



SALARY POLICY

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1. PURPOSE

The purpose of this policy and procedure is to ensure that the way UNITED ESWATINI DIASPORA (the UED) remunerates, and rewards employees reflects the dynamics of the market and context in which the entity operates. The approach to remuneration and reward will play a critical role in attracting and retaining high performing individuals and thereby Admin Support the UED 's commitment to the achievement of its strategic objectives (and vision), through a highly motivated, responsible, and ethical workforce.

2. SCOPE

This policy is applicable to all permanent employees and employees on fixed term contracts of a year or greater.



3. POLICY STATEMENT

To provide a framework used for remuneration at the UNITED ESWATINI DIASPORA with the following objectives:

- 3.1 To attract, retain and motivate employees by remunerating and rewarding employees fairly and equitably in line with the competitive labour market for their skills and expertise.
- 3.2 Motivate, recognise, and reward consistent high performance that drives the UED 's vision and objectives.
- 3.3 Ensure that remuneration practices are implemented openly and transparently.
- 3.4 Manage the total cost of employment in line with the financial sustainability plans of the UED.

4. DEFINITIONS

4.1 **Basic salary/remuneration:** The fixed pay/base pay provided by the UED to an employee for services rendered before tax and deductions. This is non- discretionary remuneration that does not vary according to performance, or results achieved.

4.2 **Job evaluation:** A formal process used to objectively establish the relative worth and job level/grade of positions within the organization, thereby creating a job- worth hierarchy within the UED.

4.3 **Job level/grade:** a collection of jobs that are considered having the same value or worth for remuneration purposes.

4.4 **Midpoint:** The middle value of a salary range for each job level/grade.

4.5 **Pensionable salary:** Annual basic remuneration plus such additional remuneration components as contemplated in the pension or provident fund rules, which forms the basis on which Eswatini National Provident Fund contributions are calculated.

4.6 **Performance management process:** An annual process of performance reviews and assessment. This process is used to coach, train and develop staff to determine reward levels and to motivate high levels of performance.

4.7 **Performance rating:** The points that are allocated to each employee following the performance management process. These individual performance points are used to place employees correctly on the salary range applicable to their job level/grade and to determine the value of any applicable performance incentive payment.

4.8 **Professional and Non-Governmental Sector qualification:** Refers to a professional and Non-Governmental Sector qualification that is recognized within the Non-Governmental Sector qualifications framework.



4.9 **Salary scale:** Refers to the grouping of the different salary ranges per job level/grade for the relevant sector, the sectors being: Governance, Human Resources and Administration, Programs, and Office Operations.

4.10 **Salary range:** Refers to the band from the minimum to the maximum per job level/grade.

4.11 **Scarce and critical skills:** Refers to an absolute or relative demand that is current or in future; for skilled; qualified and experienced people to fill roles/professions, occupations, or specializations in the labour market.

4.12 **Total cost to company:** Refers to remuneration that includes basic salary, benefit bearing allowances, Eswatini National Provident fund employer contributions, group life assurance, family cover (funeral), medical aid employer contributions and applicable allowances and statutory employer levies/contributions.

4.13 **50th percentile:** The position in the market where surveys reflect 50% of the values that are greater and 50% of the values that are less than this value in respect of a job level/grade in the national market.

4.14 **60th percentile:** The position in the market where surveys reflect 40% of the values that are greater and 60% of the values that are less than this value in respect of a job level/grade in the Non-Governmental Sector.

4.15 **Variable salary/remuneration:** The pay/remuneration provided by the UED to an employee, which is circumstantial, discretionary in nature or varies according to performance or results achieved.

5. SALARY POLICY PRINCIPLES APPLICABLE TO THE UED

5.1 Internal remuneration parity (equity)

The UED Admin Supports the principle of fair and equitable remuneration, equal pay for work of equal value, as per Relevant employment Act, its Regulations regarding criteria and methodology for assessing work of equal value, as well as factors justifying differentiation, and the Code of Good Practice on Equal Pay/Remuneration for Work of Equal Value.

