

# Terms of Reference (ToR) - Remuneration Consultant

## 1. Background

**Community Partners International (CPI)** is a U.S. nonprofit organization working in partnership with conflict-affected, hard-to-reach and underserved communities in Southeast Asia to expand access to quality health services and generate the resources, local capacity and coordination necessary to meet their own health, learning, and development needs. CPI operates Country Offices in Myanmar, Thailand and Bangladesh with approximately 250 staff members.

CPI seeks to engage an experienced Remuneration Specialist to conduct an independent review of the organization's salary scale structure, overall remuneration package and merit-based reward mechanisms.

The purpose of the assignment is to ensure that the remuneration framework is:

- Internally equitable
  - Externally competitive within relevant labor markets
  - Aligned with organizational values, performance management and affordability
  - Clear, transparent and consistently applied
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## 2. Objectives of the Assignment

The primary objective is to assess and strengthen the organization's remuneration framework by:

1. Reviewing the existing salary scale and job grading structure
  2. Evaluating the total remuneration package (fixed and variable elements)
  3. Assessing the merit increase and reward mechanisms
  4. Providing evidence-based recommendations for improvement
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## 3. Scope of Work

The consultant will be expected to undertake the following tasks:

### A. Review of Salary Scale and Job Structure

- Analyze the current salary scale(s), grades, and step progression
- Assess internal equity across roles, functions, and levels
- Review alignment between job descriptions, grades, and pay levels

- Identify gaps or inconsistencies within the scale

## **B. Market Benchmarking**

- Benchmark salary levels against relevant comparator organizations using two existing benchmarks (MSF and Birches)
- Review competitiveness of salaries at key job families and levels
- Assess positioning of the organization (e.g. median, below/above market)

## **C. Review of Total Remuneration Package**

- Assess fixed pay and allowances (e.g. cost of living, transport, housing, hardship)
- Review benefits (e.g. health insurance, pension, leave entitlements)
- Assess non-financial rewards where relevant
- Evaluate affordability and sustainability of the package

## **D. Review of Merit-Based Rewards and Increments**

- Review the current merit increase / performance reward system
- Assess clarity, fairness, and linkages between performance management and pay
- Identify risks of bias, inequity, or inconsistent application
- Review governance and decision-making processes related to pay increases

## **E. Recommendations and Options**

- Propose clear, actionable recommendations, including:
  - Adjustments to salary scales or grade structures
  - Options for market repositioning (if needed)
    - Improvements to merit-based reward mechanisms
- Present cost implications and implementation scenarios including timelines
- Identify risks and change-management considerations

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## **4. Deliverables**

The consultant will deliver:

1. **Inception note**
  - Understanding of the assignment, methodology, and workplan
2. **Draft remuneration review report**, including:
  - Findings on salary scale, remuneration package, and merit rewards
  - Market benchmarking summary

- Identified gaps and risks
- 3. **Final report**, incorporating feedback, with:
  - Clear recommendations
  - Implementation options (short-, medium-, long-term)
  - Cost implications and assumptions
- 4. **Presentation to senior management / leadership** (optional but recommended)

## 5. Methodology

The consultant is expected to use a mixed methodology, which may include:

- Desk review of HR policies, salary scales, and job descriptions
- Analysis of anonymized payroll and grading data
- Market benchmarking using credible salary surveys (MSF and Birches)
- Interviews or workshops with management and HR (if required)

## 6. Duration and Level of Effort

The assignment is expected to be completed within **7 weeks**.

### 13. Project Timeline and Milestones

The assignment is expected to be completed within a defined timeframe, following the indicative phases outlined below. The proposed timeline will be refined during contract finalization, but bidders are expected to structure their proposals around these stages.

Phase	Activity	Indicative Timing
<b>Phase 1: Inception</b>	Contract signing, document review, confirmation of scope, methodology, and workplan	Week 1
<b>Phase 2: Data Collection &amp; Analysis</b>	Review of salary scales, remuneration packages, merit systems, job grading; payroll and policy analysis; benchmarking	Weeks 2–3
<b>Phase 3: Preliminary Findings</b>	Development of initial findings and emerging issues; validation discussions with HR and management (if applicable)	Week 4
<b>Phase 4: Draft Report</b>	Submission of draft remuneration review report with findings and preliminary recommendations	Week 5

<b>Phase 5: Feedback &amp; Validation</b>	Review period by the organization; clarification meetings; incorporation of feedback	Week 6
<b>Phase 6: Final Deliverables</b>	Submission of final report and presentation of findings and recommendations	Week 7

The timeline above is indicative and may be adjusted by mutual agreement.

## 7. Reporting and Management

- The consultant will report to Executive Team and HR & Admin Director
- Day-to-day coordination will be handled by the HR and Admin Director

## 8. Required Qualifications and Experience

The consultant should have:

- Proven experience in remuneration and reward management
- Demonstrated experience reviewing salary scales and grading structures
- Strong expertise in market benchmarking
- Experience designing or reviewing merit-based reward systems
- Familiarity with non-profit / NGO / development sector remuneration (strongly preferred)
- Excellent analytical, report-writing, and presentation skills

## 9. Budget and Resources

### Budget

The total budget for this assignment shall be **defined in the contract** and is expected to cover all professional fees and associated costs required to complete the assignment.

Consultants are required to submit a **financial proposal** that clearly outlines:

- Daily or lump-sum professional fees
- Estimated number of consultancy days
- Any other anticipated costs (if applicable)

### Payment schedule

Payments will be made according to the contract terms and will be linked to deliverables:

- A percentage upon submission and acceptance of the **draft report**
- The balance upon submission and acceptance of the **final report**

Specific payment milestones will be confirmed during contract negotiation

## 10. Application Requirements

Interested applicants should submit the following documents to [recruitment@cpintl.org](mailto:recruitment@cpintl.org) by **22<sup>nd</sup> March 2026**.

(1) CVs	CV must be submitted. Highlight relevant experience aligned with the requirements above.
(2) EOI (1-2 pages)	Technical Proposal - Understanding of scope of work, specific methodology for each objective, tentative work plan for achieving deliverables
(3) Financial Proposal	Daily rate and total cost, preferred payment milestones
(4) Track record Sample	Sample of previous similar and/or relevant assignment that the consultant has done in the past. Confidentiality may be requested for reports.

## Ethical Considerations and Confidentiality

PLEASE NOTE - Given the sensitive nature of the assignment, the consultant will be required to adhere to strict confidentiality and data-protection standards throughout the duration of the engagement and thereafter.

- All data accessed during the assignment must be treated as **strictly confidential**
- The consultant must adhere to data protection and ethical standards
- Any conflicts of interest must be declared