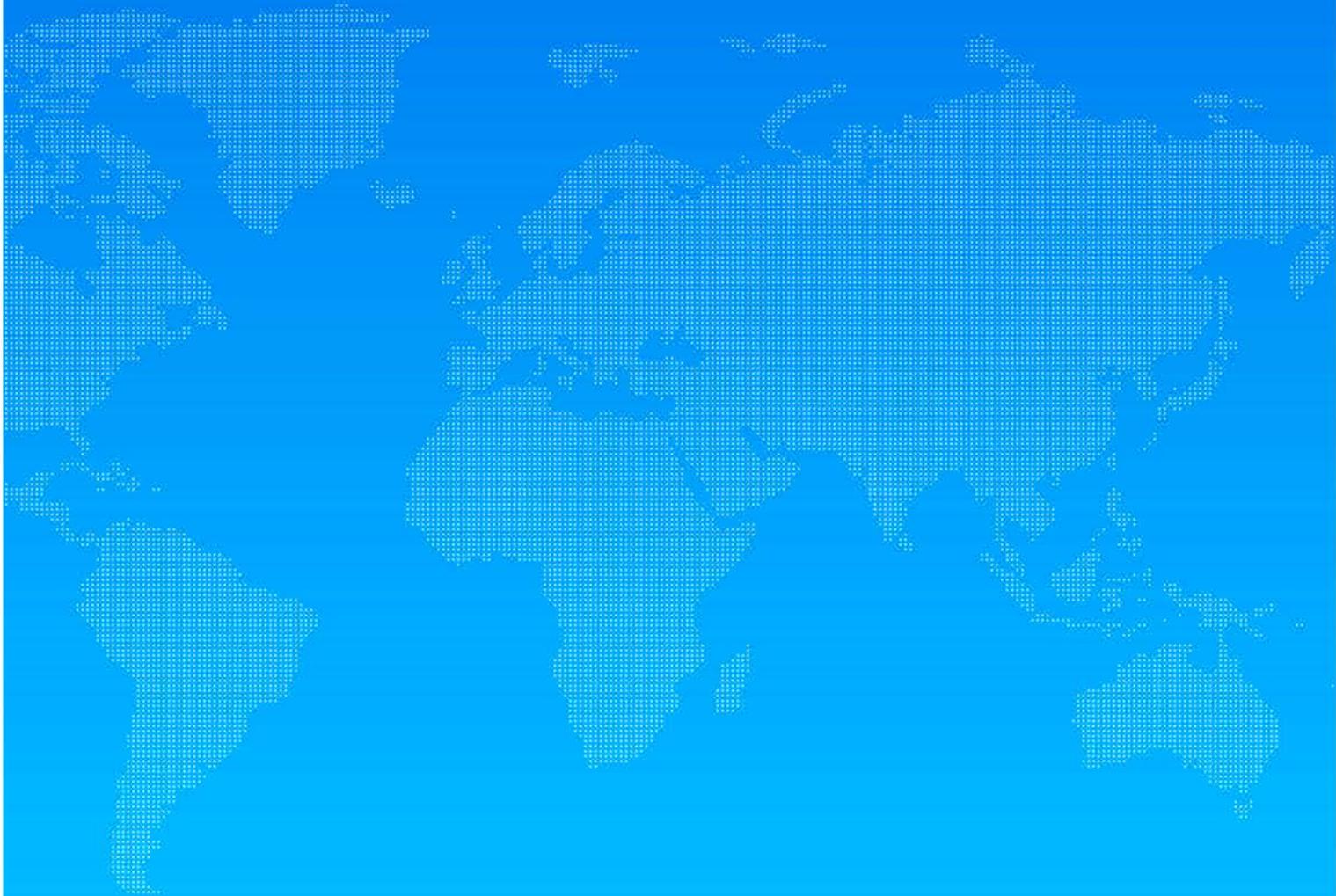




Australian Government

Department of Foreign Affairs and Trade



Aid Adviser Remuneration Framework

Version 5 – August 2015

Version Control

Version	Date	Update
5.0	August 2015	Guideline updated to reflect: <ul style="list-style-type: none">• Change in delegate to approve remuneration above MRP from FAS to AS or Minister-Counsellor (SES Band 1) level;• Link to new Commercial Partner Performance Assessment Guideline