Individuals are placed on the applicable salary scale in relation to the outcome of a structured job evaluation process determining the relative value of the job. Each job is evaluated by using the approved job evaluation policy, provided there is a substantial change in the job which has resulted from the partial or full restructuring of the Department.

Remuneration differentiation should only be allowed if it can be justified and should be monitored.



5.2 External remuneration parity (equity)

The UED will target pay levels to ensure that it is able to achieve its policy objectives and remain competitive, whilst managing costs. The following steps will be followed to ensure competitive and affordable pay levels:

The UED will compare itself externally to two target markets as defined in the Non-Governmental Sector and national markets as outlined in the PwC Survey or equivalent as decided upon by the Human Resources Committee of the Board of Directors.

The basis for comparison will be on basic salary as defined by the organization.

The applicability and relevance of salary surveys will be reviewed in line with policy renewal timeframes.

5.3 Policy provisions and design

5.3.1 The UED offers two types of remuneration, namely fixed remuneration and variable remuneration including benefits in the form of employer contributions to the Eswatini National Provident Fund, the group life assurance scheme and medical aid scheme, and family cover.

5.3.2 The UED has established two sets of salary scales, one for program employees and one for Admin Support staff employees.

5.3.3 The UED currently utilizes the Peromnes Job Evaluation System to ensure that there is an accurate link between the job and the market's grading of positions.

5.3.4 The UED will target a salary range around the 60th percentile of the Non-Governmental Sector for program staff members and the 50th percentile of the national market for Admin Support staff.

5.3.5 The target percentile of the target market will be the respective midpoint as defined.

5.3.6 The basic salary differentials for each salary scale will be 20% on either side of the midpoint, whereby 20% below the midpoint will be the minimum of the salary scale and 20% above the midpoint will be the maximum of the salary scale for each Peromnes grade.

5.3.7 The salary ranges will also be used as a management tool to manage the pay levels of existing employees, so that employees who fall below the minimum of their job level/grade can be brought in line with at the least the minimum of their salary range for their job level/grade and employees who exceed the maximum of their salary range for their job level/grade can be managed towards the maximum of the salary range for that particular job level/grade over a period of time.

5.3.8 Membership to the Eswatini National Provident Fund is mandatory.

5.3.9 Membership to the medical aid scheme is not mandatory. Staff must belong to a scheme or be able to prove that they have membership of a registered medical aid scheme through their spouses/partners.

5.3.10 Income tax will be deducted in accordance with Eswatini Revenue Service



(ERS) regulations and directives.

5.3.11 Employer contributions to any Unemployment Insurance Fund will not form part of the package.

5.3.12 The salary scales are outlined in an annexure, which will be reviewed annually in line with the salary adjustments.

5.4 Annual adjustments on basic salary:

5.4.1 The UED Board of Directors will determine annual basic salary adjustments.

5.4.2 The annual salary increase budget will be informed by:

5.4.2.1 Internal equity

5.4.2.2 The external market and comparisons

5.4.2.3 UED performance

5.4.2.4 Cost of inflation

5.4.2.5 Affordability

5.4.2.6 Productivity

5.4.3 To ensure re-alignment within the salary scales, differentiated salary increases will be offered. Employees earning salaries above the maximum of their respective salary scales will be offered less than the annually negotiated salary increase, to migrate to the maximum of their salary range for their job level/grade.

5.4.4 Consistent performance, which is above expectation for a period of two (2) consecutive years (two-year pay progression cycle) will be awarded a pay progression to either the first interval, midpoint, second interval or maximum of the salary range, depending on the individual's relative position within the salary range concerned.

