

Leadership Benchmarking Analysis

November 5, 2020



Background

IPPF engaged Birches Group to perform a benchmarking analysis of the top thirty (30) positions in the organization. This group is the leadership of IPPF and consists of positions at the Director level or equivalent, and above. This report summarizes the results of the benchmarking analysis.

In addition, IPPF asked Birches Group to do an overall assessment of the broader organization, specifically, how competitive pay levels are across the entire organization. This report contains *preliminary* data to address this question.

Approach and Methodology

Birches Group followed a three-step methodology to perform the benchmarking for the top thirty positions.

- Step 1 – Job evaluation
- Step 2 – Matching to market data
- Step 3 – Summarize results

Each of these steps is described in more detail below.



Job Evaluation

Job evaluation is the process used by organizations to determine the contribution value of a job to their organization and establish equivalent worth between different jobs in different occupations across the organization.

For this project, we evaluated each of the thirty positions using the Birches Group Community™ methodology, which consists of fourteen distinct levels of contribution divided into four clusters (General, Process, Design and Leadership).

Three factors are assessed: *Purpose, Engagement and Delivery.*



Job Evaluation (2)

For each job evaluated, a value for each of the three factors is assigned.

The results are then combined to determine a final job level (BG-1 through BG-14)

The thirty jobs all fell between BG-11 and BG-14 except for the CEO position, which was assessed as BG-15 (reserved for senior leadership roles).

BG Level	Purpose	Engagement	Delivery
14	Lead	Inspire	Corporate Vision
13	Advance	Position	Corporate Planning
12	Integrate-Transform	Empower-Compel	Develop Programme / Business Line(s)
11	Innovate	Advocate	Define Project Cycle
10	Adapt	Persuade	Adapt Project Cycle
9	Analyze	Collaborate	Manage Project Cycle
8	Apply Basic Concepts	Acquire	Understand Project Cycle
7	Manage Integrated Processes	Align	Sustain Services
6	Ensure Process Integrity	Advise	Sustain Standards
5	Execute Intricate Transactions	Inform	Prioritize and Select
4	Process Basic Transactions	Inform	Organize Basic Information
3	Provide General Support	Exchange	Present
2	Provide Mechanical Support	Aware	Consistent Repetition
1	Provide Physical Support	Aware	Consistent Repetition



Mapping IPPF to BG Levels

BG Level	Africa (Kenya)	Arab World (Tunisia)	Central Office - UK	Europe Network (Belgium)	SARO (India)	EASARO (Tij)	ESEARO (Malaysia)
BG-15			Director General (S)				
BG-13	Regional Director (0)	Regional Director (0)	Director Programme Delivery & Capacity Sharing (0) Director People, Organisation & Culture (0) Director External Relations (0) Director Finance & Technology (0)	Regional Director (0)	Regional Director (0)		Regional Director (0)
BG-12	Head of ARO sub-office to AU (A1) Head of Programmes (A1) Head of External Relations and Communication (A1) Head of Strategy, Organisational Development and Governance (A1) Head of Regional Director Office (A1)		Chief Medical Advisor (1) Director Advocacy (1) Director Governance & Accreditation (1) Director Legal Risk & Compliance (1) Director She Decides Unit (1) Director Strategic Partnerships & Development (1) Financial Controller (1) Humanitarian Director (1) Project Director - WISH (0)	European Engagement Director (S) Programme & Performance Director (S)	Director of Finance & Operations (Director) Director, Knowledge Information Systems & Technology (1, Director) Director of Programme (1)	Director of Programmes and Operations of the Pacific (1)	Director of Programmes (08) Director - Strategic Partnerships, Advocacy & External Affairs (08)
BG-11			Head of Safe Action Abortion Fund (2) Head of Supply Chain (1) Head of WISH (1)			Deputy Director Humanitarian (2)	Director Finance & Operations (64)

Numbers or letters in parentheses indicate local rank or grade level under prior systems



Market Data

In order to make a market comparison, it is necessary to “match” the IPPF roles to jobs reported in market surveys. For this project, we used the Birches Group NGO Global Pay Survey, which aims to measure the broad global market for senior leaders and experts within the international NGO sector. This is the market in which IPPF recruits for top talent.

