

TERMS OF REFERENCE: REMUNERATION, JOB GRADING & TOTAL REWARDS CONSULTANCY SERVICE

The Institute for Transportation and Development Policy (ITDP) 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, benefits, and job grading service across 6 countries of operation in Africa: Kenya, Ethiopia, Tanzania, Uganda, Rwanda, and Egypt.

The consultant is expected to conduct a comprehensive market survey and support ITDP in establishing competitive salary scales, sustainable benefits, and long-term structural frameworks in line with prevailing market conditions. The consultant is expected to reference ITDP's organisational policies, ensuring all work is highly considerate of the local organisational, cultural, and labour laws.

A: OBJECTIVE OF ASSIGNMENT

The assignment is divided into two clear phases to deliver immediate local resolution and ensure lasting global alignment:

IMMEDIATE OBJECTIVES (LOCAL ANALYSIS AND DATA COLLECTION)

- Ensure ITDP staff remuneration aligns with overall organisation strategy, people philosophy, and relevant local labour laws.
- Execute up-to-date local Total Compensation Surveys (including cash, allowances, benefits, and non-monetary rewards).
- Support the client in revising the job titles and descriptions for the different grades in line with the new organisational strategy.
- Establish a current grading structure built upon available Job Descriptions.
- Define how pay progresses within and between grades, including in-band progression, promotion increases, and the treatment of employees who fall outside the new ranges.
- Perform a country-level statutory compliance review to identify local employment law risks.
- Assess local currency volatility and inflation impacts to insulate employee purchasing power.
- Provide an updated structure that ensures internal equity and external competitiveness.

LONGER-TERM OBJECTIVES (2027-2030 AND GLOBAL ALIGNMENT)

- Collaborate closely with Global HR Support to draft a localised Compensation Philosophy for Africa that mirrors the broader, upcoming Global Compensation Philosophy.
- Coordinate with ongoing compensation initiatives across other ITDP global regions to prevent regional isolation or fragmented structures.
- Embed a standardized Job Leveling Methodology to maintain seamless cross-regional structural equity.
- Provide a comprehensive Total Rewards Framework capable of scaling across the African continent through changing structures and market pressures.
- Establish an institutionalized, written 3-Year Refresh Cadence to provide the internal team with an executable roadmap through 2030, moving away from static, one-off benchmarking exercises.

B. SCOPE AND FOCUS OF THE ASSIGNMENT

The selected consultant shall execute the following:

MARKET COMPARISON & STRATEGY

- Compile and suggest a peer list of comparator employers, detailing why those specific markets were chosen, subject to ITDP approval.
- Review the current organisational structure alongside the existing job titles, descriptions and grading to identify role gaps, reporting-line issues and opportunities to strengthen alignment between functions and responsibilities and recommend adjustments where appropriate.
- Carry out a survey to compare ITDP remuneration levels with suitable local, regional, and global comparators.
- Build a strategic framework for rational, responsive decision-making regarding changing organizational roles and market rate pressures.
- Salary progression methodology across job grades. This includes a documented cost of living adjustment method for each country, the mechanics for applying an organisation wide merit increase against the new Africa salary structure, and the costing of both. Performance rating criteria and the rating scale are set globally and are not in scope for this consultancy.

INTERNAL EQUITY AND GLOBAL INTEGRATION

- Deliver a consistent approach for determining and managing relativities between jobs.
- Integrate regional recommendations into the global job leveling framework to ensure unified career pathing.
- Conduct an internal equity review to identify positions requiring critical adjustments to remain competitive.
- Develop detailed cost estimates and implementation plans to resolve gaps between internal equity, local statutory demands, and external competitiveness.

DELIVERABLES AND MAINTENANCE

- Present final survey findings, analysis, and strategic packages.
- Draft a robust change management plan to support communication and organisational transitions.
- Author internal structural documentation and toolkits designed for the local HR team to self-maintain and manage data without future external dependencies.
- Deliver a documented, written three-year 'refresh' cadence protocol spanning through 2030.
- Maintain complete confidentiality of all data provided by comparators and ITDP.

C. DELIVERABLES AND OUTPUTS

The consultant must submit the following milestones:

- **Comparator Summary:** Summary of data collected from comparators showing TOR matches and full evaluation of total compensation packages.
- **Benchmarking Matrix:** Minimum and maximum remuneration values of job matches formatted for seamless comparison with ITDP structures.
- **Comprehensive Survey & Methodology Report:** Final report containing findings, comparator profiles (size, headcount, market presence), and a repeatable survey methodology for future internal use.
- **Financial Impact & Equity Analysis:** Equity review identifying high-priority roles, paired with detailed cost estimates to resolve external/internal anomalies.
- **Organisational Structure Review:** A review of existing job titles, descriptions and organisational structure, identifying role gaps, overlaps, reporting-line issues, and recommended structural adjustments.
- **Salary Progression Framework:** A documented method for translating an approved performance rating into a salary increment against the new Africa grade structure, a country-by-country cost of living adjustment methodology the regional team can run annually, and a costed model showing the budget impact of both. Rating criteria and the rating scale are provided by ITDP global.
- **Documented Africa Compensation Strategy:** A finalised local compensation philosophy framework built in coordination with Global HR.
- **The 2030 Maintenance Toolkit:** A step-by-step written 3-year refresh plan paired with operational templates to ensure compliance and market relevance through 2030.
- **Change Management & Communication Plan:** Strategic blueprint to smoothly implement recommended grade and structural changes.
- **Stakeholder Presentations:** Technical presentations delivered to the Executive Committee or designated audiences as requested.

D. MONITORING, PROGRESS CONTROLS, AND TIMELINE

- Progress Monitoring: Evaluated via periodic review meetings. The consultant will provide monthly formal progress reports to ITDP detailing milestones, narrative activities, and actual vs. planned timeline achievements.
- Duration: The consultancy is expected to take up to a maximum of Three (3) Months from the contract signature date, subject to mutually agreed adjustments.

E. QUALIFICATION & EXPERIENCE

The successful personnel or firm must meet the following minimum criteria:

- Minimum of a bachelor's degree in human resource management, Statistics, Economics, or related fields.
- Proven track record in compensation, benefit analysis, and Total Rewards design for international non-profits or global organizations.
- Demonstrated experience aligning regional/local compensation structures with global framework networks.
- Deep familiarity with African labour markets, statutory structures, and navigating hyper-inflationary or multi-currency environments.
- Fluent in English with exceptional writing and presentation capabilities.

F. RECOMMENDED PRESENTATION OF PROPOSALS

The Proposal shall be presented in the following manner:

- a) Personal Curriculum Vitae highlighting the qualifications that meet the minimum requirements stated in Section E above, and at least three (3) references;
- b) 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 (1-2 pages only since the methodology is already described in the Annex); and
- c) 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.
- d) The total price shall be in a fixed lump-sum amount, and milestone payments corresponding to outputs shall be indicated in the proposal.

G. 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 given a weightage of 75% on the basis of a criteria for evaluation (in line with the required qualifications as outlines in Section G above. The financial proposal shall be allocated a weightage of 25% and the proposals will be ranked in terms of total points scored.

ITDP invites all qualified consultants to send a proposal regardless of their gender, religion, race, ethnicity or disability. Proposals should be submitted by 15th October 2026 at 1700 hours East Africa Time (GMT+3), addressed to: africajobs@itdp.org. Proposals received after the close of the submission date above will not be considered.

H. DISCLAIMER

ITDP 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.