5.5 Appointments on fixed remuneration (to be read in conjunction with 5.1):

5.5.1 All new appointments will be made against the relevant salary scales starting from the minimum of the salary scale. The appointed employees will either be granted a salary increase up to the minimum of the new job level/grade if earning below or, an increase between 5% to 10% of current earnings, whichever, is the greater provided not more than the maximum of the salary scale.

5.5.2 To ensure transparency and to ensure that the application of the SALARY POLICY does not become a constraint to obtain and retain specific skills that are not easily obtainable or that can only be obtained at a premium, the process applicable to scarce and critical skills will apply as per 5.14.1 below.

5.6 Job evaluation



5.6.1 Program positions in the UED will be remunerated based on the programs job level/grade.

5.6.2 The UED will use the Peromnes evaluation system for grading Governance and Admin Support staff positions to establish the relative worth of each position and ensure parity in remuneration for jobs that fall within the same job level/grade.

5.7 Programs promotions

Programs staff can be promoted ad hominem (linked to the person) to a higher level than the existing post level as soon as the staff member complies with the minimum requirements linked to the higher position subject to the processes as described in the relevant Programs Promotions criteria.

5.8 Job Evaluation upgrades for Admin Support staff positions

Governance and Admin Support staff may not move to a job level/grade higher than the existing job grade/level unless upgrading through Peromnes job evaluation was approved and the upgrade is in accordance with the Job Evaluation Policy and is subject to budget constraints and provided there is a substantial change in the job which has resulted from the partial or full re-structuring of the Department.

5.9 Lateral moves

Should an employee be required to move laterally at the request of the UED, because of a UED design exercise or to facilitate career growth, the employee will not be prejudiced by the move. However, no basic salary adjustment will be applicable for lateral job level movements / transfers/ appointments. In exceptional cases, allowances may be considered.

5.10 Demotions

Should an employee be demoted following a UED process, disciplinary process or willingly accept a job at a lower grade, the employee will receive the lesser of his/her existing basic salary, or the maximum of the salary scale applicable to the new job grade/level, depending on the employee's current remuneration.

5.11 Recognition of higher qualification (Governance/Admin Support Staff)

Employees who obtain relevant, professional and Non-Governmental Sector qualifications that are recognized on the Non-Governmental Sector qualifications framework and which are higher than the qualification requirement for their position, after their appointment, shall receive a 5% once-off bonus based on the annual basic salary, provided certified proof of qualification is submitted within 6 months from date of receipt and resources are available.

5.12 Salary anomalies

5.12.1 Employees who are remunerated beyond the salary ranges will be identified as salary anomalies.

5.12.2 The Executive responsible for Human Resources will provide recommendations to the UED's Management on an annual basis to address salary anomalies.



5.12.3 Employees will be consulted on how their remuneration could be moved over time to fall within the range for the level.

5.13 Executive Director / Programs Coordinator/ Programs Manager/ Senior Managers allowances

5.13.1 Executive Director / Programs Coordinator/ Programs Manager/ Senior Managers will receive a benefit bearing allowance linked to these positions for the duration of their appointment as outlined in the Human Resources Policy.

5.13.2 The allowance for these positions will be calculated in line with the duties and responsibilities of these positions and will be stipulated in the Human Resources Policy.

5.14 Variable remuneration

5.14.1 Scarce and critical skills allowance

The payment of scarcity premiums will be maintained as practice. A scarcity premium will be linked to a position or incumbent when there is a demand for such a post or incumbent and there is limited availability of the necessary skills and competencies in the market. The UED will pay such scarcity premiums as an allowance to employees who fill these approved positions to attract and retain them. Such allowances will be reviewed regularly based on labour market information.

5.14.2 Acting allowances (temporary deployment of staff)

5.14.2.1 Situations that require appointing an individual in an acting capacity at a higher level represent an ideal opportunity to utilize employees from the designated employment equity groups, as well as other existing staff, in positions of increased responsibilities for both evaluative and professional developmental purposes. An acting appointment is therefore seen as beneficial to the incumbent.