Contents

1. INTRODUCTION	4
1.1 Aid Adviser Remuneration Framework	4
1.2 Objectives	4
1.3 Adviser definition	4
2. APPLICABILITY OF THE FRAMEWORK	4
3. HOW TO USE THE FRAMEWORK	5
3.1 Determine the need for an adviser	6
3.2 Prepare Terms of Reference	6
3.3 Determine if the Framework applies	6
3.4 Classify the Terms of Reference against the Framework	7
i. Duration of engagement	7
ii. Professional Discipline Categories	7
iii. Job Levels	7
3.5 Undertake a selection process	8
3.6 Determine remuneration offer	8
i. Determine pay point	8
ii. Allowances	9
iii. Adviser Support Costs	10
3.7 Making an offer to the preferred candidate	11
i. Management fees	11
3.8 Prepare and sign contract	12
Attachment A : Short-term Adviser Remuneration Tables	13
Attachment B : Long-term Adviser Remuneration Tables	14
Attachment D : Job Levels	19

1. INTRODUCTION

1.1 Aid Adviser Remuneration Framework

The Aid Adviser Remuneration Framework (the Framework) defines DFAT's policies and procedures for determining the remuneration of commercially contracted international advisers. The Framework requires that advisers are paid in accordance with the market-based remuneration rates and prescribed set of allowances outlined in this document. Benchmarked against other aid agencies and Australian labour market standards, the Framework ensures that adviser remuneration represents value for money and is appropriate to the type and level of technical expertise required for each particular task. The Framework also defines how adviser performance history is to be documented and used to inform future employment and to ensure the agency is achieving value for money. This document explains how DFAT staff and managing contractors are expected to apply the Framework to their adviser engagements.

1.2 Objectives

The Framework has three main objectives:

- Market-tested competitive remuneration – to ensure DFAT is not paying above market value for commercially contracted advisers.
- Consistency – to remove the potential for over-paying advisers by capping remuneration and minimising scope for negotiation through a standardised remuneration scale.
- Value for money – to demonstrate value for money achieved from commercially contracted international advisers by applying market-tested remuneration rates and assessing past performance history more thoroughly.

1.3 Adviser definition

An adviser is an individual who provides advice on the strategic direction and/or implementation of the Australian aid program. This includes:

- technical expertise and advice to counterpart governments and/or other in-country development partners;
- technical advice to DFAT on the delivery of the aid program; or
- leadership and oversight or technical inputs for the delivery of an DFAT project.

2. APPLICABILITY OF THE FRAMEWORK

2.1 The Framework only applies to advisers who are contracted:

- **commercially** – either directly by DFAT or via a managing contractor (note: managing contractors include non-government organisations if the basis of the funding agreement with DFAT is a commercial contract); **and**
- **internationally** – adviser positions are classified as 'international' where the required expertise cannot be sourced locally, either because the local market is not mature enough or the required skills being transferred to the beneficiary country can only be obtained from

abroad. It is important to note that this classification does NOT relate to the nationality of the adviser.

2.2 Note that this means the Framework does not apply to:

- non-project, ongoing administrative and head office staff of managing contractors;
- ‘locally engaged staff’ engaged through the local labour market (including those in advisory and administrative or logistical roles);
- Australian public servants (including those in advisory roles) engaged through employment contracts on Australian Public Service terms and conditions;
- individuals (including those in advisory roles) engaged through the terms and conditions of a grant agreement using the grant recipient’s own procurement processes (e.g. partner governments, bilateral or multilateral organisations);
- individuals engaged in humanitarian and emergency response missions at the time of crisis; or
- volunteers.

For all engagements relating to DFAT staff advisers, overseas-based staff and whole-of-government deployees, DFAT staff may contact Human Resources Branch for information relating to remuneration, terms and conditions and recruitment processes.

