travel for the purpose of work. Amounts are in \$US.

Per Diem (Meals)

| Daily Meal Allowance (USD) | No. of Organisations | % Organisations |
|----------------------------|----------------------|-----------------|
| 5 | 1 | 11% |
| 8 | 3 | 33% |
| 10 | 4 | 44% |

- One organization did not have a set daily rate for travel allowances. The daily rate was calculated based on location and length of stay.
- One organization provided different rates for provincial areas and urban areas. For provincial areas the daily rate was \$5.50 per day and \$8.00 per day for urban areas.

Hotel

| Daily Rate (USD) | No. of Organisations | % Organisations |
|------------------|----------------------|-----------------|
| 8 | 1 | 11% |
| 10 | 1 | 11% |
| 12 | 1 | 11% |
| 15 | 5 | 56% |

- All organizations specified the above rates as maximum amounts but provided the actual cost based on receipts.

Transport and Others

- All organizations covered transport either in organization vehicles or actual cost of public transport.
- One organization allowed two seats in a share taxi for one staff member.

4.3 Training and Development

The following section provides details on the approach to training and development within the organizations.

Budgets

- All organizations have designated budgets for training and development for staff.
- Two organizations allocated a maximum of \$500 per person per year, one organization allocated a maximum of \$1000 per person per year.
- One organization allocated 6% of the staff salary.
- All other organizations allocated funds as per need and training needs analysis.

Types of Training

| Type of Training Supported | No. of Organisations | % Organisations |
|-----------------------------------|-----------------------------|------------------------|
| Bachelor Degree | 7 | 78% |
| Masters Degree | 7 | 78% |
| International study | 2 | 22% |
| International Exposure visits | 2 | 22% |
| Training courses / workshops | 9 | 100% |

Bachelor and Masters Degrees

- One organization supported 50% of the cost of a University degree while another organization supported 90% of the cost of a University degree
- One organization supported \$2000 for a Bachelor degree and \$3000 for a Masters degree
- Other organizations did not specify.
- Two organizations required a two year commitment after the completion of the education or the funds are to be repaid.

Performance Planning and Review

- All organizations conducted annual performance reviews.
- Seven organizations developed annual training and development plans for all staff.
- Four organizations set performance targets for individual staff members and used these to review performance at the end of the review period
- Two organizations reported setting performance plans at the team level, not for individual staff members.

4.4 Salaries for Cambodian Staff

This section contains information regarding gross salaries provided to Cambodian staff of the organizations. All amounts are in US dollars. Where insufficient data was received to maintain confidentiality a hyphen (-) will be displayed. Definitions for terms can be found in appendix 2. A description of the types of positions found within each level can be found in Appendix 1.

4.4.1 Salary Increases

- Four organizations made annual adjustments to salaries by applying an annual flat increase to all staff members.
- Three organizations adjusted salaries annually by applying a Cost of Living Allowance.
- Two organizations applied increases based on staff performance.

4.4.2 Taxes

- Eight of the nine organizations deducted tax from staff salaries (please note that the salary amounts below are gross salary amounts).

Increases in 2008

| Increase | No. of Organisations |
|----------|----------------------|
| 3% | 1 |
| 4% | 2 |
| 5% | 3 |
| 15% | 1 |

- One organization applied a \$12 flat increase for all staff while another organization applied a \$20 flat increase for all staff.

4.4.3 Monthly Gross Salaries for Cambodian Staff

| Level | 25 th Percentile | Median | 75 th Percentile | Average | No. of Organisations with Positions in this Level |
|----------------|-----------------------------|--------|-----------------------------|---------|---|
| Level 1 | 159 | 176 | 199 | 192 | 8 |
| Level 2 | 208 | 249 | 292 | 255 | 9 |
| Level 3 | 334 | 367 | 404 | 379 | 9 |
| Level 4 | 428 | 559 | 582 | 530 | 9 |
| Level 5 | 661 | 753 | 828 | 720 | 8 |
| Level 6 | 816 | 1027 | 1082 | 970 | 8 |
| Level 7 | 1276 | 1406 | 1442 | 1382 | 6 |
| Level 8 | - | - | - | - | - |

4.4.4 Annual Gross Salaries + Benefits

This section details annual gross salaries for Cambodian staff plus the inclusion of other benefits outlined in this report as an annual compensation package. The benefits included in the total are those that are quantifiable in dollar values and include salary, thirteen month salary, severance payment, provident fund, and medical allowances paid as cash to the staff.

| Level | 25th Percentile | Media n | 75th Percentile | Averag e | No. of Organizations |
|----------------|---------------------------------------|--------------------|---------------------------------------|---------------------|---------------------------------|
| Level 1 | 2337 | 2588 | 2906 | 2761 | 8 |
| Level 2 | 2901 | 3599 | 4206 | 3622 | 9 |
| Level 3 | 4666 | 5148 | 5774 | 5343 | 9 |
| Level 4 | 6621 | 7744 | 8213 | 7454 | 9 |
| Level 5 | 8793 | 10629 | 11702 | 9895 | 8 |
| Level 6 | 11362 | 13855 | 15338 | 13432 | 8 |
| Level 7 | 14534 | 18482 | 20188 | 17519 | 6 |
| Level 8 | - | - | - | - | - |

Medium International Organizations

CCC would like to express our sincere thanks to the following participants who have made this salary survey possible:

American Friends Service Committee (AFSC)
Christian Reformed World Relief Committee (CRWRC)
Cooperation Committee for Cambodia (CCC)
Enfants et Developpement (E & D)
Food for the Hungry International (FHI)
Foundation for International Development Relief (FIDR)
International Development Enterprises (IDE)
MARYKNOLL
Mennonite Central Committee (MCC)
Soutien a l' Initiative Privee pour l'Aide a la Reconstruction (SIPAR)

5.1 Organizational Profiles

The following section provides some background details regarding the participant organizations. These details are important to note as they provide information which is used in influencing benchmarking decisions. All monetary amounts are in US Dollars.

5.1.1 Sector Focus

The table below shows the sector profile for the ten participating organizations. All organizations reported more than one sector of expertise, however, participants were asked to list only the main three.

| Sector | No. of Organisations |
|-----------------------------|----------------------|
| Advocacy | 2 |
| Agriculture | 6 |
| Social Partnerships | 1 |
| Education | 5 |
| Capacity Building | 2 |
| Health, HIV / AIDS | 4 |
| Conflict Resolution | 1 |
| Disability | 2 |
| Women's Affairs | 2 |
| Natural Resource Management | 1 |
| Governance | 1 |
| Micro Finance | 2 |
| Water and Sanitation | 2 |

5.1.2 Annual Budget

The following table shows the organizational profile according to annual budget for the organization. In the Medium International NGO Category, only organisations with a budget greater than \$350,000 were selected as participants.

| Organization Budget 2009 | No. of Organisations | % Organisations |
|--------------------------|----------------------|-----------------|
| \$350,000 - \$450,000 | 1 | 10% |
| \$450,001 - \$550,000 | 3 | 30% |
| \$550,001 - \$650,000 | 0 | 0% |
| \$650,001 - \$750,000 | 1 | 10% |
| \$750,001 - \$850,000 | 1 | 10% |
| \$850,001 - \$950,000 | 2 | 20% |
| Over \$950,000 | 2 | 20% |

5.1.3 Number of Staff

The following table shows the organizational profile according to the number of staff. In the Medium International NGO category, organizations with 15 or more staff were selected as participants.

| Total Number of Staff | No. of Organisations | % |
|------------------------------|-----------------------------|----------|
| 15 - 25 | 2 | 20 |
| 26 - 35 | 4 | 40 |
| 36 - 45 | 2 | 20 |
| 46 - 55 | 1 | 10 |
| > 55 | 1 | 10 |

The table above reflects the total number of staff.

The table below shows the organization profile for Cambodian staff only.

| Total Number of Staff | No. of Organizations | % |
|------------------------------|-----------------------------|----------|
| < 15 | 2 | 20 |
| 16 - 25 | 3 | 30 |
| 26 - 35 | 3 | 30 |
| 36 - 45 | 0 | 0 |
| 46 - 55 | 1 | 10 |
| > 55 | 1 | 10 |

5.1.4 Working Hours

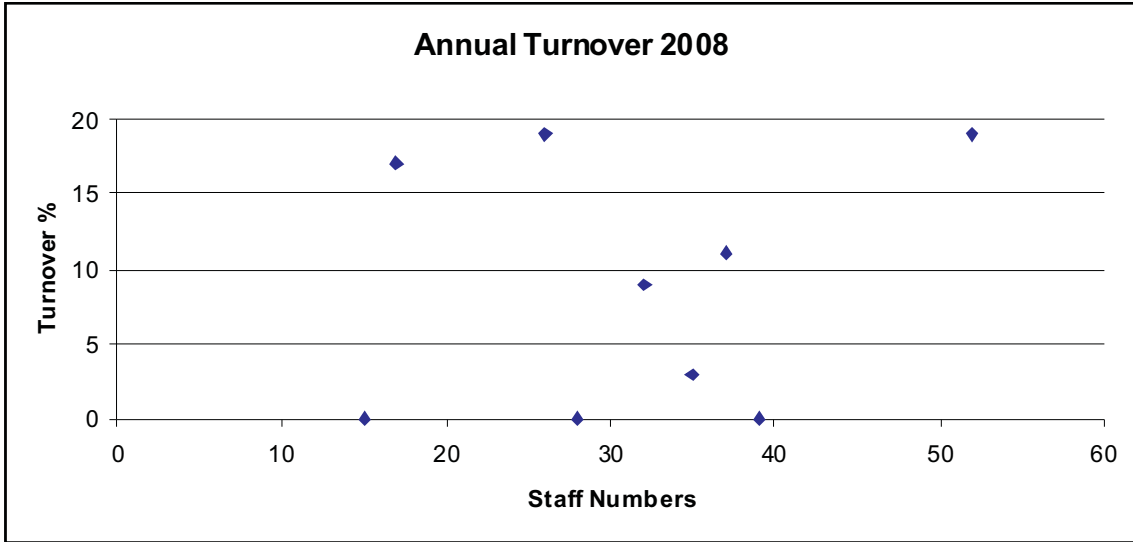
| Hours Worked per Day | No. of Organisations | % |
|-----------------------------|-----------------------------|----------|
| 7 | 1 | 10 |
| 7.5 | 6 | 60 |
| 8 | 3 | 30 |

- One organization reported operating seven days per week but did not specify the number of days one employee works per week. All the other organizations worked five days per week.

It is important to note that the salaries used throughout this report are based on monthly gross salaries and have not taken into consideration the hourly calculation of pay rates based on the above data. This methodology was adopted as it is common practice throughout NGOs in Cambodia to review salary based on monthly total, not hourly rates.

5.1.5 Labour Turnover Rate 2008

- The labour turnover rate ranged between 0% - 19% for all organizations.



5.2 Benefits for Cambodian staff

The following benefits are for Cambodian staff only, practices for expatriate staff were not surveyed. All monetary amounts are stated in US Dollars. Definitions for benefits are included in Appendix 2 and where applicable, requirements as per the labour law are included.