The market captured by the survey consists of positions recruited internationally and includes data at headquarters locations as well as field-based positions. While many incumbents in the survey may have international or expatriate status, the data in the survey *excludes* expatriate allowances and benefits. Most organizations in the survey are headquartered in the US or Europe.

A list of the fifty-five (55) survey participants is on the next page. Comparators represent a broad range of international NGO organizations across many different program focus areas.



International Market Comparators

International NGO Market

<ul style="list-style-type: none"> • Abt Associates • ACCI/VOCA • Action Against Hunger • Action Against Hunger-USA • American Bar Association, Rule of Law Initiative • Asia Foundation, The • Bill and Melinda Gates Foundation, The • Catholic Relief Services • Christian Blind Mission e. V. • Church World Service • CLASP • Concern Worldwide • Counterpart International • DanChurchAid • Danish Refugee Council • Elizabeth Glaser Pediatric AIDS Foundation • FHI 360 • Food for the Hungry • Global Communities • Helen Keller International • Habitat for Humanity International 	<ul style="list-style-type: none"> • HOPE International • ICAP, Columbia University • International Foundation for Electoral Systems • Innovations for Poverty Action • International Medical Corps • International Rescue Committee • International Training and Education Center for Health (I-TECH) • International Youth Foundation • International Orthodox Christian Charities (IOCC) • International Research & Exchanges Board (IREX) • Malaria Consortium • Management Sciences for Health • Médecins Sans Frontières (MSF) International • Near East Foundation • Norwegian Refugee Council • Oxfam International • Pact Inc • Pathfinder International • Plan International, Inc • Public Health Institute 	<ul style="list-style-type: none"> • RECOFTC - The Center for People and Forests • Relief International • RTI International • Save the Children International • Tearfund • TechnoServe • Trias vzw • VSO • We World-GVC • Winrock International • World Resources Institute • World Vision International • WWF – World Wide Fund For Nature
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Matching to Market Data

The "BG-level" determined in the job evaluation step is used to associate the market data to each IPPF position. The IPPF data was averaged by BG-level and compared to different market positions.

The analysis shows the range in the market for the 50th, 75th and 90th percentiles.

We have *estimated* the approximate percentile the IPPF data represents, indicating the relative strength of IPPF's compensation to the market.

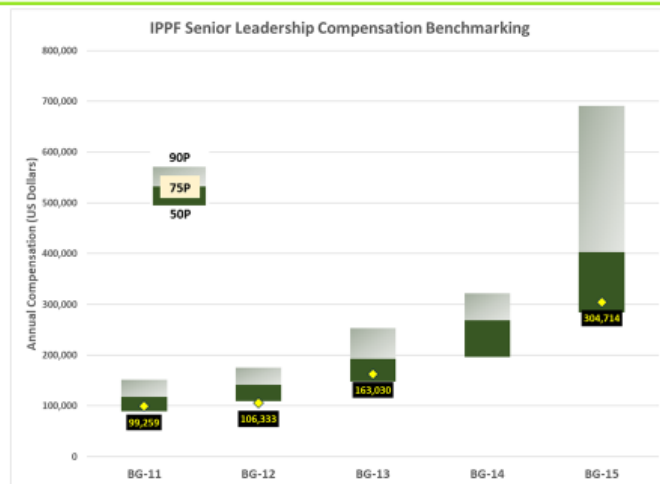


Summary of Results

- By level, the estimated market position is as follows:

Grade	Percentile	Count
BG-15	54 th	1
BG-13	58 th	9
BG-12	45 th	19
BG-11	58 th	5

- The overall average market position of IPPF (weighted by headcount) is at the 50th percentile



Overall Organization Market Assessment

IPPF also requested Birches Group assess the overall market position of the entire organization at all levels in all locations. In this section, we present the results of this analysis.

It is important to note this analysis should be considered *preliminary*, as there was insufficient time to apply our usual quality control processes to the data received from IPPF. As part of ongoing work scheduled over the next three months, Birches Group will update and refine these results.