3. HOW TO USE THE FRAMEWORK

Quick Guide to using the Framework:

1. Determine the need for an adviser
2. Prepare Terms of Reference
3. Determine if the Framework applies
4. Classify the Terms of Reference against the Framework:
 - i. Determine duration of engagement, i.e. whether *short term or long term*.
 - ii. Identify the expertise – the professional discipline category.
 - iii. Identify the level of responsibility – the *job level*.
5. Undertake a selection process to identify suitable candidates.
6. Determine remuneration offer
 - i. Determine appropriate pay point in the applicable Framework remuneration table.
 - ii. Determine eligibility of preferred candidate for *allowances* – use *the Remuneration Calculator* to calculate the total remuneration package.
 - iii. Determine adviser support costs
7. Make an offer to the preferred candidate and negotiate *management fee*, where applicable.
8. Prepare and sign contract, subject to relevant approvals.

3.1 Determine the need for an adviser

In consultation with the partner government, DFAT must determine the need for an adviser, rather than some other form of technical assistance, with reference to the DFAT policy document *Use of Advisers in the Australian Aid Program – Operational Policy: Adviser Planning, Selection and Performance Management*.

3.2 Prepare Terms of Reference

Where DFAT and the partner government have determined that an adviser is required, a Terms of Reference must be prepared. DFAT's policy on *Use of Advisers in the Australian Aid Program – Operational Policy: Adviser Planning, Selection and Performance Management* provides guidance on preparing Adviser Terms of Reference, including the need to clearly articulate the objectives and deliverables of the adviser position, the expertise required and how the position will be managed.

3.3 Determine if the Framework applies

To determine if the Framework applies to the adviser engagement, DFAT and the partner government must agree on the:

- type of adviser (e.g. international or locally engaged); and
- mechanism for engagement (e.g. through the partner government or managing contractor)

The Framework will apply if the position is 'international' and the mechanism for engagement is through a managing contractor or a commercial contract between DFAT and the adviser.

To determine if the position is 'international' consider the following:

- Are the required skills obtainable locally? If yes, the position should be classified as a locally-engaged role and the Framework does not apply, except to act as a cap on adviser remuneration.
- Is the objective to invest in local expertise? If yes, the position should be classified as a locally-engaged role and the Framework does not apply, except to act as a cap on adviser remuneration.
- Is the objective to attract international expertise not yet available in the local market or which could enhance the local market through skills transfer? If yes, then the Framework applies.
- Where a position designated as 'locally engaged' fails to yield a suitable candidate, reconsider the skill set required and whether the outcomes could be delivered by another approach such as by a team of internationally and/or 'locally engaged' advisers. If the position is re-advertised as an international position, then the Framework applies.

The nationality of the selected adviser has no bearing on remuneration. For example, if an Indonesian citizen wins an adviser position in Indonesia that has been classified under the Framework then the Framework rates apply. Similarly if an expatriate wins a position that is advertised in Indonesia as a locally engaged adviser role, they would be remunerated in line with advertised local labour market rates.

3.4 Classify the Terms of Reference against the Framework

There are three factors that determine the classification of the adviser position under the Framework:

- Duration of engagement (short term or long term)
- Required expertise/skills for the position (Professional Discipline Categories A to D)
- Required level of experience (Job Levels 1 to 4)

The combination of these three factors provides a remuneration range in the Framework remuneration tables at [Attachments A and B](#).

i. Duration of engagement

A long-term engagement is when an adviser is engaged for more than six months of continuous inputs over the contract period. Long-term advisers are paid a monthly remuneration rate. Any other arrangement is considered short term and the adviser is paid a daily remuneration rate.

If continuation of a short term adviser input is required beyond six months the position may be extended at the agreed short-term rates or reclassified as long term depending on the circumstances of the extension. This will require a contract amendment and early engagement with DFAT's Contracting Services Branch (CVB) will help ensure the transition is effectively handled.

Where a team of long and short-term advisers is required, using a managing contractor has administrative advantages – especially where team composition cannot be clearly defined at the outset. The technical support provided by a managing contractor may also be preferable in some cases where replacement personnel need to be mobilised quickly.

ii. Professional Discipline Categories

The Framework describes four Professional Discipline Categories (A to D) which are listed in [Attachment C](#). Each category reflects the difference in market value of different professional disciplines. You must match the skills required to the appropriate category for the adviser position. Where a position contains significant elements of more than one discipline the role should be remunerated at the rate of the Professional Discipline Category that comprises the majority of the role.