5.14.2.2 An acting allowance is payable when a staff member is required to undertake the full duties and responsibilities of a higher-level post for a continuous minimum period of longer than one calendar month.

5.14.2.3 A staff member may not be appointed in an acting capacity to a position, which is higher than two levels above their substantive job level/grade and should meet most, if not all, of the minimum requirements for the higher-level post.

5.14.2.4 The acting allowance will be calculated at 5% of the maximum of the salary range of the position the staff member will be acting in.

5.14.3 Acting Executive Director Allowance

5.14.3.1 A Programs Coordinator who must act as Executive Director and undertake the Executive Director's duties during the temporary absence of the Executive Director will not receive any additional remuneration over and above the prescribed benefit bearing payment linked to the position of



Programs Coordinator at the appropriate post level/grade, which he/she already receives.

5.14.3.2 A Programs Coordinator who has to act as Executive Director in a vacant Executive Directorship receives the prescribed additional salary amount linked to the Executive Directorship on the appropriate post level proportionally for the period of acting as a non-benefit bearing allowance, over and above the prescribed benefit bearing payment linked to the position of Programs Coordinator at the appropriate post level/grade which he/she already receives, provided that the duration of the period of acting exceeds one calendar month.

5.14.3.3 In instance there is no Programs Coordinator where a Programs Manager is acting as Executive Director during the temporary absence of the Executive Director or in a vacant Executive Directorship, that Programs Manager will receive the prescribed additional salary amount linked to the Executive Directorship on the appropriate level proportionally for the period of acting as a non-benefit bearing allowance, over and above the prescribed benefit bearing payment linked to the position of Programs Manager at the appropriate level which he/she already receives, provided that the duration of the period of acting exceeds one calendar month.

5.14.4 Acting Programs Coordinator allowance

5.14.4.1 A programs employee who must act as a Programs Coordinator and undertakes the Programs Coordinator's duties during the temporary absence of the Programs Coordinator will not receive any additional remuneration over and above the prescribed benefit bearing payment linked to his/her position which he/she already receives.

5.14.4.2 A programs employee who must act as Programs Coordinator in a vacant Programs Coordinator 's position receives the prescribed additional salary amount linked to the Programs Coordinator 's position on the appropriate post level proportionally for the period of acting as a non-benefit bearing allowance, provided that the duration of the period of acting exceeds one calendar month.

5.14.5 Acting Programs Manager

5.14.5.1 An employee who is not yet a Programs Manager who acts as Head of a programs department for at least one calendar month receives a post level linked Programs Manager allowance applicable to the Department, proportionally for the acting period.

5.14.5.2 An employee who is already Head of a Programs Department and receives the applicable Programs Manager allowance and then acts as Head of another programs department for a period of at least one calendar month; will receive an allowance proportionally for the period of acting in addition to existing Programs Manager allowances; with the understanding that such an employee receives only that part of the post level



which is more than the amount already received at the current post level.

5.14.6 Acting Head (Admin Support)

An employee who must act as a Head of an Admin Support Department for a continuous period of one calendar month and longer receives an additional non benefit bearing allowance linked to the post of the Head, proportionally for the acting period.

5.14.7 Relocation and removal allowance

New employees who are permanently appointed and relocate to Field Offices shall receive a once-off allowance in line with the remuneration procedures.

5.14.8 Retention allowance

In exceptional cases, the UED may consider requests to make remuneration adjustments or increase offers of employment to attract and retain key employees where the loss of these employees will impact negatively on the UED's strategic objectives. The employee's performance and expertise will also be considered.