5.2.1 Leave Provisions

Annual Leave

| No. of Days Annual Leave | No. of Organizations | % Organizations |
|--------------------------|----------------------|-----------------|
| 10 | 4 | 40% |
| 12 | 1 | 10% |
| 15 | 2 | 20% |
| 17 | 1 | 10% |
| 18 | 1 | 10% |
| 20 | 1 | 10% |

- One organization stated 10 days annual leave. However, the amount increases after the first year and then after every three year period.
- Eight organizations allowed carry over of annual leave to the following year. All had conditions regarding maximum amount of carry over and two of these specified the carried over leave must be used within one month of the New Year.
- The maximum carry over permitted was 10 days.

Public Holidays

| No. Public Holidays | No. of Organisations | % Organisations |
|---------------------|----------------------|-----------------|
| As per labour law | 2 | 20% |
| 12 | 2 | 20% |
| 15 | 1 | 10% |
| 17 | 1 | 10% |
| 18 | 2 | 20% |
| 20 | 1 | 10% |
| 21 | 1 | 10% |

- One organization allowed public holidays as per the labour law (listed in table above) as well as one extra public holiday for Christmas day.
- When combined, leave for leisure purposes (annual leave plus public holidays) the total ranged from 22 days per year to 38 days per year (assumes an average of 23 days for government holidays for those organizations which did not specify the actual number of days).

Sick leave

| No of Days | No. of Organisations | % Organisations |
|------------|----------------------|-----------------|
| 5 | 1 | 10% |
| 6 | 2 | 20% |
| 10 | 2 | 20% |
| 12 | 2 | 20% |
| 14 | 1 | 10% |
| No limit | 2 | 20% |

- Three organizations permitted unused sick leave to be carried to the following year to a specified maximum number of days. The specified maximum ranged from 3 days to three months with full pay.
- One organization provided 6 sick leave days for uncertified days and in addition provided 20 days full pay and a further 60 days at half pay as long as certificates were provided.

Maternity and Paternity Leave

| Maternity Leave | | | Paternity Leave | | |
|-----------------|----------------------|-----------------|-----------------|----------------------|-----------------|
| No. of Months | No. of Organisations | % Organisations | No. of Days | No. of Organizations | % Organisations |
| 3 | 10 | 100 | 1 | 1 | 10% |
| | | | 3 | 5 | 50% |
| | | | 5 | 2 | 20% |
| | | | 10 | 2 | 20% |

- All organizations provide three months maternity leave at full pay.

Other Leave Entitlements

| Type of Leave | Comments |
|-------------------------------|--|
| Compassionate / Special Leave | <ul style="list-style-type: none"> - Provided by 6 (60%) organizations - Three provided 3 days - One provided 4 days - One provided 5 days - One provided 7 days - Two organizations provided additional emergency leave on a case by case basis |
| Leave Without Pay | <ul style="list-style-type: none"> - One organization allowed up to two months - One organization allowed LWP on a case by case basis |
| Wedding Leave | <ul style="list-style-type: none"> - Provided by 5 (50%) organizations - One organization provided 2 days - Three organizations provided 3 days (one of these allowed one day if the wedding is for the child of the employee) - One organization provided 5 days - Three organizations included wedding leave in the category of special leave |

5.2.2 Other Benefits

| Benefit | No. of Organizations providing this Benefit | Percentage |
|-------------------------------------|--|-------------------|
| Health related provisions | | |
| Medical Allowance | 9 | 90% |
| Health Insurance | 6 | 60% |
| Accident Insurance | 10 | 100% |
| Disability Insurance | 5 | 50% |
| Life Insurance / Payment upon death | 5 | 50% |
| Separation Provisions | | |
| Retirement Fund | 1 | 10% |
| Provident Fund | 2 | 20% |
| Severance Pay | 5 | 50% |
| Redundancy / Layoff Pay | 3 | 30% |
| Allowances | | |
| Thirteen Month Salary | 7 | 70% |
| Housing Allowance | 2 | 20% |
| Transport Allowance | 2 | 20% |
| Telephone Allowance | 8 | 80% |
| Dependants Allowance | 2 | 20% |
| Paid Overtime | 4 | 40% |
| Other | | |
| Staff Retreat | 7 | 70% |
| Loan Availability | 6 | 60% |
| Salary Advance | 4 | 40% |
| Service Recognition Awards | 4 | 40% |

Medical Allowance

- The medical allowances ranged from \$40 to \$250 annually. The average rate was \$174.
- Two organizations paid the allowance based on receipts up to the specified amount. The other seven organizations paid the allowance on a regular basis together with their staff salary.
- Seven organizations paid the same allowance to all staff members. One organization specified that it varied across their projects. One organization paid different amounts depending on whether the staff member has dependants.

Health Insurance

- All organizations providing health insurance do so for staff only (no cover for dependants).
- Four of the six organizations provided the insurance through insurance agencies, two cover the costs internally with a specified maximum amount of \$5000 and \$2000 (or one year salary, whichever is greater) respectively.

Accident Insurance

- Six organizations provided accident insurance through insurance agencies.
- One of these organizations only provided the accident insurance coverage during working hours, the staff members can then access full cover if they pay the difference in the cost of the policy.
- Three organizations provided the accident coverage internally. Two of these specified a maximum amount of \$5000 and \$2000 (or one year salary, whichever is greater) respectively.

Disability Insurance

- Of the five organizations which provided disability cover, three were covered for disability within the accident insurance policies through insurance companies.
- Two organizations provided the disability coverage internally. One of these offered a maximum amount of 50% of salary for six months while the other offered a maximum amount of \$5000 and \$2000 (or one year salary, whichever is greater) respectively.

Life Insurance / Payment Upon Death

- Of the five organizations which have coverage for death, three were covered with the accident insurance policies through insurance companies.
- One was self-insured and offered a maximum amount of \$2000 (or one year salary, whichever is greater) respectively.
- One organization provided payments of \$150 for funeral costs of staff's family members.

Retirement Fund

- Only one organization provided retirement benefits and paid 50% of the monthly salary at the time of retirement for every year of service.

Provident Fund

- Only two organizations offered a provident fund.
- One organization accumulated one month salary plus 5% per year of service
- One organization accumulated half a month salary per year of service.
- It was interesting to note that neither of these organizations paid severance pay at the time when staff leaves the organization and it can be concluded that the term provident fund and severance are used interchangeably amongst organizations.

Severance Pay

- Three organizations provided one month per year of service (one uses salary at the time of termination for the calculation), while the other two accumulate on actual salary earned over the working period).
- One organization paid 5% while another paid 10% of salary upon termination.

Redundancy / Layoff payment

- One organization provided fifty percent of the monthly salary per year of service.
- One organization provided one month of the current salary at the time of the termination per year of service
- One organization had a provident fund in which the organization provides half month salary and the staff member provides half month salary per year of service. Upon redundancy, the staff member will receive the whole amount. If the staff member resigns, they do not receive the organization's contribution.
- All three organizations that provide redundancy pay did not provide any other separation provisions if the staff member chooses to leave the organization.

Thirteen Month Salary

- All seven organizations provided one month salary, typically at the time of Khmer New Year, or half at Khmer New Year and the other half at Pchum Benh.

Housing Allowance

- Two organizations provided housing allowances to cover housing costs for provincial field staff only. The amounts are \$40 and \$44 per month respectively.

Transport Allowance

- One organization provides a transport allowance to logistics staff only.
- One organisation provides a transport allowance of \$30 - \$50 to staff who are required to use their own vehicles to undertake their work.

Telephone Allowances

- Eight organizations provided telephone allowances, typically based upon position and requirements of the job.

Dependants allowance

- One organization provided education allowance for children of \$20 for pre- school, \$40 for primary school and \$80 for secondary school.
- One organisation provided dependants allowance in 2008 of \$5 per month for spouses, and \$5 for children. This was a short term plan to cover high inflation costs in 2008 and will not continue permanently.

Paid Overtime

- Three organizations provided overtime pay to support staff only (such as driver, cleaners, guards, etc)
- One organisation provided paid overtime to all staff
- The remaining four organisation provided compensation days in lieu of time worked on weekends or holidays.

Staff Retreat

- Five organizations held annual staff retreat, oftentimes for planning or capacity building purposes.
- One organisation conducted staff retreats every two years, and one organisation conducted staff retreats every three years.
- All organisations stated that the length and location of the retreat varied depending on the activities to be conducted and available budget

Loan Availability

- Two organisations allowed staff to access their severance pay after a defined period of working with the organisation
- One organisation allowed staff to loan up to three months salary, to be paid back over nine months
- One organisation allowed staff to loan one month salary to be paid back over three months
- Two organisations had loan facilities for special needs and were based on management discretion.

Salary Advance

- One organization allowed 50% of the monthly salary to be advanced
- One organisation allowed one month salary to be advanced
- Two organisations allowed salary advances at management discretion and based on needs.

Service Recognition Awards

- One organization provided certificates to staff after every five years of service
- One organization provided a \$3 per month salary increase after every three years of service (to a maximum of \$10)
- Two organizations provided recognition awards but did not specify the conditions for the awards.

5.2.3 Travel Provisions

The following section outlines allowances for domestic travel for the purpose of work. Amounts are in \$US. Where allowances were not in whole dollars, the value was rounded to nearest whole dollar.

Per Diem (Meals)

| Daily Meal Allowance (USD) | No. of Organizations | % Organizations |
|----------------------------|----------------------|-----------------|
| 4 | 1 | 10% |
| 5 | 2 | 20% |
| 8 | 3 | 30% |
| 9 | 1 | 10% |
| 10 | 1 | 10% |
| 11 | 1 | 10% |

- One organization did not have a set daily rate for travel allowances as it varies across all projects.
- Two organizations provided different rates for provincial areas and urban areas. One provided one dollar extra per day for meals, one provided \$1.50 extra per day for meals.

Hotel

| Daily Rate (USD) | No. of Organizations | % Organizations |
|--------------------|----------------------|-----------------|
| 7 | 1 | 10% |
| 10 | 2 | 20% |
| 12 | 1 | 10% |
| 15 | 3 | 30% |
| No specified limit | 3 | 30% |

- All organizations specified the above rates as maximum amounts but provided the actual cost based on receipts.
- Three organizations did not have a maximum amount, but specified that the staff must stay in budget style accommodation.

Transport and Other

- All organizations covered transport expenses (either by providing the use of their organization's vehicles or reimbursing actual cost of public transport).
- One organization allowed staff to pay for two seats in a shared taxi. All organizations covered other expenses such as local transport (i.e. motto taxi) based on receipts or actual cost.