If you are seeking expertise that is not defined in the Professional Discipline Categories, you should choose the category that includes a comparable discipline. Where no comparable discipline exists, you will need to undertake market research in order to determine the appropriate category. Proposed rates must be cleared by CVB through the standard contract clearance process.

iii. Job Levels

The Framework describes four Job Levels (1 to 4) which are listed in [Attachment D](#). The Job Levels provide a guide to the complexity, responsibility, accountability and experience that would typically be expected from an adviser in the position.

DFAT should consider the full range of Job Levels, and staff are encouraged to classify adviser roles at lower levels where the skills gained at an earlier career stage are sufficient for the role.

Job Levels 1 to 3 represents the spectrum of entry, mid and senior levels. Job Level 4 represents roles equivalent to the senior executive tier of an organisation. For example, an Executive Director of an organisation; team leader of a large, high risk and complex multi-disciplinary team (e.g. large infrastructure project); or a senior adviser reporting to or working alongside the executive tier of the organisation.

3.5 Undertake a selection process

The Framework applies to both competitive selection processes and direct sourcing. Where the Framework applies, all advertised positions must clearly state the Framework classification in the Terms of Reference (e.g. short term C3 or long term B2) and attach the remuneration tables contained in **Attachments A and B** of this document. Allowances and management fees will be payable subject to the adviser meeting conditions outlined in the Framework and at DFAT's discretion.

3.6 Determine remuneration offer

The Framework remuneration tables at **Attachments A and B** provide an Entry Rate, Market Reference Point (MRP) and Maximum Rate.

- Advisers who meet the minimum level of experience identified in the Job Level description will be offered the *Entry Rate*.
- Advisers who exceed the minimum appropriate experience for the relevant job level will be offered a rate that can be up to and including the MRP.
- Positions identified as requiring *scarce skills* or advisers with a relevant and demonstrated outstanding *performance history* can be remunerated at a *Premium Rate* up to and including the *Maximum Rate* with appropriate authorisation. Remuneration at premium rates is at the discretion of the relevant DFAT Assistant Secretary (AS) or Minister-Counsellor (SES Band 1). The AS CVB should be copied on the Minute seeking access to premium rates and provided with a copy of the signed approval.
- Only the DFAT First Assistant Secretary, Contracting and Aid Management Division (FAS ACD) is authorised to approve pay offers beyond the *Maximum Rate*.

Note: All rates in the Framework remuneration tables are inclusive of superannuation. Framework rates for long-term advisers are inclusive of 20 days annual leave. Advisers wishing to take more than 20 days leave over the course of a year will need to 'purchase' the additional leave on a pro rata basis in line with the conditions of the contract.

i. Determine pay point

To determine the appropriate pay point in the remuneration tables at **Attachments A and B**, you must:

- determine whether the position requires scarce skills; and
- assess the preferred candidate's credentials and past performance history.

Scarce Skills

Scarce skills refer to a shortage of sufficiently qualified or experienced candidates. This could be due to, for instance, skills being related to a new emerging occupation or special licensing or registration requirements necessary for the role.

Each case of scarce skills for an adviser position must be assessed on a case by case basis. No blanket exemptions apply.

Where the necessity for scarce skills is identified prior to sourcing the adviser, the Terms of Reference or advertised position will indicate if the role has been identified as exemption from using the ARF rates. This must be approved by the DFAT FAS ACD prior to approaching the market. Similarly, if scarce skills are identified after approaching the market, an offer of premium rates to the preferred candidate must be approved by the DFAT relevant AS or Minister-Counsellor (SES Band 1). The AS CVB should be copied on the Minute seeking access to premium rates and provided with a copy of the signed approval.

Performance History

Before making a pay offer to the preferred candidate, you must check the preferred candidate's performance history. Refer to DFAT's [Commercial Partner Performance Assessment Guideline](#) for comprehensive information on this issue, including definitions of performance ratings. Relevant to the application of the Framework, it is important to note that:

- A *good performance* history or referee checks can be used to justify a pay offer up to the Framework MRP.
- An *outstanding performance* record with DFAT or through other demonstrated means over the past five years may be used to support a business case to pay premium rates.
- A record of *less than satisfactory performance* over the past five years may indicate a case not to engage the candidate.
- Referee reports and performance information from other sources may be considered alongside DFAT performance assessments in determining whether an adviser's performance history justifies a remuneration offer at premium rates.