A listing of survey participants can be found in Annex 1.



Summary of Overall Market Position

This chart compares IPPF data to the market. A value of 100 indicates IPPF is fully competitive at the designated percentile.

Values *above* or *below* 100 indicate the percentage above or below the market (e.g., 93.3 for Europe indicates the IPPF average is 93.3% of the 50th percentile value).

At the 50th percentile, IPPF is competitive in most markets, except for Malaysia and Fiji. IPPF Africa is very competitive at the 75th percentile as well.

It is important to note that this data will be updated during the project, and a specific group of the most relevant comparators will be identified and used to represent the market. This will likely change the reported market positions.

Country/Regional Office	Salaries vs 50 th Percentile	Salaries vs 75 th Percentile
Africa (Kenya)	137.5	123.7
Arab World (Tunisia)	113.2	77.9
Central Office (UK)*	112.6	94.7
Europe Network (Belgium)	93.3	67.8
SARO (India)	117.1	84.4
ESEARO (Fiji)	70.9	41.4
ESEARO (Malaysia)	77.7	56.6

Data source is Birches Group NGO Local Pay surveys in all locations except Fiji, where we used the Birches Group Multisector Survey

Survey participants are shown in Annex 2

UK data is weighted by incumbent population; other locations unweighted



Observations

IPPF historical practices have resulted in eight different approaches for compensation and benefits. With the formation of One Secretariat, IPPF needs a global job structure consistently applied in all locations, and salary structures for each region designed using a common philosophy and approach. The ongoing work Birches Group will be performing in the next three months is designed to provide such a solution.

Whenever significant changes are made to something as fundamental as the compensation system, there will be challenges and transition steps will be required to ensure the implementation of the new approach is done in a fair, equitable and compliant manner.

We appreciate the opportunity to work with IPPF on this project and look forward to completing the remaining work in the coming months.



Annex 1 – Local Survey Participants

Kenya - October 2020 (NGO Local Pay)	Tunisia - October 2020 (NGO Local Pay)	United Kingdom - October 2020 (NGO Local Pay)
<p>List of Participants</p> <ul style="list-style-type: none"> All Associates ALU/ALCA ACF International ACF International (MENA) Adhara International Africa Enterprise Challenge Fund (AECF) African Health Foundation (AHF) Aga Khan Foundation (AKF) Aga Khan University (AKU) ADG Healthcare Foundation Bosnia, The CAFOD Catholic Medical Mission Board (CMMB) Catholic Relief Services (CRS) CBM International Center for Health Solutions Center for Reproductive Rights Center for Sustainable Dialogue ChildFund International Christian Aid Church World Service - RCP Program Church World Service - RSC Program Clinton Health Access Initiative (CHAI) Colby International Development Ltd Compassion International Concern Worldwide Compassion International DasChaparral Davidon Refugee Council Doctors Emergency Aid Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) EngenderHealth Families Africa FHI 360 Food for the Hungry (FHI) Food Foundation Food for People Foundation, The GALA/Med GoDirectly Global Alliance for Improved Nutrition (GAIN) Global Health Innovations Health International Health Relief International (HRI) HelpAge International Henry H. Jackson Foundation (HJF) Henry H. Jackson Foundation (HJF) - Regional Office Hemant & Indira ICAP - Columbia University Imagin International Airt International Center for Tropical Agriculture (CIAT) International Committee of the Red Cross (ICRC) International Livestock Research Institute (ILRI) International Public Order (IPO) International Rescue Committee (IRC) International Rescue Committee (IRC) - HUS International Union for Conservation of Nature (IUCN) World Health International 	<p>List of Participants</p> <ul style="list-style-type: none"> Amnesty in Children and For Services Amor Single Service Leah O'Leary Ventures/ST Living Water International Living Water International - Regional Office Muslims With Disabilities Connection (MWDCA) Management Sciences for Health (MSH) Medica Mennonite Central Committee (MCC) Mennonite Economic Development Associates (MEDA) inWan/InDobias Nasafi National Resources Governance Institute (NRGI) Nonviolent Church Aid (NCA) Nonviolent Refugee Council (NRC) Northern International Our Aunty Fund Open GI PATH Partners International PCF PharmAccess Foundation Plan International Population Services International ReliefPart International Relief International Roam to Roam Root Capital RTI International Schweizer Save the Children International Send a Cow Shenoi/Herold Society Solignum SNV Netherlands Development Organisation Solvay Center SOS Children's Villages International SOS Children's Villages International (Regional Office) Storing Red-ten Road (Stor & Chid) Tai Justice Network Africa TekAid TechSource Terra-Box Hermes Netherlands The Nature Conservancy (TNC) Trócaire United Bible Societies Association W. Agard/Edy Wesley Village Foundation Village Enterprise VSO International Wesack International World Agroforestry Centre (ICRAF) World Concern World Vision International World Vision International (NGO) World Vision Kenya - Somalia Program World Wide Fund for Nature 	<p>List of Participants</p> <ul style="list-style-type: none"> CBM International GAIN International Committee of the Red Cross (ICRC) International Rescue Committee (IRC) Malaria Consortium Marie Stopes International mothers2mothers Open Society Foundations (OSF) Plan International Practical Action Relief International Right To Play Saferworld Save the Children International SOS Children's Villages International United Bible Societies Association Water for People World Resources Institute