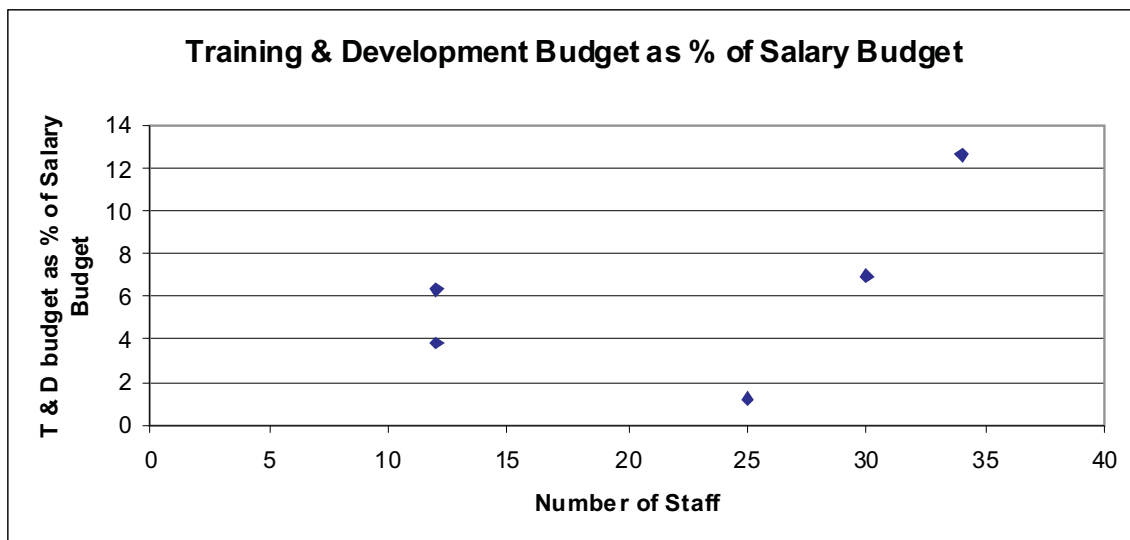
5.3 Training and Development

The following section provides details on the approach to training and development within the organizations.

Training & Development Budgets

- Nine of the ten organizations have designated budgets for training and development for staff. However, only five of these disclosed the amount for the training and development budget.
- Only two organizations allocated a maximum rate per person per year for training. One organization allocated a maximum of \$300 while the other one allocated \$280 per person per year.
- All other organizations allocated funds as per need and training needs analysis.

The following graph shows the Training & Development budget as a percentage of the annual salary budget for Cambodian staff against the number of Cambodian staff (for the five organizations which disclosed their annual training and development budget).



Types of Training

| Type of Training Supported | No. of Organizations | % Organizations |
|-----------------------------------|-----------------------------|------------------------|
| Bachelor's Degree | 3 | 30% |
| Master's Degree | 3 | 30% |
| International Study | 1 | 10% |
| International Exposure Visits | 2 | 20% |
| Training Courses/ Workshops | 10 | 100% |
| Purchase of Books / Periodicals | 3 | 30% |

Bachelor and Master's Degrees

- Two of the three organizations which support Bachelor's and Master's degrees required the staff member to contribute to the cost of the degree. Amounts varied depending on the degree.

Performance Planning and Review

- Nine of the ten (90%) organizations conducted annual performance reviews.
- Three (30%) organizations developed annual training and development plans for all staff.
- Four organizations set performance targets for individual staff members and used these to review performance at the end of the review period.

5.4 Salaries for Cambodian Staff

This section contains information regarding gross salaries provided to Cambodian staff of the organizations. All amounts are in US dollars. Where insufficient data was received to maintain confidentiality a hyphen (-) will be displayed. Definitions of terms can be found in appendix 2. Please refer to Appendix 1 for the explanatory notes regarding the types of positions found within each level.

5.4.1 Salary Increases

- Four organizations made annual adjustments to salaries by applying an annual flat increase to all staff members.
- One organization adjusted salaries annually by applying a Cost of Living Allowance
- Five organizations applied increases based on staff performance. One of these paid 3% for good performance and then also applied a Cost of Living adjustment. One organization paid 5% for good performance and then also applied a Cost of Living adjustment

Salary Increases in 2008

| % Increase | No. Organizations | % Organizations |
|------------|-------------------|-----------------|
| 4% | 4 | 40% |
| 6% | 1 | 10% |
| 7% | 2 | 20% |
| 13% | 1 | 10% |
| 16% | 1 | 10% |

- One organization applied an annual flat increase of 4% + \$2 for all staff members. Another organization paid \$1.5% + \$2 annually for all staff members.

5.4.2 Taxes

- Nine of the ten organizations deducted taxes from staff salaries (please note salary amounts listed below are gross salary amounts).

5.4.3 Monthly Gross Salaries for Cambodian Staff

| Level | 25 th Percentile | Median | 75 th Percentile | Average | No. of Organizations with Positions in this Level |
|---------|-----------------------------|--------|-----------------------------|---------|---|
| Level 1 | 125 | 129 | 149 | 137 | 7 |
| Level 2 | 179 | 196 | 261 | 223 | 10 |
| Level 3 | 238 | 292 | 325 | 288 | 10 |
| Level 4 | 325 | 382 | 435 | 384 | 10 |
| Level 5 | 432 | 518 | 586 | 521 | 8 |
| Level 6 | 593 | 637 | 791 | 676 | 9 |
| Level 7 | 741 | 954 | 1116 | 928 | 4 |
| Level 8 | - | - | - | - | 1 |

5.4.4 Annual Gross Salaries + Benefits

This section details annual gross salaries for Cambodian staff plus the inclusion of other benefits outlined in this report as an annual compensation package. The benefits included in the total are those that are quantifiable in dollar values and includes salary, thirteen month salary, severance payment, provident fund and medical allowances paid as cash to staff.

| Level | 25th Percentile | Median | 75th Percentile | Average | No. Organisations with positions in each level |
|----------------|-----------------------------------|---------------|-----------------------------------|----------------|---|
| Level 1 | 1,809 | 1,851 | 2,116 | 1,951 | 8 |
| Level 2 | 2,525 | 2,823 | 3,580 | 3,140 | 10 |
| Level 3 | 3,294 | 4,030 | 4,768 | 4,001 | 10 |
| Level 4 | 4,736 | 5,295 | 5,905 | 5,298 | 10 |
| Level 5 | 6,061 | 7,189 | 7,983 | 7,150 | 8 |
| Level 6 | 8,262 | 8,888 | 10,452 | 9,236 | 9 |
| Level 7 | 10,519 | 12,939 | 15,374 | 12,947 | 4 |
| Level 8 | - | - | - | - | 1 |

Large National Organizations

CCC would like to express our sincere thanks to the following participants who have made this salary survey possible:

Cambodian Health Committee (CHC)
Community Legal Education Centre (CLEC)
Committee for Free and Fair Elections in Cambodia (COMFREL)
Development and Partnership in Action (DPA)
Khmer Youth Association (KYA)
Legal Aid of Cambodia (LAC)
Mith Samlanh
Transcultural Psychosocial Organizations (TPO)

6.1 Organization Profiles

The following section provides some background details regarding the participant organizations. These details are important to note as they provide information which is used in influencing benchmarking decisions. All monetary amounts are in US Dollars.

6.1.1 Sector Focus

The table below shows the Sector Focus Profile for the eight participating organizations. All organizations reported more than one sector of expertise, however, participants were asked to list only the main three.

| Sector | No. of Organisations |
|-----------------------|-----------------------------|
| Advocacy | 6 |
| Child Rights | 3 |
| Education | 2 |
| Health, HIV / AIDS | 3 |
| Legal Affairs | 3 |
| Women's Affairs | 1 |
| Governance | 3 |
| Community Development | 1 |
| Human Rights | 1 |
| Mental Health | 1 |

6.1.2 Annual Budget

The following table shows the organisation profile according to annual budget for the organisation. In the Large National NGO Category, only organisations with a budget greater than \$500,000 were selected as participants.

| Organisation Budget 2009 | No. of Organisations | % Organisations |
|---------------------------------|-----------------------------|------------------------|
| \$500,000 - \$700,000 | 2 | 25% |
| \$700,001 - \$900,000 | 1 | 12.5% |
| \$900,001 - \$1.1 M | 2 | 25% |
| \$1.11 M - \$1.3M | 0 | 0% |
| \$1.31M - \$1.5M | 2 | 25% |

One organisation did not specify a total Organisation Budget

6.1.3 Number of Staff

The following table shows the organization profile according to number of staff. In the Large National NGO category, organizations with 45 or more staff were selected as participants.

| Total staff Numbers | No. of organizations | % Organizations |
|----------------------------|-----------------------------|------------------------|
| 45 - 55 | 2 | 25% |
| 56 - 65 | 2 | 25% |
| 76 - 85 | 0 | 0% |
| 86 - 95 | 2 | 25% |
| > 95 | 2 | 25% |

- The above table shows Cambodian staff only. Only one organization had full time expatriate staff.

6.1.4 Working Hours

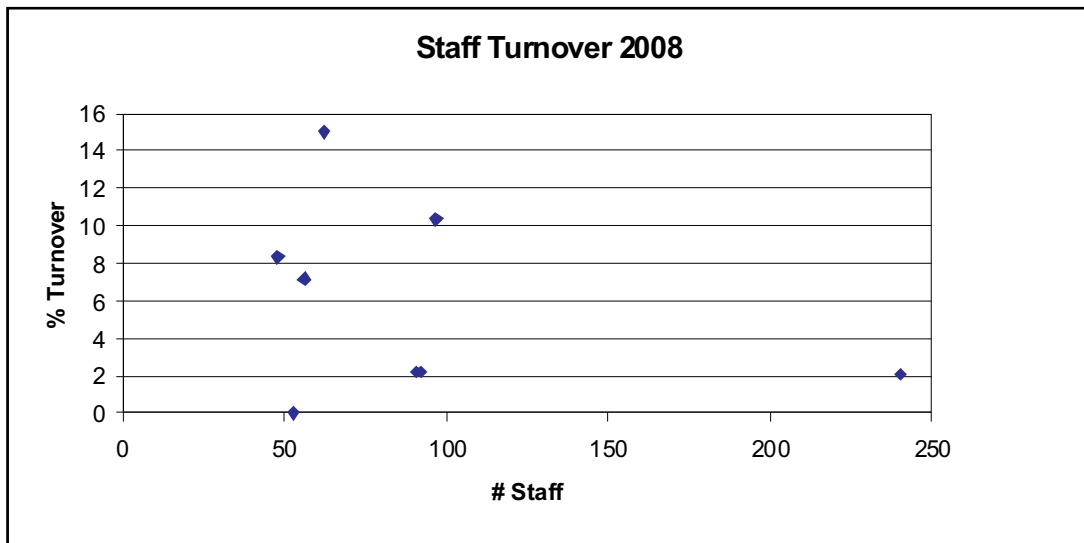
| Hours worked per day | No. of organizations | % |
|-----------------------------|-----------------------------|----------|
| 7 | 1 | 12.5% |
| 7.5 | 3 | 37.5% |
| 8 | 4 | 50% |

- One organization works 5.5 days per week, all others work five days per week.

It is important to note that the salaries used throughout this report are based on monthly gross salaries and have not taken into consideration the hourly calculation of pay rates based on the above data. This methodology was adopted as it is common practice throughout NGOs in Cambodia to review salary based on monthly totals, not hourly rates.

6.1.5 Labour Turnover Rate 2008

- The Labour Turnover Rate ranged between 0% - 15% for all organizations.



6.2 Benefits for Cambodian Staff

The following benefits are for Cambodian Staff only, practices for expatriate staff were not surveyed. All monetary amounts are stated in US Dollars. Definitions for benefits are included in Appendix 2 and where applicable, requirements as per the labour law are included.

