



# USAID | WEST BANK/GAZA

FROM THE AMERICAN PEOPLE

March 8, 2011  
2011-WBG-10

TO: All USAID/West Bank and Gaza Contractors, Grantees and Recipients

SUBJECT: Local Salary Scale for the West Bank and Jerusalem

Dear Implementing Partners,

The purpose of this notice is to disseminate the results of a local salary survey commissioned by the Mission. The results reflect input across multiple sectors (i.e., NGOs, international organizations, USAID-funded contractors and government aid missions) in the West Bank, Gaza and Jerusalem and reflect the market value of skills/expertise most commonly utilized under USAID awards.

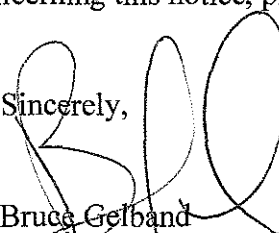
Attached to this notice are the following documents:

1. A Salary Scale for local labor: This document includes 11 Service Bands (SBs) each with 14 steps thereunder.
2. A Thumbnail Classification: This document provides the types of positions under each SB and includes the major responsibilities and qualifications for each SB.

The Salary Scale is being disseminated in response to numerous requests from implementing partners for salary data in the geographic area served by the Mission. It should be noted that salary approval requests submitted to the Office of Contract Management (OCM) will be reviewed in consideration of the scale. Also, the attached may be a useful tool to assist implementing partners in the determination of the reasonableness of salary costs under any award whether acquisition or assistance.

This notice does not change or alter the terms and conditions of your award and in no manner alleviates partners from seeking approvals when required under a particular award. Should you have any questions, concerns or feedback concerning this notice, please feel free to contact the appropriate Contract Specialist in OCM.

Sincerely,

  
Bruce Gelband  
Director, Office of Contracts Management  
USAID West Bank and Gaza

Attachments: a/s

USAID Contractor's Salary Scale Schedule  
February 8, 2011  
Denominated in US Dollars

Final Scale	Service Band	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
Yearly	SB11	57,500	59,513	61,595	63,751	65,983	68,292	70,682	73,156	75,717	78,367	81,109	83,948	86,886	89,927
Monthly		4,792	4,959	5,133	5,313	5,499	5,691	5,890	6,096	6,310	6,531	6,759	6,996	7,241	7,494
Yearly	SB10	50,000	51,750	53,561	55,436	57,376	59,384	61,463	63,614	65,840	68,145	70,530	72,998	75,553	78,198
Monthly		4,167	4,313	4,463	4,620	4,781	4,949	5,122	5,301	5,487	5,679	5,877	6,083	6,296	6,516
Yearly	SB9	43,478	45,000	46,575	48,205	49,892	51,638	53,446	55,316	57,252	59,256	61,330	63,477	65,698	67,998
Monthly		3,623	3,750	3,881	4,017	4,158	4,303	4,454	4,610	4,771	4,938	5,111	5,290	5,475	5,666
Yearly	SB8	37,807	39,130	40,500	41,917	43,384	44,903	46,474	48,101	49,785	51,527	53,331	55,197	57,129	59,128
Monthly		3,151	3,261	3,375	3,493	3,615	3,742	3,873	4,008	4,149	4,294	4,444	4,600	4,761	4,927
Yearly	SB7	32,876	34,027	35,218	36,450	37,726	39,046	40,413	41,827	43,291	44,807	46,375	47,998	49,678	51,417
Monthly		2,740	2,836	2,935	3,038	3,144	3,254	3,368	3,486	3,608	3,734	3,865	4,000	4,140	4,285
Yearly	SB6	28,588	29,589	30,624	31,696	32,805	33,954	35,142	36,372	37,645	38,963	40,326	41,738	43,198	44,710
Monthly		2,382	2,466	2,552	2,641	2,734	2,829	2,928	3,031	3,137	3,247	3,361	3,478	3,600	3,726
Yearly	SB5	24,859	25,729	26,630	27,562	28,526	29,525	30,558	31,628	32,735	33,880	35,066	36,293	37,564	38,878
Monthly		2,072	2,144	2,219	2,297	2,377	2,460	2,547	2,636	2,728	2,823	2,922	3,024	3,130	3,240
Yearly	SB4	21,616	22,373	23,156	23,966	24,805	25,673	26,572	27,502	28,464	29,460	30,492	31,559	32,663	33,806
Monthly		1,801	1,864	1,930	1,997	2,067	2,139	2,214	2,292	2,372	2,455	2,541	2,630	2,722	2,817
Yearly	SB3	18,797	19,455	20,136	20,841	21,570	22,325	23,106	23,915	24,752	25,618	26,515	27,443	28,404	29,398
Monthly		1,566	1,621	1,678	1,737	1,797	1,860	1,926	1,993	2,063	2,135	2,210	2,287	2,367	2,450
Yearly	SB2	16,345	16,917	17,509	18,122	18,756	19,413	20,092	20,795	21,523	22,277	23,056	23,863	24,698	25,563
Monthly		1,362	1,410	1,459	1,510	1,563	1,618	1,674	1,733	1,794	1,856	1,921	1,989	2,058	2,130
Yearly	SB1	14,213	14,710	15,225	15,758	16,310	16,881	17,471	18,083	18,716	19,371	20,049	20,751	21,477	22,229
Monthly		1,184	1,226	1,269	1,313	1,359	1,407	1,456	1,507	1,560	1,614	1,671	1,729	1,790	1,852