For all adviser engagements and re-engagements DFAT staff must check the [Contractor and Adviser Performance Register](#), and contact DFAT's [Commercial Analysis and Strategic Sourcing \(CAS\) team](#) to obtain performance information for past assignments from the Register **before** making an offer.

Managing contractors should request the DFAT staff managing the activity to check the Register for adviser personnel they wish to engage for a DFAT-funded activity. For information on the use of performance information during a tender process refer to the specific request for tender documentation issued by DFAT.

Note that copies of Adviser Performance Assessments will not be released outside DFAT.

ii. Allowances

In addition to the remuneration rate, advisers may also be eligible for additional entitlements (i.e. allowances). When these are agreed, the [Adviser Remuneration Calculator](#) should be used to determine the total remuneration package for adviser positions.

Short term Advisers

For short-term advisers, *fixed daily travel rates* (or per diems) are prescribed by DFAT for each country, which are in line with equivalent rates paid to DFAT staff undertaking short term travel.

Long term Advisers

Allowances to long term advisers are payable at DFAT's discretion. Long term advisers may be eligible for:

- *Mobility Allowance*: intended to compensate advisers for personal impacts and cost of living differences associated with leaving their permanent country of residence on a long-term basis. This allowance is based on an equivalent allowance for long-term DFAT posted staff. It is calculated as a percentage of salary and varies depending on whether the adviser is accompanied by a spouse or partner.
- *Special Location Allowance*: may apply to advisers engaged in the following locations as determined by DFAT in its conditions for overseas service: Iraq, Afghanistan, Pakistan and remote localities outside capital cities in other countries.

iii. Adviser Support Costs

Adviser support costs are expenses incurred by the adviser that are directly related to their assignment. These costs are reimbursed by DFAT at cost and up to a prescribed limit set by DFAT in the contract. Support costs for *short and long term advisers* may include, but not be limited to:

- Short-term accommodation
- Airfares and other work related transport costs
- Compulsory arrival and departure taxes
- International communication costs
- Medical insurance
- Security costs, where applicable

In addition *long term advisers* may also be eligible for reimbursement of reasonable costs associated with

- Long-term accommodation
- Mobilisation/demobilisation
- Learning and development costs required for the position, as agreed by DFAT

Accommodation costs

Accommodation (hotel) costs for *short-term advisers*, as defined in the contract, are prescribed by DFAT for each country, which are in line with equivalent rates paid to DFAT staff undertaking short term travel.

Accommodation (rental) costs for *long-term advisers* are capped and reimbursed **at actual cost** incurred. It is **not** payable if a spouse/partner is already receiving housing allowance from DFAT or another employer.

DFAT maintains a list of [maximum monthly accommodation rates](#) for *long term advisers* by city, which is updated annually based on location-specific market data for rental accommodation. The rates reflect the monthly rental cost of an expatriate-standard mid-range three bedroom apartment. For locations not included in DFAT's long-term accommodation caps, advisers should obtain three quotes demonstrating a reasonable effort to obtain accommodation at the standard described. The lowest-cost quote can be approved where DFAT finds the quote reasonable. Records must be kept to allow verification that this process has been followed.

Advisers may choose to share accommodation where DFAT finds this is reasonable and provides value for money. In this instance DFAT will reimburse each individual adviser's contribution to the lease upon proof of expense.

Advisers may choose to rent accommodation at a higher rate than is covered by DFAT's maximum monthly accommodation rates for the relevant location. Excess rental costs will be at the adviser's own expense.

Managing contractors should request the relevant accommodation rates from DFAT staff managing the activity for adviser personnel they wish to engage.

3.7 Making an offer to the preferred candidate

After you have calculated the preferred candidate's total remuneration package and support costs, you may make an offer to the preferred candidate. If the adviser is eligible to charge management fees, the following applies.

i. Management fees

Management fees¹ vary depending on the market, company structure, location where services will be provided and the nature of services being procured. They will be determined on a case by case basis as a result of a competitive approach to market. In instances where advisory services are directly sourced without a competitive process, DFAT staff should seek advice from the CVB through the standard contract clearance process.