5.14.9 Overtime

- 5.14.9.1 Overtime refers to the approved time worked in addition or more than the maximum number of ordinary hours of work due to unforeseen circumstances or in accordance with the UED's operational requirements including scheduled overtime for an UED sanctioned event or function.
- 5.14.9.2 The UED recognizes that overtime can be a useful and cost-effective mechanism to meet variable operational requirements. It can utilize existing people, skills, and infrastructure, cost effectively, with minimum disruption, to meet operational needs.
- 5.14.9.3 Prior approval for overtime must be obtained. Overtime can only be considered for staff members who are eligible in terms of the Working Hours and Overtime Policy and overtime can only be compensated in-kind-that is by taking the number of days equal to the overtime worked.

5.14.10 Cell phone allowance

A cell phone allowance may be granted to employees due to operational needs of their position, which may vary according to job level/grade on an annual basis and may be withdrawn or revised in terms of the requirements of the position.

5.14.11 Performance related bonuses

5.14.11.1 Exceptional performance to the top performers in each department may be rewarded by a once-off annual performance bonus awarded in terms of the provisions of the budget for the financial year.



5.14.11.2 Field programs staff will receive fixed annual awards for the duration of their rating, the amount depending on their rating.

5.14.11.3 Exceptional achiever awards will be awarded in accordance with the applicable regulations.

5.15 Leave gratuity upon termination

5.15.1 The leave payment due on resignation shall be equal to the 15 working days statutory leave obligation as per the Basic Conditions of Service less actual leave days taken.

6. OUTSIDE WORK AND ADDITIONAL REMUNERATION

Outside work and additional remuneration are dealt with in the:

6.1 Payment of claims for remuneration out of Travel Policy and in,

6.2 Code of conduct for staff members (programs and Admin Support): business practices.

7. REMUNERATION HUMAN RESOURCES FRAMEWORK

7.1 The UED will ensure that all remuneration and reward practices are following applicable legislation and that employees are remunerated fairly, responsibly, and transparently to promote the achievement of strategic objectives and positive outcomes in the short, medium, and long term.

7.2 The Human Resources Committee of the Board of Directors (BOD) is responsible for the establishment, monitoring and implementation of a best practice SALARY POLICY based on the needs of the UED.

7.3 Managers (Programs Coordinator/Senior Managers and upwards) are responsible for the determination, revision, and adjustment of remuneration of staff members, provided that any remuneration decision must be clarified with the Human Resources Department and approved by the immediate line manager and is complying to the policy and procedures.

7.4 The Human Resources Department is responsible for:

7.4.1 The implementation of this policy in terms of the necessary processes, systems, and procedures.

7.4.2 The design and maintenance of the job evaluation, grade, and remuneration structure, based on this policy.

7.4.3 The necessary survey information and benchmarks.

7.4.4 The provision of management information.



7.4.5

8 ANNEXURES

8.1 Salary Scales for Programs and Admin Support Staff

8.2 Reward and Recognition Program

9 ASSOCIATED DOCUMENTS

9.1 Relevant guiding legislation, other policies/documents

9.1.1 Basic Conditions of Employment Act of 1980 as amended

9.1.2 Human Resources policy

9.1.3 Job evaluation SOP

9.1.4 Travel policy

9.1.5 Code of conduct for staff members

10. RESPONSIBILITY FOR IMPLEMENTATION

The Executive Member responsible for Human Resources is responsible for overseeing the implementation of this policy.

11. POLICY LIFECYCLE

This policy should be reviewed every 3 years effective from April 30, 2026.



ANNEX 1.0

REWARD AND RECOGNITION PROGRAM

UNITED ESWATINI DIASPORA is committed to attracting, developing, and retaining the highest quality staff. Vital to pursuing this aim is the acknowledgement of employees for their contributions to the UED and the recognition of outstanding performance. The UED recognizes that the collective efforts of all staff members contribute to the overall mission of the UED and that it should encourage opportunities for those efforts to be acknowledged.

As the UED's success relies on the talent and contribution of all staff, the UED will value and reward employees for what they contribute and achieve.

This policy applies to all employees of UNITED ESWATINI DIASPORA and encourages such recognition of employees through a range of formal and informal mechanisms.