Annex 1 – Local Survey Participants (2)

Belgium - October 2020 (NGO Local Pay)	India - October 2020 (NGO Local Pay)
<p>List of Participants</p> <ul style="list-style-type: none"> Biodiversity International CARE International Conservation International Danish Refugee Council (DRC) International Committee of the Red Cross (ICRC) International Crisis Group International Rescue Committee (IRC) Open Society Foundation Oxfam International Saferworld Save the Children International Search for Common Ground Trias 	<p>List of Participants</p> <ul style="list-style-type: none"> Abt Associates Accion International ACD/VOCA ADRA Aga Khan Agency for Habitat (AKAH) Aga Khan Foundation (AKF) Aga Khan Health Services (AKHS) AIDS Healthcare Foundation Alma Vision Asia Foundation, The Brooke, The Catholic Relief Services (CRS) CBM International Change.org ChildFund International Children Believe Fund Children International Clinton Health Access Initiative (CHAI) Edify Educo Ford Foundation, The Global Alliance for Improved Nutrition (GAIN) Habitat for Humanity Heifer International ID Insight Institute for Transportation & Development Policy Institute of International Education (IE) International Committee of the Red Cross (ICRC) International Food Policy Research Institute (IFPRI) International Maize and Wheat Improvement Center (CIMMYT) International Potato Center (CIP) International Rice Research Institute (IRRI) International Union for Conservation of Nature (IUCN) Jhpiego Kinderziekenhuis Living Water International Lutheran World Relief Namati Nutrition International Orbis International PATH Pathfinder International PCI Plan International RTI International Sightsavers Splash International SWISSAID TechnoServe VSO International World Agroforestry Centre (ICRAF) World Resources Institute (WRI) World Vision International



Annex 1 – Local Survey Participants (3)

Fiji - October 2020 (Multisector)	Malaysia - October 2020 (NGO Local Pay)
<p>List of Participants</p> <ul style="list-style-type: none"> Asian Development Bank (ADB) Australia and New Zealand Banking Group Ltd. (ANZ) Australian Department of Foreign Affairs and Trade (DFAT) Conservation International Corporation of the Presiding Bishop (CPB) Embassy of the United States European Union International Committee of the Red Cross (ICRC) International Union for Conservation of Nature (IUCN) Ministry of Economy Oxfam Australia Pacific Community (SPC) Pacific Islands Forum Secretariat United Nations Wildlife Conservation Society World Bank World Wide Fund for Nature 	<p>List of Participants</p> <ul style="list-style-type: none"> Asia Foundation, The Food for the Hungry Greenpeace International Committee of the Red Cross (ICRC) International Rescue Committee (IRC) RTI International World Vision International Global Centre World Wide Fund for Nature WorldFish