DFAT's treatment of management fees will vary according to the selection process and nature of the adviser engagement.

- For advisers engaged through an open competitive procurement process, either for individual activities or as part of teams, tender documentation will be structured so that management fees are separated from individual adviser remuneration and any identified adviser support costs. Management fees will be assessed through the competitive assessment of tender proposals.
- For individual advisers, management fees are limited to insurance costs that are not solely linked to the current assignment and therefore will not be reimbursed at cost (e.g. professional indemnity insurance) and a contribution to any office running costs. These overheads must be justified and clearly documented and may not exceed ten per cent of the total adviser remuneration. Individual advisers cannot charge for profit.

For advisers engaged through a company, management fees must be clearly documented and justified. DFAT staff must carefully consider this justification prior to passing to CVB for clearance. Eligible management fee components will be defined in the contract and may include:

- profits, including commercial margins and mark-up for personnel and project management;
- financial management costs;
- costs of contractor administrative and head office staff, including the cost of a contractor representative, if any;

¹ DFAT contracts and tender documentation will prescribe what is chargeable in the management fee. As a general rule the management fee may include indirect overheads (i.e. legitimate costs that are indirectly attributable to the adviser assignment), direct overheads (i.e. legitimate costs directly attributable to the assignment that are not covered in adviser support costs) and/or company profit.

- costs associated with establishing and maintaining premises and equipment, including utilities;
- insurance costs as required by the contract, but exclusive of the costs of medical insurance for advisers;
- taxation, as applicable;
- costs of complying with the contractor's reporting and liaison obligations under the contract;
- costs associated with all personnel briefings in Australia or in-country;
- costs associated with any subcontracting and procurement of goods and services;
- costs, including domestic and international travel, accommodation, per diems, and local transport costs where required for contractor head office personnel;
- any other overheads required to perform the services;
- any escalators; and any allowance for risks and contingencies.

3.8 Prepare and sign contract

When all adviser costs have been agreed between the relevant parties, the preparation and signing of a contract may proceed. DFAT staff must ensure they have sought all relevant approval/s for spending proposals relating to advisers, that the draft contract has been cleared by CVB, and all CVB comments and amendments have been actioned and approval/s have been sought to enter into a contract with the preferred adviser or managing contractor.

An adviser's remuneration under the Framework is specified in the contract and remains for the duration of the contract, regardless of any changes to Framework rates that may be made subsequent to the contract being signed. For long term engagements, advisers may be able to negotiate an escalator to Framework rates in their contract, based on reasonable and agreed increases due to anticipated increases in the cost of living.

Attachment A : Short-term Adviser Remuneration Tables

Discipline Group A

Job level	AUD - daily remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	308	← Up to 2 →	347	← >2 to 5 →	← →	462
2	408	← Up to 5 →	459	← >5 to 10 →	for advisers with an outstanding performance history	612
3	540	← Up to 10 →	607	← >10 to 15 →		or for scarce skills
4	618	← Up to 15 →	696	← >15 →	← →	928

Discipline Group B

Job level	AUD - daily remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	302	← Up to 2 →	340	← >2 to 5 →	← →	454
2	436	← Up to 5 →	490	← >5 to 10 →	for advisers with an outstanding performance history	654
3	565	← Up to 10 →	636	← >10 to 15 →		or for scarce skills
4	649	← Up to 15 →	730	← >15 →	← →	973

Discipline Group C

Job level	AUD - daily remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	318	← Up to 2 →	358	← >2 to 5 →	← →	478
2	433	← Up to 5 →	487	← >5 to 10 →	for advisers with an outstanding performance history	649
3	593	← Up to 10 →	667	← >10 to 15 →		or for scarce skills
4	682	← Up to 15 →	768	← >15 →	← →	1024

Discipline Group D

Job level	AUD - daily remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	354	← Up to 2 →	399	← >2 to 5 →	← →	531
2	491	← Up to 5 →	553	← >5 to 10 →	for advisers with an outstanding performance history	737
3	679	← Up to 10 →	764	← >10 to 15 →		or for scarce skills
4	774	← Up to 15 →	871	← >15 →	← →	1161