I. OBJECTIVE

The objective of the Reward Policy is to enable the UED to attract, recruit, and retain the best employees. The reward and recognition program can be either peer- or management-driven, or both, and can help motivate employees to continually improve; to be innovative and manage resources creatively; to set high standards and goals; and to work together as a team. Recognition is a great esteem builder and can help create workplace loyalty and build a sense of community. It helps employees see what their co-workers are doing, and why.

II. INTENT OF THE POLICY

The intent of this Policy is to:

- acknowledge and reward outstanding performance when it happens;
- foster professional and career development;
- provide for a range of informal and formal rewards and recognition, which may or may not have monetary value;
- ensure that processes are transparent and rewards and recognition are fairly and equitably applied; and
- ensure that rewards and recognition are meaningful to the individual.

III. PRINCIPLES

Our Rewards policy will reflect the aspirations of the UEDal Plan and our Approach to Reward will be based on the following principles:

- **Leadership**
-

It is the responsibility of supervisors and leaders to take an active role in the performance management of their staff, to acknowledge and recognize the achievements of staff, and to foster their engagement and support their career development

- **Accountability**



Rewards and recognition must be applied fairly and equitably within the UED through a process which is as transparent as possible. Monetary reward and recognition decisions must be made and documented in accordance with this policy and care must be taken to ensure that no employee is inadvertently favoured or neglected.

IV. PERFORMANCE INDICATORS

- Community Outreach

The performance indicators for members of Community Outreach team are:

- Number of outreaches conducted,
- Number of children with special needs reached,
- Number of community campaigns conducted,
- Number of children accessing SSCCE services and products in communities.

- Volunteers

- Level of commitment to the tasks,
- Numbers of tasks accomplished within the deadline,
- Punctuality and regularity at the workplace.

- Management

- Number of policies developed and approved by the Board,
- Number of meetings held,
- Fiscal discipline,
- Human resources management excellence,
- Quality and regularity (timeliness) of reporting,
- Number of ISP action points accomplished by due date.

V. TYPES OF RECOGNITION

- Informal recognition

The best way of acknowledging the work of someone and letting her/him know that her/his contribution is valued remains that of informal and immediate recognition.

Informal recognition can take following forms:

- a simple thank you for a job well done,
- a note of appreciation,
- a coffee or dinner with employees,
- acknowledgement in a staff meeting, or
- a celebration of completion of a particular task or project or work anniversary.

- Formal recognition



The Performance Appraisal Report is the formal process by which an employee's outstanding can be recognized. Outstanding performance can be recognized through pecuniary or non-pecuniary rewards.

Formal recognition can take following forms:

- A personal letter of thanks to the employee or team member from a senior manager for a significant contribution;
- Write a letter of praise recognizing specific contributions and accomplishments (with a copy in the employee's personnel file);
- A framed memento/letter/certificate;
- Buy the person something to use in his or her hobby;
- Take the person to lunch as a form of thanks or to mark a special event;
- Organize a morning tea to celebrate a particular team accomplishment or event;
- Give airtime vouchers to the employee;
- Authorize time-off; full day or half-day;
- Paid subscription to a professional training;
- Professional development courses/conferences.

VI. NUMBER OF REVIEWS

The rewards and recognition process will be done monthly, quarterly and annual depending on the need and relevancy of the recognition.

VII. ON-GOING RECOGNITION

On-going recognition is done monthly during staff meetings.

VIII. REWARD PROGRAM

The reward is done annually by giving certificates or gifts to the awarded employee(s).

IX. RESPONSABILITIES

The reward and recognition process is conducted by the reward team under the supervision of the Finance & Administrative Officer.

X. ELIGIBILITY

Any individual (or team) can be recommended for reward/recognition by the reward team at the completion of a special project/task/assignment or reaching a project targets.



