



FIGHT INEQUALITY ALLIANCE (FIA)

GLOBAL SECRETARIAT REMUNERATION AND BENEFITS POLICY

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SIGN OFF AND REVIEW

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POLICY OBJECTIVE

The objective of this policy is to outline the principles that guide the remuneration practices within the Fight Inequality Alliance (FIA). This policy aims to ensure that remuneration is fair, competitive, and aligned with the organisation's strategic objectives and values.

GOVERNANCE OF POLICY

- For any remuneration decisions outside the policy guidelines, a motivation statement will be submitted to the General Secretary for consideration and approval.
- The salary package for the General Secretary will be signed off by the Chair of the Global Council.

SCOPE OF POLICY

- This policy is applicable to FIA Global Secretariat team members on full time and part time contracts, unless otherwise specified. This policy does not apply to Council Members or Board Members whose roles are voluntary and honorific.

REMUNERATION PRINCIPLES

The following overarching principles apply to remuneration of FIA team members:

- FIA endeavours to pay at the 25th percentile of similar organisations. We recognize that while we may not offer competitive salaries when compared to the private sector or UN and INGO sectors salaries, we provide an unparalleled opportunity for individuals who are deeply committed to the fight against inequality and seek to engage in meaningful, impactful work.
- FIA aims to provide remuneration packages which will enable the Global Secretariat to attract and retain excellent team members, considering the following elements:
 - Fair compensation and benefits, i.e., relativity with comparable parts of civil society in the country where posts are located.
 - Affordability: the funds available to Fight Inequality Alliance.
 - Flexibility: the capacity to respond to particular circumstances
 - In terms of competitiveness and the basis for benchmarking salaries, FIA sees itself as paying less than the typical INGOs and slightly more than local NGOs
- **Equal Pay for Equal Work:** FIA is committed to ensuring that team members receive equal pay for equal work considering the context and Cost of Living in countries, regardless of gender, race, age, or any other characteristic protected by law.
- **Non-Discrimination:** All remuneration decisions will be made without discrimination, and FIA will strive to identify and address any existing pay disparities.

JOB EVALUATION AND GRADING

- Job evaluation is the systematic process of determining the relative value of different jobs in an organisation.
- Job roles will be evaluated using a fair and transparent process to determine the relative value of each position within the organisation.
- At the Alliance, the reporting structure and level of remuneration for each position is determined by adopting the principles of the Birches Group Levels. Roles of similar complexity at each organisational level are combined in the same salary band according to the functional job and experience requirements for each individual position.
- The table below outlines the Birches Group Levels and descriptions.
- **Table A: Birches Group Levels and descriptions**

<i>Job family</i>	<i>BG Level</i>	<i>Description of Job family</i>	<i>Experience in job family</i>
<i>General Secretary</i>	13	<i>Overall leadership on achieving FIA's global strategic ambition</i>	<i>12 years strategy and 6 years people management in a decentralized setting</i>
<i>Head</i>	12	<i>Responsible for overseeing the day-to-day operations of the Secretariat and providing strategic guidance and direction</i>	<i>10 years senior level experience in decentralized setting</i>
<i>Lead</i>	11	<i>Responsible for leading the design and implementation of relevant strategy</i>	<i>10 years working in area of expertise</i>
<i>Specialist/C coordinator</i>	10	<i>Development and implementation of strategies, provides strategic leadership and expertise. Responsible for implementing high risk area (Compliance/Finance)</i>	<i>6 years/ Formal qualification where necessary</i>
<i>Officer</i>	9	<i>Ensures efficient functioning and smooth coordination of activities. Supports the implementation of the strategy</i>	<i>At least 6 years' experience working in functional area</i>
<i>Administrator</i>	8	<i>Supports with documentation and reporting, handling information requests, and fostering collaboration among team members</i>	<i>3 years' experience</i>

Jobs at the Alliance are evaluated when:

- The position is new.
- Substantive functions are added or removed from a job.
- Job holders have been fulfilling the functions for at least six months before a job evaluation can take place.
- It is not necessary to reevaluate a job before recruitment, if:
 - The position has been evaluated within the last two to three years.
 - The requirements of the job have not changed since the evaluation.
 - The position being advertised is the same as it was when it was evaluated.

SALARY SCALES

- Each grade level or job family has an associated salary range.
- FIA Secretariat salary grades are based on the Global Grading Scale below with each grade having an Entry, Midpoint and Maximum.
- These Global Secretariat scales have been contextualised to the reality in countries where team members will be based by using the Cost-of-Living Index (COLI) in each country. A comprehensive list of the converted rate of pay in each country is reflected in Appendix A.

- For countries outside of the Global North where the Cost-of-Living Index is higher than the average COLI in the region in which they are based , pay will be aligned to the global pay scale below.
- Countries with higher COLI indexes such as countries the Global North will not exceed the Secretariat Global pay scale.

• **Table B: Global Secretariat salary scales**

	General Secretary (BG 13)	Head (BG 12)	Lead (BG 11)	Coordinator/Specialist (BG 10)	Officer (BG 9)	Admin (BG 7)
Entry	\$74 395	\$61 996	\$49 539	\$40 163	\$32 130	\$26 569
Midpoint	\$81 835	\$68 196	\$54 493	\$44 851	\$36 146	\$29 350
Maximum	\$89 274	\$74 395	\$59 447	\$49 539	\$40 163	\$32 130

Appointment of team members on salary scales

- New team members are normally placed at the entry level of the salary scale though some flexibility exists for placing individuals above their salary scale entry point up to the Mid-Point of the band if they demonstrate a significant level of relevant previous experience.
- When new team members are appointed, certain factors need to be considered to ensure the ability to attract suitable applicants and ensure internal equity.
- The factors to be considered are as follows: remuneration levels of existing team members, specifically concerning similar skills and knowledge; type and level of skills, market value of the skills, scarcity of the skill and experience.
- Salary negotiations are managed by the Operations Lead with input from the Head of Secretariat and recruiting line manager. The final sign off on the salary to offer the prospective team members is the General Secretary.