6.2.1 Leave Provisions

Annual Leave

| No. Days Annual Leave | No. of Organisations | % Organisations |
|-----------------------|----------------------|-----------------|
| 12 | 1 | 12.5% |
| 15 | 1 | 12.5% |
| 18 | 6 | 75% |

- Four organizations allowed carry over of annual leave to the following year. All had conditions regarding maximum amount of carry over.
- The maximum carry over permitted was 10 days.
- One organisation allowed Annual Leave to accumulate for a three year period.

Public Holidays

| No. of Public Holidays | No. of Organisations | % Organisations |
|------------------------|----------------------|-----------------|
| As per labour law | 4 | 50% |
| 15 | 1 | 12.5% |
| 17 | 1 | 12.5% |
| 18 | 1 | 12.5% |
| 30 | 1 | 12.5% |

When combined, leave for leisure purposes (Annual Leave plus Public Holidays) the total ranged from 33 days per year to 48 days per year (assumes an average

- of 23 days for government holidays for those organizations which did not specify an actual number of days).

Sick Leave

| No Days | No. of Organisations | % Organisations |
|----------|----------------------|-----------------|
| 3 | 1 | 12.5% |
| 5 | 1 | 12.5% |
| 10 | 2 | 25% |
| 12 | 1 | 12.5% |
| 20 | 1 | 12.5% |
| No limit | 2 | 25% |

- No organizations permitted unused sick leave to be carried to the following year.
- One organization stated a specified number of sick leave days for uncertified days and in addition specified long term sick leave as 2 months full pay, 2 months at 80% salary and a further 6 months at half pay as long as certificates were provided.

Maternity and Paternity Leave

| Maternity Leave | | | Paternity Leave | | |
|-----------------|----------------------|-----------------|-----------------|----------------------|-----------------|
| No. of months | No. of Organisations | % Organisations | No. of days | No. of Organizations | % Organisations |
| | | | 0 | 1 | 12.5% |
| 3 | 7 | 87.5% | 1 | 1 | 12.5% |
| 3.5 | 1 | 12.5% | 3 | 2 | 25% |
| | | | 5 | 1 | 12.5% |
| | | | 10 | 1 | 12.5% |
| | | | 15 | 2 | 25% |

- All organisations provided paid maternity leave, one provides two months full pay and one month without pay, the other seven provided all leave at full pay.

Other Leave

| Type of Leave | Comments |
|-------------------------------|--|
| Compassionate / Special Leave | <ul style="list-style-type: none"> - 5 (62.5%) organisations have specified policies for compassionate / special leave: - One provided 1 day - One provided 4 days - One provided 5 days - One provided up to 2 months depending on the situation - One organisation provided one day leave for moving house and 3 days for funerals - Two organisations provided emergency leave on a case by case basis (management discretion) - One organisation provided \$90 for compassionate leave upon death of family member |

| | |
|-------------------|---|
| Leave Without Pay | <ul style="list-style-type: none"> - One organisation provided up to four months - One organisation provided up to one month - One organisation provided on a case by case basis |
| Wedding Leave | <ul style="list-style-type: none"> - Provided by 6 (62.5%) organisations - Three organisations provided 3 days - Two organisations provided 5 days - One organisation provided 3 days for a wedding in Phnom Penh and 5 days for a wedding in provinces |

6.2.2 Other Benefits

| Benefit | No Organisations providing this Benefit | Percentage |
|-------------------------------------|---|------------|
| Health related provisions | | |
| Medical Allowance | 7 | 87.5% |
| Health Insurance | 3 | 37.5% |
| Accident Insurance | 8 | 100% |
| Disability Insurance | 1 | 12.5% |
| Life Insurance / Payment upon Death | 4 | 50% |
| Separation Provisions | | |
| Retirement Fund | 0 | 0% |
| Provident Fund | 2 | 25% |
| Severance Pay | 5 | 62.5% |
| Redundancy / Layoff pay | 2 | 25% |
| Allowances | | |
| Thirteen Month Salary | 8 | 100% |
| Housing Allowance | 1 | 12.5% |
| Transport Allowance | 1 | 12.5% |
| Telephone Allowance | 7 | 87.5% |
| Dependants Allowance | 1 | 12.5% |
| Paid Overtime | 1 | 12.5% |
| Other | | |
| Staff Retreat | 7 | 87.5% |
| Loan Availability | 3 | 37.5% |
| Salary Advance | 4 | 50% |
| Service Recognition Awards | 1 | 12.5% |

Medical Allowance

- The medical allowances ranged from \$56 to \$350 annually. The average rate is \$168.

- One organisation paid staff members that are married \$150 and \$100 to staff members that are single.
- All seven of the organisations paid the allowance on a regular basis together with the staff salaries (do not require presentation of receipts to claim the allowance)

Health Insurance

- All organizations which provide health insurance do so for staff only (no cover for dependants).
- The three organizations which provided health insurance do so through insurance agencies.

Accident Insurance

- All organizations provided accident insurance through insurance agencies, for the employee only (no cover for dependants).

Disability Insurance

- One organisation provided cover for disability within the Health and Accident insurance policy with insurance agencies.

Life Insurance / Payment upon Death

- The four organisations which have provide life insurance are covered through their accident insurance policies with insurance agencies.

Provident Fund

- One organisation withheld 10% monthly salary from the staff member and the organisation contributes the same amount.
- One organisation paid \$20 per month to staff who earn under \$200 and \$50 to staff who earn over \$200, the same amount is withheld from the staff salary.

Severance Pay

- Three organizations provided 5% of the annual salary per year of service.
- One organization paid 10% of the annual salary per year of service.
- One organisation provided 1 month per year of service severance pay.

Redundancy / Layoff Payment

- One organization provided two weeks pay per year of service to a maximum of six months pay.
- One organisation provided one months salary for every three years of service.

Thirteen Month Salary

- Seven organisations provided one month salary, commonly given at the time of Khmer New Year.
- One organisation provided 15% of the monthly salary at Khmer New Year and 15% of the monthly salary at Pchum Benh.

Housing Allowance

- One organisation provided \$75 per month for the Head of Provincial Offices only.
- One organisation did not provide a regular housing allowance but provided a relocation allowance of six months pay if the staff member was required to work permanently in a location different to the one in which they were hired.

Transport Allowance

- One organization provided a transport allowance of \$5 - \$50 per month depending on the position.
- One organisation did not provide a regular allowance but covered the cost of fuel if the staff member was required to use their personal vehicle.

Telephone Allowances

- Seven organisations provided regular telephone allowances ranging from \$5 - \$80 depending on position (three organisations specified \$20 per month for project / program managers).
- One organisation did not provide a regular allowance however covered the cost of phone calls if needed.

Dependants Allowance

- One organization provided \$200 for the birth of a child.

Paid Overtime

- One organisation provided paid overtime for public holidays as per the Labour Law.
- Four organisations do not provide paid overtime but allowed compensation days if staff members were required to work weekends or public holidays.

Staff Retreat

- All seven organizations which hold a staff retreat do so on an annual basis, typically for planning or capacity building purposes.
- Length and location of retreat varied depending on the activities to be completed and available budget.
- One organisation did not hold a staff retreat for all staff however, they do undertake similar activities on a team level.

Loan Availability

- One organisation allowed staff to loan up to one month salary.
- One organisation allowed staff to loan up to two months salary to be paid back over six months.
- One organisation allowed staff to loan up to three months salary to be paid back over ten months.

Salary Advance

- One organisation allowed one month salary to be advanced
- One organisation allowed two months salary to be advanced
- Two organisations allowed salary advances on a case by case basis.

Service Recognition Awards

- One organization provided certificates to staff for recognition of service (the time frames were not specified).
- One organisation did not provide service recognition awards however, they do provide certificates for outstanding performance.

6.2.3 Travel Provisions

The following section outlines allowance for domestic travel for the purpose of work. Amounts are in \$US. Where allowances were not whole dollars the value was rounded to nearest whole dollar.

Per Diem (Meals)

| Daily Meal Allowance (USD) | No. of Organisations | % Organisations |
|----------------------------|----------------------|-----------------|
| 7 | 2 | 25% |
| 8 | 2 | 25% |
| 9 | 1 | 12.5% |
| 10 | 2 | 25% |
| 15 | 1 | 12.5% |

All organisations provided the same rate for all areas within Cambodia (did not apply different rates for rural versus urban areas).

Hotel

| Daily rate (USD) | No. of Organisations | % Organisations |
|------------------|----------------------|-----------------|
| 10 | 4 | 50% |
| 15 | 2 | 25% |
| actual | 1 | 12.5% |

- One organisation did not specify an amount as it varies depending on the location.
- The organisation that paid the actual amount for hotel lodging did specify it must be budget accommodation.
- One organisation allowed \$15 for all areas other than Siem Reap and Sihanoukville where the rate increased to \$20.

Transport and Other

- All organizations covered transport either in organization vehicles or actual cost of public transport. One organisation did specify a maximum of \$15 for transport.
- One organisation allowed \$3 per day for local transport; one organisation allowed \$5 per day.
- All other organisations covered other expenses such as local transport (ie. moto taxi) based on receipt or actual cost.

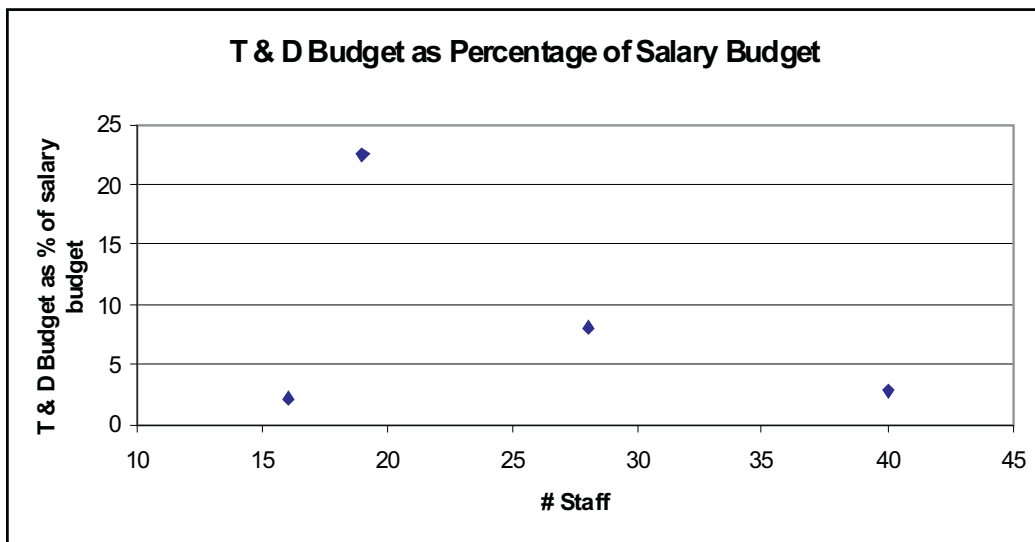
6.3 Training and Development

The following section provides details on the approach to Training and Development within the organizations.

Training & Development Budgets

- Seven of the eight organizations had designated budgets for Training and Development for staff. However, only two of these disclosed the amount for the Training and Development budget.
- For the two organisations which did disclose the salary budget, the Training and Development budgets as a percentage of the salary budget was 3% and 5% respectively.
- Only two organizations specified a maximum per person per year for training. One organization specified a maximum of \$200 and one specified \$390 per person per year.
- All other organizations allocated funds as per need and training needs analysis.