Attachment B : Long-term Adviser Remuneration Tables

Discipline Group A

Job level	AUD - monthly remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	5,658	← Up to 2 →	6,366	← >2 to 5 →	← →	8,488
2	7,482	← Up to 5 →	8,418	← >5 to 10 →	for advisers with an outstanding performance history	11,224
3	9,918	← Up to 10 →	11,158	← >10 to 15 →		or for scarce skills
4	11,322	← Up to 15 →	12,737	← >15 →	← →	16,983

Discipline Group B

Job level	AUD - monthly remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	5,590	← Up to 2 →	6,289	← >2 to 5 →	← →	8,386
2	8,061	← Up to 5 →	9,068	← >5 to 10 →	for advisers with an outstanding performance history	12,091
3	10,412	← Up to 10 →	11,714	← >10 to 15 →		or for scarce skills
4	11,907	← Up to 15 →	13,395	← >15 →	← →	17,860

Discipline Group C

Job level	AUD - monthly remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	5,887	← Up to 2 →	6,623	← >2 to 5 →	← →	8,830
2	8,026	← Up to 5 →	9,029	← >5 to 10 →	for advisers with an outstanding performance history	12,039
3	10,946	← Up to 10 →	12,314	← >10 to 15 →		or for scarce skills
4	12,545	← Up to 15 →	14,114	← >15 →	← →	18,818

Discipline Group D

Job level	AUD - monthly remuneration rates				Premium rates	Maximum
	Entry rate	Years of relevant experience	Years of relevant experience	MRP		
1	6,601	← Up to 2 →	7,426	← >2 to 5 →	← →	9,901
2	9,156	← Up to 5 →	10,301	← >5 to 10 →	for advisers with an outstanding performance history	13,734
3	12,620	← Up to 10 →	14,197	← >10 to 15 →		or for scarce skills
4	14,335	← Up to 15 →	16,127	← >15 →	← →	21,502

Attachment C : Professional Discipline Categories

Discipline Category Group A

General Administration and Corporate Services
Administrative Services
Contracting and Purchasing
Facilities/Travel
Program Budgeting
Printing/Graphics & Cartography
Human Resources Administration
Financial Management
Public Affairs and Communication

Data and Information Services
Documentation and Records Management
Computers/Communications & Technical Support, incl:
Hardware, software and training
Web maintenance/Homepage design

Accounting, Audit and Statistics
Accounting
Internal Audit
Statistics

Procurement and Grant Administrative Services
Administrative Services and Support
Tender and Grant Process Administration

Discipline Category Group B

Agriculture
Agricultural Extensions
Agro Industry/Agribusiness Management
Agronomy
Fisheries
Forestry
Livestock
Natural Resource Management
Tree Crops
Statistics

Food Security and Rural Development
Agricultural productivity
Rural Market Development
Social Protection

Humanitarian, Emergency, Risk Management
Humanitarian Policy

Information Systems
Communications
Data Communications and Infrastructure, incl:
Network administration
Voice communications
Systems software design & implementation
Large scale data management
- System design
IT Engineering

Social and Political Science

Human Resources Development

Logistics

Education
Training

Public Health
Nutrition
Nursing
Occupational Health

Research

Gender

Governance
Political Democratic Governance
Public Sector Management
Governance Reforms and Decentralisation
Governance Support Services

Social Development
Social Development – Safeguards incl:
resettlement and displacement of indigenous
people
Social Development
Child Protection
Human Rights
Political and Social Analysis and Social
Change
Communications for Development (C4D)

Community Development (Related to
Infrastructure)

Fragility and Conflict
Fragility and Conflict training and Advisory
Support

Discipline Category Group C

Biological Sciences and Ecology
Biological Sciences and Ecology
Biotechnology

Climate Change and Environmental Services
Mitigating and Avoiding Greenhouse Gas
Emissions
Climate Change Adaptation
Assessment/Monitoring
Biodiversity
Waste
Natural Resources
Pollution
Sustainable Development

Economics/Financial Analysis
Economics/financial analysis, incl:
Project feasibility study
Sector study
Econometrics modelling
Environmental economics
Fiscal
International trade/Finance
Labour economics/employment
Macroeconomics (including policy)
Management accounting
Microeconomics
Monetary
Poverty
Procurement / Public Finance Management