SALARY PROGRESSION AT FIA

- The maximum amount of the salary scale is the top of the salary range for a specific band/grade. If a team member reaches the maximum pay spread of their grade, they are no longer eligible for a pay increase and will only receive the Cost-of-Living Increase, if given.
- Team members will progress through the scales through cost of living adjustments and adhoc salary increases.
- FIA does not have a promotion policy. If the grade of a role is changed, the role is considered new and team members interested in the new role will need to go through a competitive recruitment process.

CONTRACTING

- Secretariat team members at FIA are provided with consultancy contracts with fixed end dates hosted through MS TCDC based in Tanzania in the interim, until such time as the legal registration of FIA is finalised. MS TCDC will develop and

share standard contract formats which take into consideration and meet all the legal and contractual standards.

- The duration of the contract aligns to operational requirements, nature of the role, specifics of the candidate and available funding of FIA.
- Consultancy fees are specified and paid in the USD currency.
- FIA have both full-time and part-time roles. This is usually specified in the job description. The salary and benefit packages are pro-rata for part-time team members
- **Probation:** All new offers and long-term contracts of FIA are subject to a probationary period as follows:
 - o 6 months for members of the Senior Management Team
 - o 3 months for all other team members
 - o The senior management team may decide to waive a probation period
- **Notice Period:** Notice periods on the side of FIA and the team members member is one month during the probation period and extends to 3 months for the Senior Management team and 1 month for other team members
- **Remuneration Package:** Details of the remuneration are included in the contract.

REMUNERATION PACKAGE STRUCTURE

- Secretariat team members will be paid a monthly consultancy fee + 30% benefit allowance (both taxable) as outlined in the consultancy agreement
- The benefit allowance is part of FIA's ongoing commitment to supporting the diverse needs of team members. The benefit allowance will be for the team members to purchase or supplement the cost of medical insurance, retirement savings contribution and to support remote work such as internet/data costs.
- It is compulsory for all FIA team members to have basic medical insurance that will cover them in the case of emergency or hospitalisation. Team members are required to share proof of their medical insurance with the HR department within their first month of joining and will be required to submit annual proof of the insurance.
- Team members are responsible for ensuring tax compliance in the relevant host country and will be required to submit annual proof of tax compliance in the country. Where applicable and there is no double taxation agreement between the host country and Tanzania tax of approximately 15% will also be withheld by MS TCDC in Tanzania

Support for remote work (OPTIONAL)

- FIA team members will use their personal laptops
- New team members at FIA will receive a once off allowance of 500 USD to set up their home workstations. This may be used for the purchasing of office furniture such as desk, chairs and stationery.

SALARY INCREASES

General Process

- In considering any salary adjustment, the financial position of the Alliance should support and sustain an increase in line with changes in market conditions.
- Adjustments are approved by the General Secretary, in line with the approved salary bands.
- Team members must be notified in writing of any salary changes and no changes should be implemented on the payroll without the relevant supporting documentation to support the change in salary.

Cost-of-Living Adjustments

- Where funds allow the Alliance will adjust and review salaries on the cost of living annually.
- If possible, and based on affordability, all Secretariat team members will receive an inflation / cost of living increase annually, where a fixed percentage will be applied to all salary levels.
- This fixed percentage may or may not be greater than the local inflation / cost of living increase. The inflation rate to be applied to the salary scales will be approved by the Global Council.

Other Salary adjustments

- The General Secretary may approve the following adhoc salary adjustments.
- Generally, salary adjustments may not be backdated unless special approval accompanied by a written motivation is obtained. In the unlikely event that a salary is backdated, the backdate may not exceed 3 (three) months.

Market related adjustments:

- Where it becomes evident that the salaries of specific team members or job categories lag the market and that it will be in the organisation's interest to increase such salaries, the matter may be further analysed.

Upgrading of positions:

- Where a change in salary is justified, based on the re-grading of a position. The new salary will align to the new grade according to the salary scales.

Significant change to the functioning of the role:

- Where there is a significant change to the role in its framing or context within which the role operates.

Addressing internal inconsistencies:

- Where it becomes evident that the salaries of specific team members or job categories lag behind a role/s in the same grade.

ACTING UP ALLOWANCE

- A team member who is appointed in writing by the General Secretary to undertake the responsibilities of a higher position, necessitated by an existing

vacancy or temporary absence of the incumbent, will be entitled to an acting allowance.

- An Acting-up role will be formally agreed by all parties prior to commencement and cannot be backdated.
- The appointment letter will indicate commencement date and duration.
- Any period of less than one calendar month will not be deemed to be a formal acting appointment and will not attract an acting allowance.
- Where an acting appointment is formalised, the allowance will be paid monthly.
- An Acting-up allowance will normally be based on the entry level salary that the team member is acting into. The allowance will be paid for any acting-up assignment covering a minimum of 1 month and a maximum of 6 months. The payment will be made monthly for the duration that the acting up role is undertaken.
- The duration of the acting allowance may not exceed the period of twelve (12) months.