The following graph shows the Training & Development Budget as a percentage of the Annual Salary Budget for Cambodian staff against the number of Cambodian staff for the four organisations which nominated a specific annual Training and Development budget.



Types of Training

| Type of Training Supported | No. of organisations | % Organisations |
|-------------------------------|----------------------|-----------------|
| Bachelors Degree | 3 | 33% |
| Masters Degree | 3 | 33% |
| International Exposure visits | 1 | 11% |
| Training courses / workshops | 7 | 78% |

Bachelors and Masters Degrees

- One organisation covered 50% of the cost of University Degrees

Training Courses / Workshops

- One organisation relied on extra funding from donors to attend training and workshops when needed.
- One organisation gets coaching and mentoring through a partnership with an International NGO.

Performance Planning and Review

- Seven (78%) Organizations conduct annual performance reviews.
- Six (67%) Organizations develop annual training and development plans for all staff.
- Six (67%) Organizations set performance targets for individual staff members and use these to review performance at the end of the review period

6.4 Salaries for Cambodian Staff

This section contains information regarding gross salaries provided to Cambodian staff of the organizations. All amounts are in US dollars. Where insufficient data was received to maintain confidentiality a hyphen (-) will be displayed. Definitions for terms can be found in appendix 1. Please refer to Appendix 2 for the explanatory notes for the positions found within each level.

6.4.1 Salary Increases

- Three organizations made annual adjustments to salaries by applying an annual flat increase to all staff members.
- Four organizations applied increases based on staff performance with the amount of increases varying depending on level of individual performance. One of these also applied a Cost of Living Allowance as well as the performance based increase.
- One organisation provided a Cost of Living Adjustment every year.

Salary Increases in 2008

| Increase | No. of Organisations | % Organisations |
|----------|----------------------|-----------------|
| 2.5% | 1 | 11% |
| 3.5% | 1 | 11% |
| 5% | 3 | 33% |
| 8% | 1 | 11% |
| 10% | 1 | 11% |
| 13% | 1 | 11% |
| US\$30 | 1 | 11% |

- One organisation applied the 5% increase (above) plus individual merit increases for staff.

6.4.2 Taxes

- Five of the eight organisations deduct taxes from staff salaries (please note salary amounts listed below are gross salary amounts).

6.4.3 Monthly Gross Salaries for Cambodian Staff

| Level | 25 th Percentile | Median | 75 th Percentile | Average | No. Organisations with Positions in this Level |
|----------------|-----------------------------|--------|-----------------------------|---------|--|
| Level 1 | 90 | 114 | 122 | 106 | 9 |
| Level 2 | 149 | 152 | 162 | 147 | 6 |
| Level 3 | 143 | 205 | 228 | 201 | 7 |
| Level 4 | 249 | 325 | 350 | 309 | 7 |
| Level 5 | 384 | 409 | 444 | 391 | 9 |
| Level 6 | 463 | 504 | 600 | 532 | 8 |
| Level 7 | 564 | 711 | 937 | 750 | 4 |
| Level 8 | 678 | 859 | 1500 | 1027 | 6 |

6.4.4 Annual Gross Salaries + Benefits

This section details annual gross salaries for Cambodian staff plus the inclusion of other benefits outlined in this report as an annual compensation package. The benefits included in the total are those that are quantifiable in dollar values and include salary, thirteen month salary, severance payment, provident fund, medical allowances paid as cash to staff.

| Level | 25 th Percentile | Median | 75 th Percentile | Average | No. Organisations with Positions in each Level |
|----------------|-----------------------------|--------|-----------------------------|---------|--|
| Level 1 | 1,626 | 2,114 | 2,706 | 2,172 | 9 |
| Level 2 | 2,696 | 3,227 | 3,358 | 3,092 | 6 |
| Level 3 | 3,698 | 4,104 | 4,363 | 3,901 | 7 |
| Level 4 | 5,026 | 5,804 | 6,489 | 5,622 | 7 |
| Level 5 | 7,020 | 8,098 | 8,753 | 7,663 | 9 |
| Level 6 | 9,225 | 10,324 | 11,745 | 10,479 | 8 |
| Level 7 | 12,935 | 15,160 | 16,346 | 14,899 | 4 |
| Level 8 | 17,675 | 26,073 | 27,198 | 23,315 | 6 |

Medium National Organizations

CCC would like to express our sincere thanks to the following participants who have made this salary survey possible:

Banteay Srei
Cambodian HIV / AIDS Education and Care (CHEC)
(CHED)
Gender and Development for Cambodia (GAD/C)
Khemara
Project Against Domestic Violence (PADV)
Ponleu Ney Dkey Sangkhum (PNKS)
Salvation Centre Cambodia (SCC)
Wholistic Development Organisation (WDO)

7.1 Organization Profiles

The following section provides some background details regarding the participant organizations. These details are important to note as they provide information which is used in influencing benchmarking decisions. All monetary amounts are in US Dollars.

7.1.1 Sector Focus

The following is the sector profile for the nine participating organizations. All organizations reported more than one sector of expertise, however, participants were asked to list only the main three.

| Sector | No. of organisations |
|-----------------------|----------------------|
| Advocacy | 4 |
| Agriculture | 2 |
| Child rights | 1 |
| Education | 4 |
| Health, HIV / AIDS | 7 |
| Legal Affairs | 1 |
| Womens Affairs | 3 |
| Micro Finance | 1 |
| Community Development | 2 |
| Livelihoods | 1 |
| Domestic Violence | 1 |

7.1.2 Annual Budget

The following table shows the organisation profile according to annual budget for the organisation. In the Medium National NGO Category, only organisations with a budget between \$250,000 and \$750,000 were selected as participants.

| Organisation Budget 2009 | No. of Organisations | % Organisations |
|--------------------------|----------------------|-----------------|
| \$250,000 - \$300,000 | 2 | 22% |
| \$300,001 - \$350,000 | 3 | 33% |
| \$350,001 - \$400,000 | 2 | 22% |
| >\$400,000 | 2 | 22% |

7.1.3 Number of Staff

The following table shows the organization profile according to number of staff. In the Medium National NGO category, organizations with 15 - 60 staff were selected as participants.

| Total staff Numbers | No. of organisations | % |
|---------------------|----------------------|-----|
| 15 - 25 | 2 | 22% |
| 26 - 35 | 5 | 56% |
| 36 - 45 | 1 | 11% |
| 46 - 55 | 0 | 0% |
| > 55 | 1 | 11% |

- The above table shows Cambodian staff only. Only one organisation had full time expatriate staff.

7.1.4 Working Hours

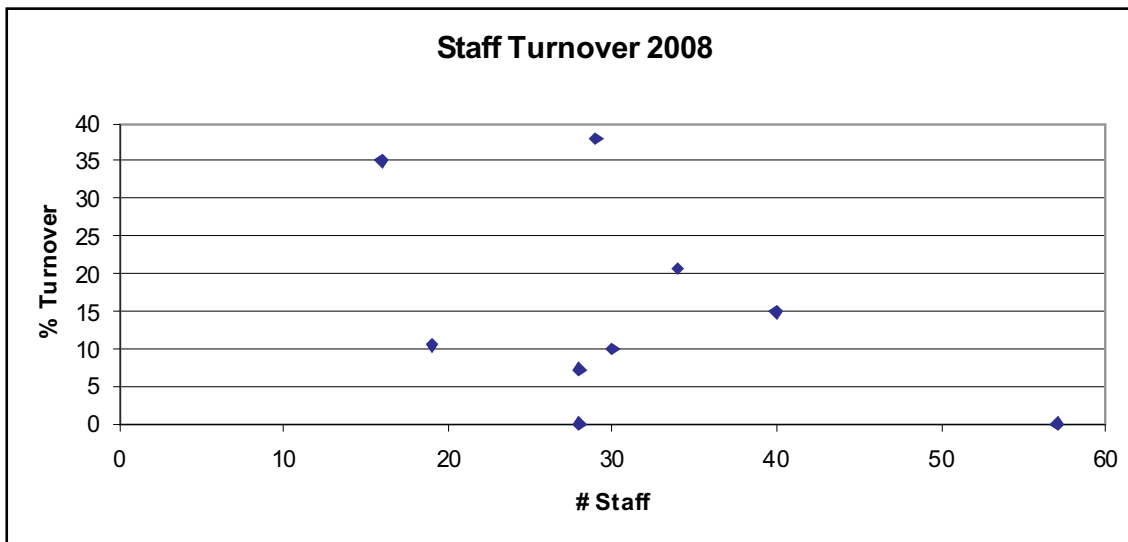
| Hours Worked per Day | No. of organisations | % Organisations |
|----------------------|----------------------|-----------------|
| 7.5 | 6 | 67% |
| 8 | 3 | 33% |

- All organisations work five days per week.

It is important to note that the salaries used throughout this report are based on monthly gross salaries and have not taken into consideration the hourly calculation of pay rates based on the above data. This methodology was adopted as it is common practice throughout NGOs in Cambodia to review salary based on monthly totals, not hourly rates.

7.1.5 Labour Turnover Rate 2008

- The Labour Turnover Rate ranged between 0% - 38%.



7.2 Benefits for Cambodian staff

The following benefits are for Cambodian staff only, practices for expatriate staff were not surveyed. All monetary amounts are stated in US Dollars. Definitions for benefits are included in Appendix 2 and where applicable, requirements as per the labour law are included.

7.2.1 Leave Provisions

Annual Leave

| No. Days Annual Leave | No. of Organisations | % Organisations |
|-----------------------|----------------------|-----------------|
| 0 | 1 | 11% |
| 12 | 2 | 22% |
| 13 | 1 | 11% |
| 15 | 4 | 44% |
| 18 | 1 | 11% |

- Five organizations allowed carry over of annual leave to the following year. All had conditions regarding maximum amount of carry over. Two of these stated the annual leave can only be carried over at management discretion.
- One organisation specified the AL must be used by the end of January the following year, and one specified the AL must be used by Khmer New Year.
- The maximum carry over permitted was 5 days.

Public Holidays

| No. Public Holidays | No. of Organisations | % Organisations |
|---------------------|----------------------|-----------------|
| As per Labour Law | 1 | 11% |
| 15 | 3 | 33% |
| 16 | 3 | 33% |
| 18 | 1 | 11% |
| 21 | 1 | 11% |

- When combined, leave for leisure purposes (Annual Leave plus Public Holidays), the total ranged from 15 days per year to 36 days per year (assumes an average of 23 days for government holidays for those organizations which did not specify an actual number of days). The average number of days is 30.

Sick Leave

| No Days | No. of Organisations | % Organisations |
|----------|----------------------|-----------------|
| 7 | 1 | 11% |
| 10 | 2 | 22% |
| 12 | 2 | 22% |
| 15 | 3 | 33% |
| No limit | 1 | 11% |

- One organization permitted all unused sick leave to be carried to the following year.
- One organization allowed a number of sick leave days for uncertified days, and in addition, specified long term sick leave as 1 month full pay, 1 month at 50% salary and a further 1 month at 25% as long as certificates were provided.