### THUMBNAIL CLASSIFICATION

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
Substantive Innovation	SB 11	Country Director  Chief of Party  Country Representative	<ul style="list-style-type: none"> <li>• Provide strategic direction and oversee management of the overall program.</li> <li>• Coordinate with USAID to identify opportunities and constraints related to the achievement of program objectives and make appropriate adjustments.</li> <li>• Ensure program activities and operations are consistent and in compliance with rules and regulations;</li> <li>• Provide technical leadership and oversight to all program planning, implementation, and monitoring activities.</li> <li>• Integrate capacity building of local organizations and individuals and enhance sustainability in all facets of program implementation.</li> <li>• Coordinate program initiatives with other organizations implementing related activities in the program's target areas.</li> <li>• Provide ongoing technical and programmatic leadership to a diverse group of stakeholders, including project staff, local NGOs, community-based groups, and representatives of local government.</li> <li>• Achieve target indicators and remain cognizant of project goals and objectives.</li> </ul> <p><b>Education &amp; Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Masters Degree preferred with minimum 10 years experience managing development programs in an international setting,</li> <li>• Professional experience in managing and implementing multi-component programs and familiarity with USAID reporting requirements and procedures.</li> <li>• Excellent communication skills (including intercultural communication), as well as superior negotiation and administrative abilities.</li> <li>• Strong commitment to team management approach.</li> </ul>

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
Adaptive Delivery	SB 10	Deputy Chief of Party	<ul style="list-style-type: none"> <li>• Serve as Chief of Party in the absence of or at the direction of the COP.</li> <li>• Assist the COP with program oversight and management of staff; including work with the individual CSOs, local/national government officials and International NGOs.</li> <li>• Provide management and technical implementation services across components;</li> <li>• Ensure that all reporting requirements are met on time.</li> <li>• Consult and liaise with Counterparts, CSOs, and government officials on the local and national level.</li> <li>• Manage agreements with sub-contractors and sub-grantees including short-term experts;</li> <li>• Coordinate activities between different counterparts, stakeholders and headquarters</li> <li>• Help develop budgeting processes;</li> <li>• Assist with recruiting, hiring and training local program staff. Establish clear job descriptions, reporting lines and sense of teamwork;</li> <li>• Guide and ensure the highest quality of project monitoring, evaluation, reporting and communications</li> <li>• Responsible for writing &amp; reviewing periodic technical reports or summaries.</li> </ul> <p><b>Education and Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Masters degree in a relevant field of expertise.</li> <li>• Thorough knowledge and understanding of the specific field of development targeted by the program.</li> <li>• Professional experience in managing and implementing multi-component programs.</li> <li>• Demonstrated ability to effectively manage staff.</li> <li>• Strong interpersonal skills to maintain solid relations with partners, CSOs, counterparts, stakeholders, government officials, USAID and other personnel associated with the program.</li> </ul>

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Conceptual Comprehension	SB 9	Compliance Officer (Sr. Lvl - Chief)	<p><b>Compliance Manager:</b></p> <ul style="list-style-type: none"> <li>• Provide guidance to the COP, Deputy COP and senior management team on matters relating to compliance.</li> <li>• Authorized to implement all necessary actions to ensure achievement of the objectives of an effective compliance program.</li> <li>• Develops, initiates, maintains and revises policies and procedures for the general operation of the Compliance Program and its related activities to prevent illegal, unethical or improper conduct;</li> <li>• Manages day-to-day operation of the Program; Acts as an independent review and evaluation body to ensure that compliance Issues/concerns within the organization are being appropriately evaluated, investigated and resolved.</li> <li>• Monitors, and as necessary, coordinates compliance activities of other departments to remain abreast of the status of all compliance activities and to identify trends.</li> <li>• Identifies potential areas of compliance vulnerability and risk; develops/implements corrective action plans for resolution of issues, and provides general guidance on how to avoid or deal with similar situations in the future.</li> <li>• Provides reports on a regular basis and as directed or requested, to keep the Corporate or senior management informed of the operation and progress of compliance efforts;</li> <li>• Ensures proper reporting of violations or potential violations as appropriate and/or required.</li> <li>• Institutes and maintains an effective compliance communication program for the organization; Works with the Human Resources Department and others as appropriate to develop an effective compliance training program, including appropriate introductory training for new employees as well as ongoing training for all</li> </ul>

