

# Terms of Reference: For Provision of Salary / Remuneration Survey Consultancy Service

## Background

The Life & Peace Institute (LPI) is an international centre that supports and promotes nonviolent approaches to conflict transformation through a combination of research and action that entails the strengthening of existing local capacities and enhancing the preconditions for building peace. LPI envisions a world where peace, justice and non-violent relations prevail through people's active work and commitment. LPI works with a variety of local and regional partners in the Horn of Africa region (Somalia, Sudan, Kenya, Ethiopia) and Great Lakes region (Democratic Republic of the Congo).

The LPI Addis Ababa Regional Office seeks to engage the services of a reputable and technically qualified individual or firm with extensive expertise in labour market analyses, management and organisational development to undertake an independent salary and benefits survey process. LPI Addis Ababa Regional Office therefore hereby request for proposals from interested individuals or firms to conduct the survey and support the LPI in establishing a competitive salary scale for its employees in line with the prevailing market rates and 'same level' organisations.

### **1. Objective of Assignment**

- Ensure that the LPI Addis Ababa Regional Office staff salary aligns with that of the prevailing market rates and 'same level' organisations (budget size, sector etc)
- Ensure internal equity and external competitiveness of the LPI Addis Ababa Regional Office staff remuneration.

### **2. Scope and focus of the assignment**

- Based on discussions with LPI's Senior Leadership team, Senior Management team in Addis and the salary survey committee, the selected individual or firm shall compile and suggest to LPI Addis Ababa Regional Office a list of employers which may be considered as comparators, for the purpose of establishing a staff salary scale and provide an explanation of why those market comparisons were chosen. The list shall be subjected to final approval by LPI's Executive Director;
- Carry out a survey to compare LPI Addis Ababa Regional Office remuneration levels with suitable regional and global comparators;
- Suggest a consistent approach for the determination and management of relativities between jobs;
- Suggest the basis for developing an equitable pay structure across LPI Addis Ababa Regional Office based on a logical method of measuring relative job scope and size and best practice;
- Presentation and submission of a final survey findings with comparison and analysis of the survey results and recommendations related to remuneration packages;
- Make proposals for adjusting current salary scale / remuneration levels and a corresponding implementation plan;

- Supporting effective communication and change management throughout the process;
- The individual or firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of LPI Addis Ababa Regional Office.

### **3. Deliverables and outputs**

- Details and Summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration package;
- The Minimum and Maximum Remuneration (salary) values of all job matches obtained from the comparators in a format that enables like-for-like comparison with LPI Addis Ababa Regional Office remuneration/ salary scale;
- A report on final survey findings with comparison and analysis of the survey results, and recommendations related to remuneration packages. The report should include summary information on the comparator employers (size, number of employees, length of time present in the location, etc.) against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys. The recommendations related to remuneration packages shall include a full-fledged salary scale with detail guideline for implementation including clear requirement for each horizontal level in each grade as well as details of benefit packages.
- Conduct an internal equity review and analysis taking into account the LPI Addis Ababa Regional Office's organizational structure, Job Grades, and the staff's educational qualifications and experiences. Develop cost estimate with recommendations for resolving any inconsistencies between internal equity and external competitiveness.
- All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators.
- As and when required by LPI Addis Ababa Regional Office, the individual or firm shall conduct a presentation of the process and the results to any relevant audience that LPI Addis Ababa Regional Office may organise. The audience may include, LPI's Senior Leadership team, Senior Management team in Addis and the salary survey committee.
- A change management plan to allow the LPI Addis Ababa Regional Office to implement the recommendations for remuneration package / salary scale changes.

### **4. Monitoring and progress controls**

The consultant's work progress will be monitored primarily through periodic review meetings, the precise schedule of which is to be determined based on consultation with the Consultant. The Consultant is also expected to produce, upon LPI Addis Ababa Regional Office's request, a formal progress report for the Senior Management Team that includes: an overview of the project, a narrative description of project activities, detailed information on project objectives and milestones, actual achievements made against the timeline and deliverables agreed upon at the onset.

### **5. Duration of the consultancy**

The consultancy is expected to take up to a maximum of two (2) months starting from the date of signature of contract by both parties, subject to adjustments as required and mutually agreed upon.

## **6. Qualification & experience**

The successful personnel shall meet the following minimum criteria:

- Minimum of Bachelor's Degree in fields related to human resource management, statistics and related fields.
- Proven track record in the area of compensation and benefit analysis, including for comparable international organizations.
- Experience in the field of human resource management.
- Past experience in undertaking salary survey for global organisations.
- Familiarity with labour market issues.
- Ability to render consulting services in the most professional, effective and efficient manner.
- Fluent in English.
- Excellent writing and presentation skills (all required reports shall be written in English).

## **7. Recommended presentation of proposals**

The Proposal shall be presented in the following manner:

- Personal Curriculum Vitae highlighting the qualifications that meet the minimum requirements stated in Section 6 above, and at least three (3) references;
- Explaining why he/she is the most suitable contractor for the work, and a brief methodology on how he/she will approach and conduct the work; and
- The Financial Proposal containing the final and all-inclusive (professional fees, all envisaged travel costs, living allowances, insurance, etc.) total price offer for the full range of services required, broken down into all major cost components associated with the services.
- The total price shall be in a fixed lump-sum amount, and milestone payments corresponding to outputs shall be indicated in the proposal.
- The price shall be inclusive of all taxes.

## **8. Submission of proposals & evaluation criteria**

Technical and Financial proposals will be submitted together. In determining the final selection of the qualified bidder, the technical quality of the proposal will be evaluated from 75% on the basis of a criteria for evaluation (in line with the required qualifications as outlines in Section 6 and 7 above). The financial proposal shall be evaluated from 25% and the proposals will be ranked in terms of total points scored.

LPI Addis Ababa Regional Office invites all qualified consultants to send a proposal regardless of their gender, religion, race, ethnicity or disability. Proposals should be submitted by 20 July 2019, addressed to: [procurement.addisababa@life-peace.org](mailto:procurement.addisababa@life-peace.org) . Proposals received after the close of submission date, above, will not be considered.

## **9. Disclaimer**

LPI Addis Ababa Regional Office reserves the right to determine the structure of the process, number of shortlisted participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this bid process at any time, without prior notice and without liability to compensate and/or reimburse any party.