SALARY SCALE

VALU E	INDEX		SALARY/WAGE CALCULATION		POSITION
	LEVE L	GRAD E	INDEX VALUE	BASI C SALARY	
300	12	I	13,58	R4 074,00	Office Assistants/ Cleaners
300	12	II	14,26	R4 278,00	
300	12	III	14,97	R4 491,00	
300	12	IV	17,48	R5 244,00	
300	12	V	18,35	R5 505,00	
300	12	VI	19,27	R5 781,00	
300	11	I	20,25	R6 075,00	IT Assistants/Drivers
300	11	II	21,26	R6 378,00	
300	11	III	22	R6 600,00	
300	11	IV	24,44	R7 332,00	
300	11	V	24,61	R7 383,00	
300	11	VI	25,84	R7 752,00	
300	10	I	26,96	R8 088,00	Bookkeeping/Cashier
300	10	II	28,31	R8 493,00	
300	10	III	29,73	R8 919,00	
300	10	IV	31,21	R9 363,00	
300	10	V	32,77	R9 831,00	
300	10	VI	34,41	R10 323,00	
300	9	I	37,5	R11 250,00	Bookkeepers/Cashiers/Logistics Officers
300	9	II	39,38	R11 814,00	
300	9	III	41,34	R12 402,00	
300	9	IV	43,41	R13 023,00	
300	9	V	45,58	R13 674,00	
300	9	VI	47,56	R14 268,00	
300	8	I	50,25	R15 075,00	Field Officers/Community Workers/Community Advisors and Liaison Officers
300	8	II	51,76	R15 528,00	
300	8	III	53,31	R15 993,00	
300	8	IV	54,91	R16 473,00	
300	8	V	56,5	R16 950,00	
300	8	VI	58,26	R17 478,00	
300	7	I	60	R18 000,00	Project Officers/M&E Assistants/Logistics Managers
300	7	II	63	R18 900,00	
300	7	III	66,15	R19 845,00	



300	7	IV	69,46	R20 838,00	Legal Officer/HR Support/M&E Officers/Research Officers
300	7	V	72,95	R21 885,00	
300	7	VI	76,58	R22 974,00	
300	6	I	78,75	R23 625,00	
300	6	II	82,69	R24 807,00	
300	6	III	86,52	R25 956,00	
300	6	IV	91,1	R27 330,00	
300	6	V	95,72	R28 716,00	
300	6	VI	100,51	R30 153,00	
300	5	I	105,53	R31 659,00	
300	5	II	111	R33 243,00	
300	5	III	116,35	R34 905,00	
300	5	IV	122,17	R36 651,00	
300	5	V	128,28	R38 484,00	
300	5	VI	134,65	R40 395,00	
300	4	I	141,42	R42 426,00	Project Manager/Supervisors/Regional Coordinators
300	4	II	148,49	R44 547,00	
300	4	III	155,92	R46 776,00	
300	4	IV	163,72	R49 116,00	
300	4	V	171,9	R51 570,00	
300	4	VI	180,5	R54 150,00	
300	3	I	185,25	R55 575,00	Programs Coordinator/Finance Director
300	3	II	194,51	R58 353,00	
300	3	III	204,24	R61 272,00	
300	3	IV	214,45	R64 335,00	
300	3	V	225,17	R67 551,00	
300	3	VI	236,43	R70 929,00	
300	2	I	260,25	R78 075,00	Admin Director
300	2	II	273,26	R81 978,00	
300	2	III	286,93	R86 079,00	
300	2	IV	301,27	R90 381,00	
300	2	V	316,34	R94 902,00	
300	2	VI	332,15	R99 645,00	
300	1	I	348,76	R104 628,00	Executive Director
300	1	II	366,2	R109 860,00	
300	1	III	384,51	R115 353,00	
300	1	IV	403,73	R121 119,00	
300	1	V	423,92	R127 176,00	
300	1	VI	445,12	R133 536,00	