Maternity and Paternity Leave

| Maternity Leave | | | Paternity Leave | | |
|-----------------|----------------------|-----------------|-----------------|----------------------|-----------------|
| No. Months | No. of Organisations | % Organisations | No. Days | No. of Organizations | % Organisations |
| | | | 5 | 6 | 67% |
| 3 | 9 | 100% | 7 | 1 | 11% |
| | | | 10 | 1 | 11% |
| | | | 15 | 1 | 11% |

- All organisations provided paid Maternity Leave, one provided one month full pay and two months at half pay, the other eight provided all leave at full pay.

Other Leave

| Type of Leave | Comments |
|-------------------------------|---|
| Compassionate / Special Leave | <ul style="list-style-type: none"> - 6 (67%) organisations have specified policies for compassionate / special leave: - Three provided 3 days - Two provided 5 days - One provided 5 days - One provided 10 days - One organisation allowed up to 5 days only if the staff member had no outstanding annual leave |
| Leave Without Pay | <ul style="list-style-type: none"> - One organisation allowed up to one month - One organisation allowed. up to two months |
| Wedding Leave | <ul style="list-style-type: none"> - Provided by 7 (78%) organisations - One organisation provided 3 days - Five organisations provided 5 days - One organisation provided 10 days |

7.2.2 Other Benefits

| Benefit | No Organisations providing this Benefit | Percentage |
|-------------------------------------|--|-------------------|
| Health related provisions | | |
| Medical Allowance | 7 | 78% |
| Health Insurance | 5 | 56% |
| Accident Insurance | 7 | 78% |
| Disability Insurance | 0 | 0% |
| Life Insurance / Payment upon Death | 5 | 56% |
| Separation Provisions | | |
| Retirement Fund | 0 | 0% |
| Provident Fund | 3 | 33% |
| Severance Pay | 5 | 56% |
| Redundancy / Layoff pay | 1 | 11% |
| Allowances | | |
| Thirteen Month Salary | 8 | 89% |
| Housing Allowance | 0 | 0% |
| Transport Allowance | 2 | 22% |
| Telephone Allowance | 7 | 78% |
| Dependants Allowance | 2 | 22% |
| Paid Overtime | 2 | 22% |
| Other | | |
| Staff Retreat | 8 | 89% |
| Loan Availability | 3 | 33% |
| Salary Advance | 5 | 56% |
| Service Recognition Awards | 0 | 0% |

Medical Allowance

- The medical allowances ranged from \$48 to \$250 annually. The average rate was \$147.
- Three of the seven organisations provided the medical allowance for staff only, the remaining four also covered medical costs for dependants.

Health Insurance

- All organizations which provided health insurance do so for staff only (no cover for dependants).
- The five organizations which provided health insurance do so through insurance agencies.

Accident Insurance

- All organizations provided accident insurance through insurance agencies, for the employee only (no cover for dependants).

Life Insurance / Payment upon Death

- Three of the five organisations which have provisions for life insurance are covered through their accident insurance policies with insurance agencies

- The other two organisations provided payment upon death, one organisation paid \$500 to the family upon death of a staff member, the other one paid \$500 to the family upon death of a staff member and \$100 upon the death of an immediate family member.

Provident Fund

- Two organisations deduct 5% from the staff monthly salary and the organisation contributes the same amount.
- One organisation paid 50% of the current salary upon separation if the staff member has worked more than five years.

Severance Pay

- Three organizations provided one month salary per year of service.
- One organization provided 5% of the annual salary per year of service.
- One organisation provided 50% of the annual salary upon separation.

Redundancy / Layoff Payment

- One organization provided 1 month pay after two years of service, increasing by one month for every extra year of service to a maximum of four months pay.

Thirteen Month Salary

- Seven organisations provided one month salary, usually at the time of Khmer New Year.
- One organisation provided half a months salary
- One organisation did not provide a thirteen month salary.

Housing Allowance

- No organisations provided a regular housing allowance.
- One organisation did not provide a regular housing allowance but provided a relocation allowance of \$200 if the staff member was required to work permanently in a location different to the one in which they were hired.

Transport Allowance

- Two organisations provided a transport allowance.
- One organisation specified it was for field staff only.
- One organisation paid \$10 - \$20 per month depending on the position.

Telephone Allowances

- Only two of the seven organisations provided telephone allowances to all staff members, however, both stated that the amount varied depending on the position.
- The remaining five organisations only provided allowances to staff in certain positions. The amounts varied from \$5 to \$50 per month.

Dependants Allowance

- One organization provided \$100 per year per child (max 2 children) for education purposes.
- One organisation provided \$100 to male staff members upon the birth of a child and \$150 to female staff members upon the birth of a child.

Paid Overtime

- Two organisations provided paid overtime only to cleaners, guards and drivers and compensation time for other positions.
- Six organisations did not provide paid overtime but provide compensation days for all positions.

Staff Retreat

- Seven organizations held a staff retreat on an annual basis, typically for planning or capacity building purposes.
- Length and location of retreat varied depending on the activities to be undertaken and the available budget.
- One organisation only held a staff retreats when the budget permitted.

Loan Availability

- One organisation allowed staff to loan up to 50% of the provident fund.
- One organisation allowed staff to loan up to 15% of the provident fund.
- One organisation allowed staff to loan up to one month pay, and it must be paid back within one month.

Salary Advance

- Three organisations allowed one month salary to be advanced
- One organisation allowed two thirds of a months salary to be advanced
- One organisation allowed salary advances on a case by case basis, to be approved by the Executive Director.

7.2.3 Travel Provisions

The following section outlines allowances for domestic travel for the purpose of work. Amounts are in \$US. Where allowances were not whole dollars the value was rounded to nearest whole dollar.

Per Diem (Meals)

| Daily Meal Allowance (USD) | No. of Organisations | % Organisations |
|-----------------------------------|-----------------------------|------------------------|
| 4 | 1 | 11% |
| 6 | 1 | 11% |
| 7 | 1 | 11% |
| 8 | 3 | 33% |
| 10 | 1 | 11% |
| 12 | 1 | 11% |

- One organisation (not included in table above) provided \$12 per day as a total daily rate for both food and accommodation.
- Six organisations provided the same rate for all areas within Cambodia (did not apply different rates for rural versus urban areas).
- One organisation provided \$7 for Phnom Penh (\$4 for all other areas).
- One organisation provided \$10 for Phnom Penh, Siem Reap and Kompong Som (\$8 for all other areas)
- One organisation stated they paid a higher rate for Phnom Penh, Siem Reap and Kompong Som, however, they did not specify the amount.

Hotel

| Daily Rate (USD) | No. of Organisations | % Organisations |
|------------------|----------------------|-----------------|
| 5 | 1 | 11% |
| 8 | 1 | 11% |
| 10 | 2 | 22% |
| 13 | 1 | 11% |
| 15 | 1 | 11% |
| 20 | 1 | 11% |
| actual | 1 | 11% |

- The organisation that paid the actual amount for hotel lodging did specify it must be budget accommodation.
- One organisation provided \$10 for Phnom Penh (all other areas \$5).
- One organisation provided a higher rate for Phnom Penh, Siem Reap and Kompong Som, however, they did not specify the amount.

Transport and Other

- All organizations covered transport either in organization vehicles or actual cost of public transport.
- One organisation allowed \$2 per day for local transport.
- All other organisations covered other expenses such as local transport (ie. moto taxi) based on receipt or actual cost.

7.3 Training and Development

The following section provides details on the approach to Training and Development within the organizations.

Training & Development Budgets

- Seven of the nine organizations have designated budgets for training and development for staff, however, only four of these disclosed the amount for the training and development budget. (See graph below: Training and Development budget as a percentage of salary budget)
- Three organizations specify a maximum per person per year for training. The maximum amounts are \$200, \$300 and \$600 respectively.
- All other organizations allocated funds as per need and training needs analysis.

Types of Training

| Type of Training Supported | No. of Organisations | % Organisations |
|-------------------------------|----------------------|-----------------|
| Bachelors Degree | 5 | 62.5% |
| Masters Degree | 2 | 25% |
| International Exposure visits | 1 | 12.5% |
| Training courses / workshops | 8 | 100% |

Bachelors and Masters Degrees

- Three organisations covered 50% of the cost of University Degrees, one organisation provided a maximum of \$200.

Training Courses / Workshops

- One organisation did not provide funds for individuals to attend training courses or workshops, however, organized group training for all staff.

Performance Planning and Review

- All eight (100%) organizations conducted annual performance reviews.
- Six (75%) organizations developed annual training and development plans for all staff.
- Five (62.5%) organizations set performance targets for individual staff members and used these to review performance at the end of the review period.

7.4 Salaries for Cambodian Staff

This section contains information regarding gross salaries provided to Cambodian staff of the organizations. All amounts are in US dollars. Where insufficient data was received to maintain confidentiality a hyphen (-) will be displayed. Definitions for terms can be found in appendix 1. Please refer to Appendix 2 for the explanatory notes for the position levels and the positions which fall in each level.

7.4.1 Salary Increases

- Two organizations made annual adjustments to salaries by applying an annual flat increase to all staff members, one of these also applies a Cost of Living Allowance as well as the annual flat increase.
- Six organizations applied increases based on staff performance, the amount of increases varied depending on the level of individual performance, two of these also applied a Cost of Living Allowance as well as the performance based increase

Salary Increases in 2008

| % Increase | No. of Organisations | % Organisations |
|------------|----------------------|-----------------|
| 4% | 1 | 12.5% |
| 7% | 2 | 25% |
| 25% | 1 | 12.5% |
| 31% | 1 | 12.5% |

- Three organisations did not specify the increases given in 2008.

7.4.2 Taxes

- Four of the eight organisations deduct taxes from staff salaries (please note salary amounts listed below are gross salary amounts).
- One organisation paid tax on behalf of the employees (salaries in the salary scale are representative of net salary for employees and these were the figures used for this survey).

