
TERMS OF REFERENCE

Salary & Benefits Survey Consultancy

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Background

AfriCert Limited is an ISO/ IEC accredited Certification company, headquartered in Nairobi, Kenya with subsidiary offices in Rwanda, Ghana and Cote D'Ivoire in addition to having operations in other African countries. We are accredited and approved by various standard owners in the Agribusiness sector.

Objective of the Assignment

AfriCert Limited currently has a presence in Kenya, South Africa, Zimbabwe, Mali, Burkina Faso, Malawi, Mozambique, Egypt, Morocco, Liberia, Nigeria, Ethiopia, Rwanda, Burundi, Congo, Tanzania, Ghana and Cote D'Ivoire. AfriCert recognizes the integral role that its local staff play in enabling us achieve our strategic objectives and vision. AfriCert is therefore committed to ensuring that staff are appropriately and competitively compensated in line with the prevailing labour market conditions.

In order to accomplish this, AfriCert Limited seeks to engage the services of a reputable qualified individual or firm with extensive expertise in labour market trend analysis management and organisational development to undertake a salary and benefits survey process. It is expected that the consultant will assess AfriCert's market competitiveness against peer organisations working in a similar space viz a viz affordability and financial sustainability, and in that regard support AfriCert to develop a new salary structure. The consultant will also make recommendations on relevant benefits and allowances and support the development of enabling policies.

Scope of the Assignment

1. Review existing and relevant documentation such as salary level, job descriptions, Human Resource policy manual and payroll documents to gain a full understanding of the current salary structure.
2. Compile and suggest to AfriCert a list of peer organizations which may be considered as comparators for the purpose of establishing staff remuneration and provide justification for the same. The list shall be subjected to final approval by AfriCert.
3. Carry out a survey to compare AfriCert remuneration levels against suitable peer comparators.
4. Develop a framework against which rational decisions can be made in response to changing organization structure, productivity indices, and market rates.
5. Develop an equitable pay structure across AfriCert based on a logical method of measuring relative job performance and size.
6. Presentation and submission of draft survey findings weighed against the baseline report.

7. The consulting firm/ individual consultant shall maintain complete confidentiality of all data and documents provided by selected comparator companies and by AfriCert.

Expected Outcomes and Deliverables

1. A comprehensive report summarizing the findings of the survey including analysis and interpretations of the data collected.
2. Detailed salary data tables that present salary ranges, averages, medians, and percentiles for the various job titles and levels of experience within the surveyed organizations.
3. A comparative analysis that positions the surveyed salaries against industry trends.
4. Strategic recommendations aimed at ensuring AfriCert remains competitive and attracts top talent to include salary ranges, allowances and list of benefits.
5. Detailed analysis of how salaries vary across different demographics and which can help identify any disparities and inform diversity initiatives.
6. Insights into anticipated changes in salary trends influenced by factors such as economic conditions and evolving workforce conditions.
7. Detailed proposals of the salary administration policies and guidelines for administering, managing and maintaining the salary structure.
8. Key set of employment laws governing employees in the countries of operation.
9. A detailed presentation and report for the Board.

Duration of the Consultancy

The consultancy is expected to take up to a maximum of ninety days starting from the date of signing of the contract by both parties, subject to adjustments as required and mutually agreed upon.

Qualification and Experience

The successful bidder should:

1. Demonstrate competencies and experience in undertaking salary and benefits survey for public and private sector organizations working globally.
2. Have a solid background in human resource management and organizational development with experience in compensation management.
3. Demonstrate experience and knowledge of principles of compensation, analysis and management.
4. Familiarity with labor market trends across our operating countries.
5. Excellent interpersonal and presentation skills.
6. Possess all statutory requirements and registered with the required professional bodies.
7. Ability to render consulting services in the most professional, effective and timeously manner

Milestones

<u>DELIVERABLE</u>	<u>DURATION</u>	<u>DATES</u>
Initial Consultation and Agreement	1 Week	13 th -17 th Jan. 2025
Literature review and survey design	2 Weeks	20 th - 31 st Jan. 2025
Data Collection	4 Weeks	3 rd - 28 th Feb. 2025
Baseline survey report drafting	1 week	3 rd - 7 th March 2025
Data Validation and Analysis	2 Weeks	10 th - 21 st March 2025
Final report. Presentation of findings and recommendations	1 Week	24 th - 28 th March 2025

Payment

Payments shall be done upon completion, submission and acceptance of reports as per the consultant's breakdown of costing per activity. No payments shall be done prior to undertaking the assignment. Complete payments can only be done after submission and acceptance of the final report to the Board.

Evaluation Criteria

The consultant will be selected based on:

- i. Experience and track record per the TOR in general.
- ii. Adequacy of the proposed approach, methodology and work plan.
- iii. Experience and track record of the team to be assigned to the project.
- iv. The financial proposal.

Application procedure

To apply please send your technical and financial proposal to info@africertlimited.co.ke with a copy to legal.hro@africertlimited.co.ke The application should be marked "AFRICERT SALARY AND BENEFITS SURVEY" in the subject line.

The technical proposal should include;

- Profile of the consultant, including an overview of relevant experience
- Proposed methodology and conceptual framework
- Relevant CV (s) of lead consultants

The financial proposal should include:

- Estimated consultancy fee for the entire assignment in KES Including a breakdown of the fees and number of days.

Deadline for receiving the applications is **6TH DECEMBER 2024**