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		Projects / Program Manager	<p>employees and managers.</p> <p><b>Education and Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Bachelor degree required; Masters desired with minimum of 5 years experience in related field including demonstrated leadership skills;</li> <li>• Familiarity with operational, financial, quality assurance, and human resource procedures and regulations is a must.</li> <li>• Exceptional interpersonal and organizational skills are required; ability to work independently in a team;</li> <li>• Demonstrated ability to apply analytical methods and techniques to identify and resolve complex issues;</li> </ul> <p><b>Program Manager:</b></p> <ul style="list-style-type: none"> <li>• Ensure the effective development, management and implementation of programs; Work with the staff in the conceptualization and planning of the programs and in the preparation of annual operating plans and budgets.</li> <li>• Establish and implement systems for program monitoring and evaluation and continually assess the process with the goal of improving the management and efficiency of the programs.</li> <li>• Lead the documentation and dissemination of program related materials</li> <li>• Ensure efficient management of grants and timely preparation and submission of narrative reports in conformity with donor quality standards.</li> <li>• Establish and maintain relationships with a network of contacts within international aid agencies, private sector and government bodies to mobilize resources and ensure partnerships.</li> <li>• Develop the capacity of the program staff in undertaking their work</li> <li>• Support the COP and Deputy COP in promoting and communicating programs to other organizations and the public;</li> </ul>

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
			<ul style="list-style-type: none"> <li>• participate in and contribute to sector policy dialogue with donors, CSOs and governmental agencies.</li> </ul> <p><b>Education and Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Masters degree with at least 5 years of experience in program planning, grant management and resource mobilization.</li> <li>• Ability to understand and influence policy level discussions with multiple level audiences and ease in operating in official and Government circles.</li> <li>• Ability to work under pressure with a positive and constructive attitude.</li> <li>• Ability to handle sensitive matters and information with integrity and confidentiality.</li> <li>• Strong sense of responsibility, professionalism and thoroughness</li> </ul>
Integrated Service & Procedural Execution	SB 8	Administration Officer  Chief Engineering – Senior Management Level	<ul style="list-style-type: none"> <li>• Provide Advise and expert guidance to all staff and take the lead in the preparation of work plans,</li> <li>• Prepare regular reports and provide accurate updates,</li> <li>• Cultivate open lines of communication and positive working environment that encourages innovation, creativity, and flexibility;</li> <li>• Provide high level skills in carrying out assigned functions and responsibilities;</li> <li>• Assist in developing and monitoring the achievements of the various goals and objectives.</li> <li>• Oversee and coordinate departmental information services functions; develop and/or implement methods for use of technologies in streamline department operations.</li> <li>• Oversee and coordinate facility and equipment related issues for the assigned department including programs and operations out-stationed at various facilities managed by the department.</li> <li>• Review departmental reports, correspondence, and documents for completeness, including those pertaining to personnel, budget, purchasing, fee/cost recovery/workload analyses, information services and records management issues for conformance with laws, regulations, and policies;</li> </ul>