7.4.3 Monthly Gross Salaries for Cambodian Staff

| Level | 25 th Percentile | Median | 75 th Percentile | Average | No. Organisations with positions in this level |
|---------|-----------------------------|--------|-----------------------------|---------|--|
| Level 1 | 110 | 153 | 171 | 146 | 8 |
| Level 2 | 183 | 223 | 246 | 215 | 8 |
| Level 3 | 252 | 291 | 300 | 272 | 8 |
| Level 4 | 375 | 415 | 436 | 398 | 8 |
| Level 5 | 550 | 575 | 638 | 549 | 7 |
| Level 6 | 700 | 760 | 806 | 762 | 6 |
| Level 7 | 947 | 1100 | 1130 | 1080 | 7 |
| Level 8 | 1350 | 1815 | 1930 | 1697 | 7 |

7.4.4 Annual Gross Salaries + Benefits

This section details annual gross salaries for Cambodian staff plus the inclusion of other benefits outlined in this report as an annual compensation package. The benefits included in the total are those that are quantifiable in dollar values and include salary, thirteen month salary, severance payment, provident fund, medical allowances paid as cash to staff.

| Level | 25 th Percentile | Median | 75 th Percentile | Average | No. Organisations with positions in each level |
|---------|-----------------------------|--------|-----------------------------|---------|--|
| Level 1 | 1,626 | 2,114 | 2,706 | 2,172 | 8 |
| Level 2 | 2,696 | 3,227 | 3,358 | 3,092 | 8 |
| Level 3 | 3,698 | 4,104 | 4,363 | 3,901 | 8 |
| Level 4 | 5,026 | 5,804 | 6,489 | 5,622 | 8 |
| Level 5 | 7,020 | 8,098 | 8,753 | 7,663 | 7 |
| Level 6 | 9,225 | 10,324 | 11,745 | 10,479 | 6 |
| Level 7 | 12,935 | 15,160 | 16,346 | 14,899 | 7 |
| Level 8 | 17,675 | 26,073 | 27,198 | 23,315 | 7 |

Appendices

Appendix 1: Job Classification Matrix

Appendix 2: Definitions

Appendix 3 : Salary Survey Questionnaires

Appendix 1 : Job Classification Matrix

- Decisions** the level/type of decision-making generally expected of the employee in relation to regular work activities
- Supervisory and Managerial** Level of supervisory and management undertaken in role including level of subordinates and number and types of positions supervised
- Level of Responsibility** described in terms of the impact of errors, financial responsibilities and access to confidential data.
- Level of Contacts** the formal work contacts of the employee. Informal contacts should be excluded from the analysis.
- Knowledge/Skills** what knowledge and skills are required for the employee to work effectively in this position

| | Decisions | Supervisory and Managerial | Responsibility | Contacts | Knowledge / Skills |
|---|--|---|---|---|--|
| Level 1 Support | Able to follow simple and easy procedures. Little initiative is expected. Job is routine. Does not have any decision making power. | Jobholder is responsible for his/her own work only. | Impact of errors is minimal and does not affect the well being of others or the organization. Mistakes can be easily be rectified. | Personal contacts are limited to giving and receiving simple information or instructions and are limited to persons within the same organization | Able to organize the work her/himself. Minimum two years work experience |
| Level 2 Technical Support | Able to follow standard work routine decisions. Procedures and work methods are clear. | Jobholder is responsible for his/her own work only. | Errors can lead to minor effects on the well being of others or the organization. Mistakes may take up to a week to correct. | Regular contact with other departments and institutions. Contacts require some tact and diplomacy although primary responsibility for relationships with persons outside the jobholder's organizational unit rests with the supervisor. | Able to organize the work her/himself. Able to set priorities. High school diploma or relevant technical training and minimum two years work experience |
| Level 3 Admin | Applying rules and following guidelines of the organization and local authorities. Occasional decisions leading to minor changes of procedures affecting others. | Jobholder is responsible for his/her own work only. | Errors can lead to minor effects on the well being of others or the organization. Mistakes may take up to a week to correct. Handles cash but does not authorize expenditure. | Regular contact with other departments and institutions. Contacts require some tact and diplomacy although primary responsibility for relationships with persons outside the jobholder's organizational unit rests with the supervisor. | Proven accuracy and organisational ability. Good (efficient) communication skills. Computer skills (e.g. Ms Office). Bachelor degree with minimum three years working experience |
| Level 4 Junior / Technical Profess. | Able to take decisions with overall responsibility for all activities in working area. Decisions may involve recommending changes to procedures or contributing to policy changes. | Jobholder may supervise the work of lower level staff | Job requires development of policy and standards for own working area. Errors may have significant impact on external organizations. Errors may seriously undermine the credibility of the institution. | Jobholder represents the organization in operational matters. This involves contacts with a wide variety of stakeholders within and outside the organization. Can authorize expenditures | In-depth knowledge and experiences. Proven accuracy and organisational ability. Good communication and reporting skills. Consequent decision making. Computer skills (e.g. MS Office). Bachelor degree or relevant technical training with minimum five years work experience |

| | Decisions | Supervisory and Managerial | Responsibility | Contacts | Knowledge / skills |
|---|---|--|---|--|---|
| Level 5 First Line Management | <p>Able to coordinate, check and control activities with support from supervisor.</p> <p>Difficult or important decisions are taken within established policy where many factors must be weighed.</p> | Jobholder is responsible for his/her own work only. | <p>Errors may adversely affect co-operation or credibility of the organization</p> <p>Jobholder encounters limited confidential information during normal working duties.</p> | Has contact with persons within and outside organization with the purpose of obtaining, supplying or exchanging information. Tact and diplomacy is required and the jobholder is responsible for harmonious relationships. | <p>General theoretical and practical expertise in the field of the theme or discipline involved. Insight into the application of the methods, techniques and instruments relevant to the discipline.</p> <p>Masters degree with minimum three years work experience, or bachelor degree with minimum five years work experience</p> |
| Level 6 Management | <p>Able to take decisions with responsibility for certain activities in working area. Decisions may involve recommending changes to major procedures or contributing significantly to policy changes.</p> | Jobholder may supervise the work of lower level staff. | <p>Job requires specific adherence to standards to avoid having an impact on external organizations; or adversely affect co-operation or credibility of the organization; or may influence public law and order.</p> <p>Has access to restricted information and is not expected to disclose details.</p> | Jobholder represents the organization in policy and operational matters. This involves contacts with a wide variety of high level contacts with stakeholders within and outside the organization | <p>General theoretical and practical expertise in the field of the theme or discipline involved. Insight into and experience in the application of the methods, techniques and instruments relevant to the discipline.</p> <p>Experience with analyzing, developing and formulating activities, and evaluating and adjusting activities.</p> <p>Masters degree with minimum five years work experience, or bachelor with minimum eight years work experience</p> |
| Level 7 Unit Head Leader | <p>Able to take high-level decisions with responsibility for Unit/Programme level activities.</p> <p>Reviewing and contributing to policies, strategies and operational plans which impact on the efficiency/ effectiveness of the whole organization or partners/ clients.</p> | <p>Experience with managing staff.</p> <p>Manages a team of Program/ Administration staff.</p> | <p>Job requires development of policy and standards for inspection and regulation. Errors may seriously undermine the credibility of the institution and adversely affect public law and order.</p> <p>Has access to restricted information and is not expected to disclose details. May have primary custody of some restricted information directly related to work.</p> | Jobholder represents organization in policy and operational matters. This involves contacts with a wide variety of high level contacts with stakeholders within and outside the organization. | <p>General and theoretical knowledge in working area.</p> <p>Proven management capacity, including ability to understand, coordinate and balance different work areas of the organization based on overall priorities.</p> <p>Masters degree with 7 – 8 years experience, at least four years at management level</p> |
| Level 8 Org. Leader | <p>Able to develop, formulate and oversee implementation of policy, strategy and operational plans across all areas within corporate parameters.</p> <p>Overall responsibility for all activities.</p> | <p>Experience with managing supervisor-level staff.</p> <p>Manages a team including Senior Managers and Program/ Administration staff.</p> | <p>Job requires development of policy and standards for inspection and regulation. Errors may adversely affect the stability of the organisation; lead to financial loss or result in unrest inside and outside the organisation.</p> <p>Has considerable access to and custody of highly restricted information. Is ultimately accountable for the organisation's budget and finances.</p> | Jobholder represents organization at an overall level in policy and operational matters. This involves contacts with a wide variety of high level contacts with stakeholders within and outside the organization. | <p>Academic working and thinking level in working area.</p> <p>Proven management capacity, including ability to understand, coordinate and balance different work areas of the organization based on overall priorities.</p> <p>Leadership ability based on a deep understanding of and commitment to the mission and values of the organization.</p> <p>Masters Degree with at least ten years work experience in relevant field, at least five years at management level.</p> |

Appendix 2: Definitions

| Term | Definition (Where applicable accumulation amounts presented are as per the Cambodian Labour Law) |
|--|--|
| Annual Leave | Paid leave which accumulates at the rate of 1.5 days per month of continuous service. Employees have the right to use the paid leave days after one year of service. |
| Public Holidays | Holidays which are nominated by the government each year. These paid holidays do not break length of service or reduce other forms of paid leave such as annual leave. Public holidays which fall on a Sunday require employers to give the Monday as a paid leave day. |
| Sick Leave | Leave which is granted to employees in the case of illness. Sick leave may be paid or unpaid leave. |
| Maternity/Paternity Leave | Leave given to employees for the birth of a child. Maternity leave entitlement is ninety days leave with half salary. |
| Compassionate / Emergency Leave | Sometimes called Special leave. Granted to employees to attend to family matters (eg. death of a family member). Emergency leave can be deducted from annual leave. |
| Leave without Pay | An extended period of leave in which the employees entitlements are suspended until the return date. The length of service of the employee does not include this period of leave. Typically used for international study or extended travel purposes. |
| Wedding Leave | Leave which is granted to employees for their wedding. Wedding leave can also be under the category of Compassionate / Special Leave. |
| Medical Allowance | A sum of money paid to the employee to cover medical / clinical costs which are not covered by health insurances. |
| Health Insurance | Insurance coverage which covers medical / clinical costs |
| Accident Insurance | Insurance coverage which covers workplace accidents |
| Life Insurance / Payment upon Death | Insurance coverage which covers death, including funeral costs. Payment upon death is a payment to an employees family upon the death of the employee, this can be covered either through insurance or by an organisation. |
| Retirement Fund | A lump sum of money which is paid to an employee upon retirement at the agreed retirement age. The amount of money is usually calculated based on years of service. |
| Provident Fund | Money that is accumulated into a fund on behalf of the employee on a regular basis. A provident fund can consist of contributions from both employee and employer, or just the employer. The employee receives the payment upon resignation or retirement from the organization. (In addition to severance/redundancy pay) |
| Severance Pay | An amount of money paid to an employee at the completion or termination of a contract of Fixed duration |
| Redundancy / Layoff Pay | Money paid to an employee on an Undetermined Duration Contract when the contract is terminated by the employer |
| Thirteen Month Salary | A bonus paid to employees in addition to their regular salary. Typically paid near the time of Khmer New Year and/ or Pchum Benh |
| Housing Allowance | An allowance given to employees to cover the cost of housing (not travel related accommodation) |
| Transport Allowance | An allowance given to employees to cover the cost of vehicles when employees are required to use their own vehicle for their work on a regular basis. |

| Term | Definition (Where applicable accumulation amounts presented are as per the Cambodian Labour Law) |
|-----------------------------------|---|
| Telephone Allowance | An allowance paid to employees to cover the cost of telephone calls when the employee is required to use their own telephone for work on a regular basis. |
| Dependant Allowance | A sum of money given to employees either on the birth of a child or a regular allowance to support children and their education. |
| Salary Advance | Provisions for employees to receive their monthly salary (or part of their monthly salary) prior to the specified pay date. |
| Loan Availability | Provisions for employees to borrow money from the organisation which is to be repaid over a specified time frame. |
| Service Recognition Awards | Either a certificate or gift given to an employee after a defined period of service. |
| Gross Salaries | Monthly salary before tax has been deducted |
| 25th Percentile | The data point that is higher than 25% of all other data when the data is ranked from lowest to highest |
| Median | The data point that is higher than 50% of all other data when the data is ranked from lowest to highest. Also known as mid-point |
| 75th Percentile | The data point that is higher than 75% of all other data when the data is ranked from lowest to highest. |
| Average | The sum of all the data points divided by the number of data points. |

CCC Salary Survey 2009

This questionnaire serves as a discussion plan for data collection for the CCC Salary Survey 2009. All data will be collected in face to face interviews with selected organizations following this questionnaire. Further information may be gathered during the interview if deemed relevant to the survey process.

