



Terms of Reference

Development of a salary scale for Community Building Mitrovica (CBM)

About CBM:

Community Building Mitrovica (CBM) is a local non-governmental organization (NGO) operating in the field of peace and community building in the wider region of Mitrovica, northern municipalities of Kosovo. The overall aim of CBM is to facilitate contact and dialogue between citizens in the whole of Mitrovica municipality. CBM's staff consists of devoted citizens – both Serbs and Albanians – who grew up in this region and want to restore the previous confidence and even friendship that war and politics have destroyed.

By supporting many concrete projects which address the direct needs of the local communities, CBM contributes in a modest way to this aim. The work of the past years has gained the organization a strong reputation on both sides of the Ibar. CBM's strategic and programmatic ambitions relate to: improving intensity and quality of inter-ethnic collaboration in the Mitrovica region, particularly among youth; and strengthening the responsiveness and accountability of local institutions, including by advocating for more citizen inclusion at the local level and greater inter-municipal cooperation.

CBM's projects are open to members of all communities living in Mitrovica and wider. CBM often cooperates with other NGOs, helps out with local initiatives, and works with local governmental institutions and international organizations in order to initiate, develop, and implement activities, for the benefit of the communities, in Mitrovica and wider.

Background of this assignment

Community Building Mitrovica is currently pursuing institutional strengthening through an organizational development process supported by the PeaceNexus Foundation. For the past year, CBM has been fully engaged in two parallel processes:

- a) developing a strategy document reflecting CBM's impact ambition and its strategic direction and
- b) revisiting the internal structure and drafting a new organigramme.

Both processes were participatory as the staff was actively engaged in several workshops for in-depth discussions around strategic objectives that CBM should pursue. This work resulted in a new draft organigramme. However, before implementing the new organigramme, it is necessary to develop a salary scale that would be aligned with the new organigramme and realistic in view of CBM's budgetary and operational constraints. Until now, CBM has never had a formal salary scale and allocated salaries based on various project constraints. Moving forward, CBM would like to have a stronger institutional policy and provide staff with more clarity regarding how their compensation could evolve.



Objectives of the assignment:

Through the assignment, CBM wants to:

- Know how its current salaries compare to similar organizations and identify what changes it should aim for so as to remain a competitive and fair employer.
- Have a formal salary scale that would:
 - Ensure that compensation levels match the level of responsibility of each position
 - Ensure that equivalent positions receive equivalent compensation
 - Clarify the ranges and steps for each position as well as provide guidance regarding the salary starting point of each position
 - Provide internal clarity about the policy for salary increases
- Have clarity about the budgetary implications of the proposed scale and current situation (so that the development of new proposals is aligned with the scale)

Tasks and deliverables

This assignment requires delivering on the following tasks and deliverables:

1) Analysis of the current situation and market research

Tasks:

- Inception conversations with CBM's leadership to better understand the current situation.
- Review of background documents provided by CBM, including overview of current positions and salaries; 2022 budget and past staffing budgets; draft organigramme and terms of reference; HR manual, Employee Handbook and other relevant documents.
- Conducting market research on the salaries and benefits offered by comparable organizations.

Deliverable:

- Paper outlining the findings of the market research and desk review, outlining the issues and questions that CBM should address with the scale. The paper should outline any current compensation discrepancy (within CBM and in relation to the comparison established by the market research).

2) Identification of the most pressing adjustment (if any) and proposal of a draft scale

Tasks:

- Develop a draft salary scale, inclusive of ranges and steps for each position. Note that the proposed salary scale should be based on the draft organigramme and ideally be designed in



a way that makes it implementable both with the current level of funding and in case of greater funding. In case this is not possible, the expert should develop different options.

- Identify and list the implications of the proposed changes and scale
- Identify and develop a policy for CBM in terms of increase/promotion policy.

Deliverable:

- Draft scale (or scale options) and accompanying rationale.
- Overview of the financial implications of the proposed scale (what changes would be needed to make compared to current situation and how much would those changes cost)
- Proposed merit-based guidance for setting salaries and proceeding to increases. The consultant should provide guidance so that CBM's leadership knows where to set the starting salary of each employee. He/She should also draft guidance that clarifies how salary increases can take place.

3) Finalization of the scale based on feedback

Task:

- Adapt the scale and recommendations as needed based on feedback

Deliverable:

- Final scale and recommendations, including which changes to put in place first in case financial constraints make the immediate implementation of all proposed changes impossible.

Profile requirements:

The consultant/expert profile and requirements for this assignment are as the following:

- Extensive experience on human resources (HR) management.
- Experience as external advisor on HR related consultancies.
- Previous experience in completing market research and drafting salary scales.
- Previous advisory experience with civil society organizations.
- Excellent writing and analytical skills.

Timetable:

This assignment is envisaged to take up to 10-15 consultancy days, broken down as follows:

- 3-4 days for initial desk review and market research and compile the main findings
- 5-7 days to days prepare the first draft of the scale, including its rationale
- 5 days to finalize the scale based on feedback

CBM would like to have the scale by the beginning of September 2022.



Application process:

If you are interested in this assignment, please submit the following documents to CBM at procurement@cbmitrovica.org, not later than **27th of July 2022**.

- CV (not exceeding 4 pages)
- Expression of interest that outlines applicants:
 - i) experience with similar mandates,
 - ii) proposed approach to the market research and what background documents would be needed from CBM to complete the mandate and
 - iii) availability (in terms of timeframe)
- Financial offer (inclusive of fees and any material costs)