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			<ul style="list-style-type: none"> <li>• Conduct a variety of organizational, operational and analytical studies and investigations; recommend modifications to existing programs, policies and procedures as appropriate; prepare a variety of formal reports.</li> <li>• Assign assistance staff to department heads; prepare and present staff reports and other necessary correspondence.</li> <li>• Serve as the liaison for the assigned department with other departments and outside agencies; coordinate assigned activities with those of other departments, outside agencies, and organizations; negotiate and resolve sensitive issues.</li> </ul> <p><b>Education and Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Advanced university degree (Masters or equivalent) with at least 5 years of progressive responsible experience in relevant field of work,</li> <li>• Ability to analyze and synthesize data, create professional presentations</li> <li>• Team player who's able to leverage across disciplines and departments</li> </ul>
Integrated Analytical Skills & Technical Know how on Service Delivery	SB 7	Financial Officer  Surveyor  Engineering – Mid Management Level	<ul style="list-style-type: none"> <li>• Provide leadership through setting goals and objectives,</li> <li>• Overseeing budgets and program matters, and participating in the overall vision setting and leadership of the organization with the rest of the chief executives and senior management team.</li> <li>• Evaluate procedures to ensure all obligations and reporting requirements are met,</li> <li>• Serves as the advisor for the organization on all aspects of technical program activities; Provides advice and expert guidance to all staff.</li> <li>• Perform comprehensive analysis ensuring educated support and advice to senior management;</li> <li>• Conduct operational analysis of various aspects of Unit Operations and assists in the development and completion of the organization's management plan</li> <li>• Provide analysis, programming and management advisory services in support of increasing the efficiency and effectiveness of the unit,</li> <li>• Provide advisory guidance and ability to exercise good judgment,</li> </ul>



Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
			<ul style="list-style-type: none"> <li>• Effectively use resources to satisfy the organization's needs ,</li> <li>• Plans, organizes and conducts engineering analysis and surveys to determine the precise location and measurements points, elevations, lines, areas, and contours for construction, mapmaking or other measurements using sophisticated electronic instruments and maps.</li> </ul> <p><b>Education &amp; Qualifications:</b></p> <ul style="list-style-type: none"> <li>• University Degree in specialized field of work (BA/BS) with a minimum of 5-7 years of professional experience in the relevant field of work.</li> <li>• Thorough knowledge and understanding of professional principles, theories, practices and terminologies;</li> <li>• Demonstrated managerial, analytical and decision-making abilities and skills to effectively carry out assigned duties with the ability to provide training and guidance in a professional manner.</li> <li>• Work independently in a fully automated environment; able to maintain effective working relationships internally and externally</li> </ul>
Comprehensive Support Provision	SB 6	<p>Cost Estimator</p> <p>Information Technology Specialist</p>	<ul style="list-style-type: none"> <li>• Prepare cost estimates for product manufacturing, construction projects or services to aid management in bidding on or determining prices of products or services. May specialize according to particular service performed or type of product manufactured.</li> <li>• Plans, manages and directs the information systems and resources for the entire organization.</li> <li>• Performs and provides analysis, programming, operations and management advisory services to support increasing efficiency and effectiveness of operations through increased automation.</li> <li>• Plans, designs and manages projects for the automation and building of the LAN network infrastructure and the organization's IT operations.</li> <li>• Prepares system security guidelines and contingency plans.</li> <li>• Plans and assists in implementing system solutions for the monitoring and management of the various projects.</li> </ul>

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
			<ul style="list-style-type: none"> <li>• Plans the procurement of IT commodities (Equipment and services) with the procurement department.</li> <li>• Provides support services such as software development and web design.</li> <li>• Troubleshoots and safeguards LAN components including operating systems and various in-house and web-based applications.</li> </ul> <p><b>Education &amp; Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Completion of BA/BS studying the field of computer science, information system management or equivalent with at least 7 years of progressive responsible work of a program or technical nature.</li> <li>• Proven skills in analytical, judgmental and expository abilities with respect to the operation, management and utilization of computer systems</li> </ul>
Specialized Process Support	SB 5	Procurement Specialist  Accountant  Engineering – Entry Management Level  GEO-MIS / GIS Specialist	<p><u>Procurement Specialist:</u></p> <ul style="list-style-type: none"> <li>• Perform the full range procurement of commodities and technical services through Purchase Orders, Blanket Purchase Agreements, Grant, Grants under Contracts and negotiated contacts.</li> <li>• Oversee and performs the design, negotiations, procurement, post-award administration, monitoring and closeout of procurement mechanisms.</li> <li>• Processes both nonexpendable and expendable property.</li> <li>• Provides procurement history estimates to help in contract administration, advises and assists in interpretation of contract terms and conditions;</li> <li>• Recommends to supervisors and managers on procurement planning and budgeting processes; liaises with the financial office to track payments and pipeline.</li> </ul> <p><b>Education &amp; Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Possession of a BA degree is desirable.</li> <li>• Minimum of 3 – 4 years experience in related field of work.</li> </ul>