The questionnaire is divided into three sections: organization details, benefits for Cambodian staff and salaries for Cambodian staff.

Part 1: Organisation details

| | | |
|--|---|---|
| Organisation Name: | | |
| International NGO <input type="checkbox"/> | Local NGO <input type="checkbox"/> | |
| Key sectors of activities (Please nominate max. 3) | Advocacy <input type="checkbox"/> | Disability <input type="checkbox"/> |
| | Agriculture <input type="checkbox"/> | Womens Affairs <input type="checkbox"/> |
| | Anti corruption <input type="checkbox"/> | Mine action <input type="checkbox"/> |
| | Child rights <input type="checkbox"/> | Governance <input type="checkbox"/> |
| | Education <input type="checkbox"/> | Legal Affairs <input type="checkbox"/> |
| | Health / HIV AIDS <input type="checkbox"/> | Micro Finance <input type="checkbox"/> |
| | Legal <input type="checkbox"/> | Other (specify) |
| Organisation budget for 2009 | \$US | |
| Salary budget for 2009 (all staff) | \$US | |
| Salary budget for 2009 (Cambodian staff only) | \$US | |
| Number staff (Total staff) | | |
| Number Cambodian Staff | | |
| Hours worked per day | | |
| Days worked per week | | |
| Turnover rate 2008 (number of employees leaving against total staff numbers) | % (number staff start 2008 and number staff end 2008 required) | |

Part 2: Benefits for Cambodian Staff

| Leave Provisions | | |
|--|---|--------------------|
| | Paid / Unpaid | Number days |
| Annual leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Public Holidays | | |
| Sick leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Maternity leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Paternity leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Compassionate leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Emergency leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Leave without pay | | |
| Wedding leave | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Other (specify) | Paid <input type="checkbox"/> Unpaid <input type="checkbox"/> | |
| Are staff entitled to carry over annual leave to the following year if not all used? | | |
| Are staff entitled to carry over sick leave to the following year if not all used? | | |
| Comments: | | |

| Health Related Provisions | | |
|--|--|----------------------|
| | Employee only / Plus dependants | Annual Amount |
| Medical Allowance | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Health Insurance | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Accident Insurance | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Health Cover (if not insured by insurance company) | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Accident Cover (if not insured by insurance company) | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Disability Benefits * insurance company or internal | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Life Insurance / Payment upon death * Insurance company or internal | Employee only <input type="checkbox"/> Plus dependants <input type="checkbox"/> | |
| Comments: | | |

| Separation Provisions | | |
|------------------------------------|--|----------------------|
| | Definition | Annual Amount |
| Retirement fund | Money which is paid to an employee upon retirement at the agreed retirement age. The amount of money is usually calculated based on years of service. | |
| Age of Retirement | | |
| Provident fund | Money that is accumulated into a fund on behalf of the employee on a regular basis. A provident fund can consist of contributions from both employee and employer, or just the employer. The employee receives the payment upon resignation or retirement from the organization. (In addition to severance/redundancy pay) | |
| Severance Pay | An amount of money paid to an employee at the completion or termination of a contract of Fixed duration | |
| Redundancy/Layoff Compensation Pay | Money paid to an employee on an Undetermined Duration Contract when the contract is terminated by the employer | |
| Comments: | | |

| Allowances and bonuses | | |
|--|---------------|-----------------------------|
| | Amount | Comments/ Conditions |
| Thirteen month salary | | |
| Housing allowance | | |
| Transport allowance (to and from regular work place) | | |
| Meal allowance (for work in regular work place) | | |
| Telephone allowance | | |
| Dependants allowance | | |
| Dependants education allowance | | |
| Paid Overtime / Compensation Days | | |
| Comments: | | |

| Travel Provisions (Domestic travel only) | | |
|---|---------------|------------------------------|
| Per Diem (Meals) | Amount | Conditions / Comments |
| Breakfast | | |
| Lunch | | |
| Dinner | | |
| OR Daily Rate | | |
| | | |
| Hotel / Lodging | | |
| Transportation | | |
| Other Expenses | | |
| Do you provide different allowance rates for different provinces / Areas? Please specify | | |
| Comments | | |

| Training and Development | | |
|---|------------------------------|---|
| Do you have specified training and development budget? Yes <input type="checkbox"/> No <input type="checkbox"/> | | |
| | Amount | Comments/ Conditions |
| Training & Dev. budget (total) | | |
| Max per employee per year | | |
| Types of training and development funded: | | |
| Bachelor degrees | Study abroad | Purchase of books, periodicals |
| Masters degrees | International exposure tours | Training courses (through training providers) |

| |
|--|
| Other (please specify): |
| Do you have annual performance reviews? |
| Do you have annual training and development plans for all staff? |
| Do you set annual performance targets for all staff? |
| Comments: |

| Other Benefits | |
|-------------------------------|------------------------------|
| | Comments / Conditions |
| Staff retreat | |
| Other regular staff functions | |
| Loan/ credit availability | |
| Salary/ cash advance | |
| Service recognition awards | |
| Other (please specify): | |
| Comments: | |

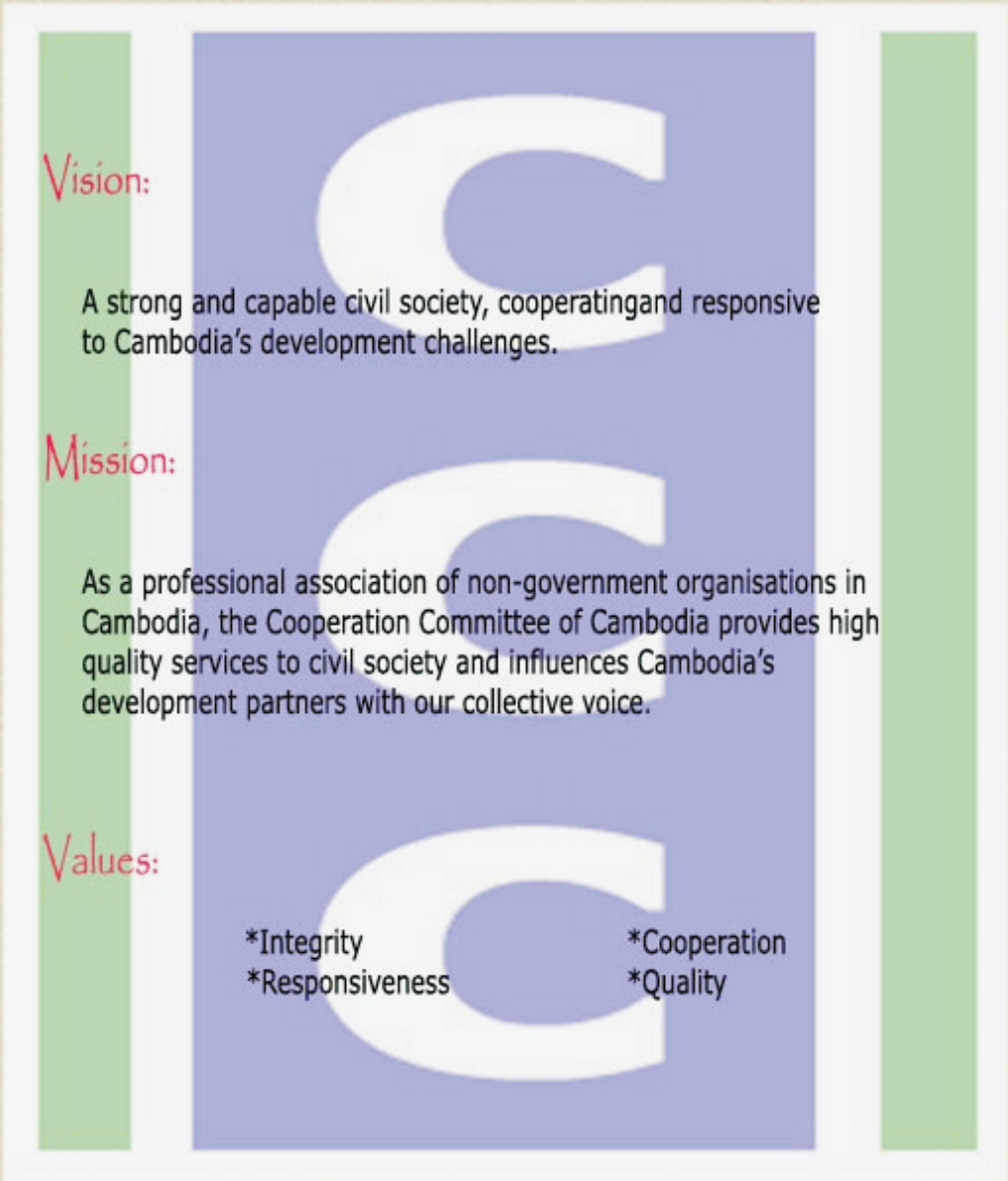
Part 3: Cambodian staff salaries

| General | | | |
|--|--------------------------|------------------------|--------------------------|
| Do you deduct tax from staff salaries? | | | |
| Do you have a policy for annual salary increases? | | | |
| How are annual salary increases applied? | | | |
| Annual flat salary increase | <input type="checkbox"/> | Merit/Performance | <input type="checkbox"/> |
| Cost of Living (inflation) | <input type="checkbox"/> | Other (please specify) | <input type="checkbox"/> |
| Comments on annual salary increases: | | | |
| What have been the average salary increases in past three (3) years? | | | |
| 2006: | % | 2007: | % |
| | | 2008: | % |
| Comments: | | | |

Cambodian staff salaries

SALARY AMOUNT BY POSITION: (Please use salary scales, not individual employee salaries).

| Level | Grouped Positions by level of responsibilities and qualifications <i>(Refer to table #12 for description of the level)</i> | Starting Salary Rate in US \$ | Maximum Salary Rate in US \$ | Increase Rate (% difference between steps within level) | # Positions in level |
|--------------|--|--------------------------------------|---------------------------------|---|-----------------------------|
| 1 | Support staff | | | % | |
| 2 | Technical support staff | | | % | |
| 3 | Administrative Personnel | | | % | |
| 4 | Junior Professional staff | | | % | |
| 5 | First line management | | | % | |
| 6 | Management | | | % | |
| 7 | Unit Head Leader | | | % | |
| 8 | Organisational Leader | | | % | |
| Comments: | | | | | |



Vision:

A strong and capable civil society, cooperating and responsive to Cambodia's development challenges.

Mission:

As a professional association of non-government organisations in Cambodia, the Cooperation Committee of Cambodia provides high quality services to civil society and influences Cambodia's development partners with our collective voice.

Values:

*Integrity
*Responsiveness

*Cooperation
*Quality

House 9-11, Street 476, Sangkat Toul Tom Pong 1, Chamcarmorn
PO Box 885, Phnom Penh, Kingdom of Cambodia
Tel: (855-23) 214 152 / 216 009
Fax: (855-23) 216 009
Email: info@ccc-cambodia.org
Website: www.ccc-cambodia.org