Engineering
Architecture
Chemistry
Carbon market
Clean development mechanisms
Energy
Environmental engineering

Due Diligence
Due Diligence
Financial Due Diligence

Infrastructure
Transport
Urban Development
Energy and Information, Communications
and Technology
Infrastructure Management
Public Buildings
Water and Sanitation

Industry
Mining
Geology
Petroleum Gas
Power
Telecommunications

Project Management
Country Operations Management
Project monitoring, operations & evaluation

Legal (General)

Medicine (General)

Design
Strategic Programming
Operational Design (Activity and Program)
Organisational Capacity Building (Strategy
development, design and monitoring and
evaluation)
Theory of Change/ Program Logic Facilitation

Monitoring and Evaluation
Strategic Evaluation
Strategic Monitoring and Program
Performance Systems
Activity Monitoring and Performance Systems
Activity Evaluation

Capacity Development

Humanitarian, Emergency and Disaster Risk
Management
Disaster Risk Management (DRM)
Humanitarian Emergency and Preparedness
Response
Humanitarian Policy
Disaster Risk Reduction (DRR)
Assistance to Refugees and Displaced
People

Procurement and Grant Administration
Services
Probity Services
Procurement and grant policy / project
management

Procurement Assessment and Capacity
Development Advisory Services
Procurement
Assessment and Capacity Development
Advisory Services

Discipline Category Group D

Finance and Investment (specialised)
Banking
Build Operate
Transfer (sectoral/ country level)
Capital Markets
Finance/Fund Management/Co-finance
Guarantee/Insurance
International trade
Investment
Public/Private Partnerships
Sector Pricing/Tariffs
Specialised Finance (insurance, social security, pension schemes)

Institutional Reform
Organisational planning and management
Strategy development
Private sector development and restructuring
Private Sector Development/ Privatisation
Public enterprise management and restructuring

Legal (specialised)
Deregulation
Judicial Strengthening & Regulation

Public Finance Management & Fiscal Decentralisation

Governance
Governance reforms and Decentralisation

Attachment D : Job Levels

Level	Description	Indicative requirements
1	Performs a variety of research and analytical tasks requiring independent initiative. However, the overall direction of the work is clearly defined and forms a component of a larger project. Work is performed under guidance. Contacts with counterparts predominantly at the administrative level.	<ul style="list-style-type: none"> • Up to 5 years relevant experience in one or more professional disciplines, or equivalent combination of relevant education and experience. • Theoretical base in subject area, with ability to translate theory into practice • Thematic/regional knowledge (where required)
2	Performs professional level analysis or research requiring technical skills and independent initiative within a well defined program of work. Works with limited supervision. Contacts with counterparts predominantly at a working level.	<ul style="list-style-type: none"> • 5 or more years' relevant experience in one or more professional disciplines, or equivalent combination of relevant education and experience. • Thorough knowledge of functional area, combining a broad grasp of relevant theory and principles • Ability to participate in multi disciplinary teams and to work independently. • Strong thematic/regional knowledge (where required)
3	Provides informed technical or policy advice and or advises on complex program. Ability to coordinate contributions of other specialists to complete a joint project. Recognised as an expert in the field with appropriate academic qualifications and substantial professional experience. Contacts with counterparts predominantly at strategic/management level.	<ul style="list-style-type: none"> • 10 or more years' relevant experience in one or more professional disciplines, or equivalent combination of relevant education and experience. • Strong theoretical base in subject area, with ability to translate theory into practice • Leadership with ability to function as team leader and ability to coach and mentor more junior staff. • Thematic/regional expertise (where required)
4	Acts as a senior adviser on major policy work or is responsible for leading complex projects/programs, usually involving the participation of one or more multidisciplinary teams. Strong academic background and or internationally recognised professional status in the field. Extensive relevant professional experience including at senior advisory or managerial levels. Contacts with counterparts predominantly at strategic/management level.	<ul style="list-style-type: none"> • 10 or more years' professional experience or equivalent combination of education and experience. • Outstanding theoretical base in subject area, with ability to conceptualise, design and implement major projects and to produce major/complex reports or studies. • Outstanding thematic/regional expertise (where required) • Demonstrated professional leadership and ability to lead a team of professionals and ability to coach and mentor more junior staff.