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
			<ul style="list-style-type: none"> <li>• Demonstrated understanding of contractual obligations</li> <li>• Demonstrates understanding of the Rules and regulations applicable to procurement.</li> <li>• Procurement experience required.</li> </ul>
Basic Process Support Service	SB 4	Expeditor Logistician / Logistics Officer  IT Support Staff  Secretary  Security Officer	<p><b>Expeditor Logistician/ Logistics Officer:</b></p> <ul style="list-style-type: none"> <li>• Serves as the main contact person with the authorities on all matters related to customs, permits, licenses, visas, etc.</li> <li>• Obtains and renews visas and permits for all personnel,</li> <li>• Maintains an accurate record of Israeli and Palestinian contacts</li> <li>• Establishes and maintains an official system/log of records for all program support activities conducted.</li> <li>• Responsible for developing and integrating effective logistics, commodity management, procurement, security and communications systems;</li> <li>• Ensures that all commodity management systems and procedures are in accordance with regulations;</li> </ul> <p><b>Education &amp; Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Completion of secondary / High school degree is required, with a minimum of 3 years of work experience, including at least one year of clerical or other experience in shipping, transportation, or a closely related field.</li> <li>• Extensive experience in a logistics management is essential</li> <li>• Capacity to liaise with key government officials, donors and partners is crucial.</li> <li>• Excellent interpersonal and negotiation skills to maintain contacts; elicit information and negotiate with senior host country officials in various organizations over a wide spectrum of customs, permit, access and other issues.</li> </ul>

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
Repetitive Support Service	SB 3	Superintendent Security Guard Telephone Operator / Receptionist	<ul style="list-style-type: none"> <li>• Coordinates all site construction activities and supervises all field personnel as required to successfully complete the project on schedule, within budget and with quality workmanship that conforms to original plans and specifications.</li> <li>• Maintains construction schedule, identifies and solves problems.</li> <li>• Orders materials and schedules inspections as necessary throughout the process.</li> <li>• Maintains positive relationships with customers, contractors, suppliers and other employees.</li> <li>• Prepares schedules and supervises completion of the final punch list.</li> <li>• Promotes job site safety, encourages safe work practices and rectifies job site hazards immediately.</li> <li>• Ensures all company employees and contractors are adhering to the company safety policy.</li> <li>• Maintains an organized job site, including the construction office.</li> </ul> <p><b>Education &amp; Qualifications:</b></p> <ul style="list-style-type: none"> <li>• Completion of secondary / High school degree desirable, with minimum of 3 years of work experience, including successful Project Management/Expediting experience with a production residential or multi-family builder</li> <li>• Experienced in scheduling, ordering, field supervision, quality control, and production of all phases of residential construction.</li> <li>• Experienced in managing multiple projects</li> </ul>
Physical & Mechanical Support	SB 2	Foreman (Extensive experience) Driver / Chauffeur	<ul style="list-style-type: none"> <li>• Provides leadership that results in a safe work culture, responsible &amp; accountable for the safety of the crews under his direction and must understand and accept the importance and legal liability of the role.</li> <li>• Provides direction, leadership, supports &amp; holds the labor force responsible and accountable for meeting their responsibilities, goals, commitments, provides the necessary information and leadership in this regard.</li> </ul>

Contribution Value	Service Band Level	Service Area	Thumbnail Terms of Reference - Job Description
			<ul style="list-style-type: none"> <li>• Accountable for the efficient organization of crews and must understand and consistently apply the employer's and owner's policies and procedures.</li> <li>• Required to be involved and supportive of any day to day disciplinary decisions or additional disciplinary actions deemed appropriate by senior management.</li> <li>• Accountable for following project plans and schedules and ensuring that crews under his direction perform daily and weekly activities to meet production goals.</li> <li>• Is accountable for ensuring the work done meets standards and for implementing work processes to improve productivity and quality.</li> <li>• Accountable for the preparation of reports and review of reports as required by the employer.</li> </ul> <p><b>Education and Qualifications</b></p> <ul style="list-style-type: none"> <li>• Primary school education, high school education preferred,</li> <li>• Has 3 or more years experience as a qualified and competent foreman, who is familiar with other construction trades</li> <li>• Has completed Leadership for Safety Excellence, Construction Safety Training Systems</li> <li>• Has a current Standard First Aid certificate</li> </ul>
Purely Physical Operation	SB 1	Janitor / Office Assistant,  Handyman,  Messenger	<ul style="list-style-type: none"> <li>• Collects, sorts and delivers mail and other materials as required</li> <li>• Performs basic maintenance, when or if requested</li> <li>• Photocopy services;</li> <li>• Maintains a list of needed kitchen supplies</li> <li>• Maintains a clean and tidy kitchen as well as office space as requested</li> <li>• Performs other duties as required.</li> </ul> <p><b>Education and Qualifications</b></p> <ul style="list-style-type: none"> <li>• Completion of Secondary school education with minimum 2 years of relevant experience</li> </ul>