



Terms of Reference Salary and Benefits Survey for AWDF

1. About AWDF

The African Women's Development Fund was established in June 2000, as an Africa-wide philanthropic, grant making initiative to support the realisation and fulfilment of African women's rights through funding of autonomous women's organisations on the continent. AWDF believes that if women and women's organisations are empowered with skills, information, sustainable livelihoods, opportunities to fulfil their potential, plus the capacity and space to make transformatory choices, then we will have vibrant, healthy and inclusive communities. To achieve this, AWDF mobilises financial, human and material resources to support local, national, and regional initiatives for transformation led by African women. AWDF is mandated to fund in all 54 African countries.

AWDF's just ended strategic plan "*Shaping the Future*" (2017-2021) focused on the organisations work around investments to build the best possible future for women in Africa. As an organisation AWDF is committed to changing the narrative around Africa women, and highlighting African women's agency, expertise, leadership and ability to transform societies towards justice. The organisation is currently in the process of developing its strategic framework for the next decade.

2. Background

The African Women's Development Fund is committed not only to attracting and retaining the best talent among African women and feminists, but also ensuring that our job structures, remuneration and benefits policies are fair and empowering for the African women who work with us. Additionally, as a feminist organisation, we are striving to have fair and equal remuneration and benefits (as per the [African Feminist Charter](#)). With that in mind, a salary survey was done in 2020, with a commitment to do another one in 2022. With the ongoing development of AWDF's 10-year strategic framework, the salary and benefits survey has become more critical to ensure AWDF has a salary and benefits structure to attract, retain and motivate the best talent from across Africa to ensure the achievement of the new strategic goals. In view of this, AWDF is seeking the services of a consultant for this very important salary and benefits survey.

3. Purpose of the Assignment

AWDF seeks to engage the services of a reputable qualified individual or firm with extensive expertise in labour market analyses, management and organisational development to undertake a salary and benefits survey process. It is expected that the Consultant will assess AWDF's market competitiveness against peer regional organisations working in Africa and, based on affordability and financial sustainability analysis, support AWDF to develop a new salary structure. The Consultant will also make recommendations on relevant benefits and support the development of draft policies.

4. Objectives of Assignment are:

- a) To ensure that the AWDF staff remuneration aligns with overall organisation and people strategy, goals and feminist principles;
- b) To ensure internal equity and external competitiveness of the AWDF staff remuneration.
- c) To provide recommendations to manage any newly introduced compensations in line with AWDF's financial ability for the duration of the new Strategic framework.

5. Approach and Methodology:

The Consultant will employ varied approaches and strategies as indicated below.

- a. The selected individual or firm shall compile and recommend to AWDF a list of organisations which may be considered as comparators, for the purpose of establishing staff remuneration and provide an explanation of why those market comparisons were chosen. The list shall be subjected to final approval by AWDF;
- b. Carry out desk reviews and interviews and research to compare AWDF remuneration levels with the list of regional and global comparators;
- c. Use a consistent approach for the determination and management of relativities between jobs;
- d. Provide a basis for developing a competitive and equitable salary structure across AWDF based on a logical method of measuring relative job scope and size;
- e. Presentation and submission of a final survey findings with comparison and analysis of results and recommendations related to remuneration and benefits packages;
- f. Make proposals in consultation with AWDF for adjusting current salary and benefits structure and a corresponding implementation plan;
- g. Support the effective communication and change management throughout the process;
- h. The individual or firm shall maintain complete confidentiality of all data and documents provided by the selected comparator organisations and by AWDF.

6. Deliverables:

- a. Recommended list of peer organisations to be used as comparators
- b. Details and summary of data collected from the Comparators and the evaluation of their remuneration package;
- c. The entry level and maximum remuneration of all job matches obtained from the comparators in a format that enables like-for-like comparison with AWDF remuneration;
- d. A report on final survey findings with comparison and analysis of the survey results, and recommendations related to the remuneration packages. The report should include the summary information on the comparator organisation (size, number of Staff, etc.) against which current salaries can be reviewed, and a salary survey methodology that can be used for future surveys;
- e. A report on total cost estimate with recommendations for resolving any inconsistencies between internal equity and external competitiveness.
A change management plan to support AWDF to implement the recommendations including support to develop relevant policies.
- f. All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators.
- g. Make presentation of the process and the results to any relevant audience (Staff or Board) that AWDF may request.

7. Duration of Assignment:

The duration of the assignment will be 2 months from August 2022 to September 2022.

8. Location

The location of the assignment will be virtual.

9. Consultant's profile

The Consultant should have;

- Demonstrated competencies and experience in undertaking salary and benefits survey for civil society organisations working at the regional level in Africa (strongly

preferred) or in the Global South. Experience of working with women's rights organisations, women's funds or feminist funds is a strong asset.

- Minimum of Bachelor's Degree in fields related to human resource management, statistics and related fields.

- Have solid background in human resource management and organisational development with experience in compensation management
- Demonstrated experience and knowledge of principles of compensation, analysis and management with a feminist lens
- Excellent interpersonal and presentation skills
- Proven ability to deliver work on time in the most professional, effective and efficient manner
- Commitment to principles of women's rights and gender equality
- Demonstrated commitment to AWDF's values of feminist leadership, accountability, diversity, respect and solidarity

The consultant will be selected based on

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

10. How to Apply

To apply, please send your technical and financial proposal to consultants@awdf.org. The application should be marked "AWDF Salary and Benefits Survey" in the subject line.

The technical proposal should include;

- Profile of the consultant, including an overview of relevant experience (3 pages maximum)
- Proposed methodology and conceptual framework (maximum 3 to 4 pages)
- Recent CV/CVs of lead consultants

The financial proposal should include

- Estimated consultancy fees for the entire assignment in United States Dollars including breakdown of fees and number of days.

Deadline for receiving applications is **JULY 13TH 2022**

In line with AWDF's mission, qualified and interested African Women are encouraged to apply.