

Terms of Reference (TOR) for a Salary Survey with Development Finance Institutions (DFIs)

1. Background

Shelter Afrique Development Bank (ShafDB) is the Pan-African Multilateral Development Bank (MDB) dedicated to promoting and financing housing, urban development and related infrastructure.

It operates through a shareholding of 44 African Governments and two institutional shareholders: the African Development Bank (AfDB) and the Africa Reinsurance Corporation (Africa-Re).

Our institution is involved in financing housing and related infrastructure across the value chain, both on the demand and supply sides through its four (4) business lines: Financial Institutions Group (FIG), the Project Finance Group (PFG), the Sovereign and Public-Private partnerships (PPP) Group, and the Fund Management Group (FMG).

To remain competitive and attract and retain top talent, Shelter Afrique is seeking benchmarks for its Remuneration and Benefits structures against international industry standards with Development Finance Institutions (DFI's). This Terms of Reference (TOR) outlines the requirements for conducting a comprehensive salary survey among Development Finance Institutions to ensure alignment with the best practices and market trends.

2. Objectives of the Remuneration and Benefits Survey.

The primary objectives of the survey are:

- To assess the competitiveness of the current Remuneration and Benefits structures within similar DFIs.
- To benchmark remuneration practices against comparable organizations in the sector.
- To provide recommendations for adjustments in salary and benefits to attract and retain talent.

3. Scope of Work:

The scope of the assignment includes:

- Identifying and engaging a representative sample of DFIs and similar organizations for the survey.
- Collecting data on base salaries, allowances, bonuses, and non-monetary benefits.
- Analyzing salary structures across different levels (e.g., entry-level, mid-management, senior management).
- Providing a comparative analysis of remuneration practices across geographical regions.
- Highlighting emerging trends and practices in employee compensation within the development finance sector.

4. Deliverables:

The Consultancy firm is expected to deliver:

- **Inception Report:** Detailing the methodology, data collection tools, and timeline.
- **Interim Report:** Preliminary findings and identified gaps.
- **Final Report:** Comprehensive analysis, including key findings, trends, and actionable recommendations.
- **Presentation:** A summary of findings presented to Management.

5. Methodology:

The Consultancy firm should adopt a robust and transparent methodology that includes:

- Desk research to review existing literature and reports.
- Design of survey tools, including questionnaires and interview guides.
- Data collection through surveys, interviews, and secondary data sources.
- Data validation to ensure accuracy and reliability.
- Statistical analysis and benchmarking against industry standards.

6. Duration

The assignment is expected to take approximately **4 (four) weeks**, starting from the date of contract signing. A detailed timeline should be proposed by the consultant/firm in their proposal.

7. Qualifications and Experience

The selected Consultancy firm should demonstrate:

- Proven international experience in conducting salary surveys, preferably in the finance or development sector in Africa.
- Strong knowledge of compensation and benefits trends.
- Expertise in statistical analysis and benchmarking methodologies.
- Excellent communication and report-writing skills.

8. Proposal Submission Requirements

Interested Consultancy firms should submit:

- A technical proposal outlining their understanding of the assignment, methodology, and work plan.
- A financial proposal with a detailed budget.
- Profiles of the team members, highlighting relevant experience.
- References from similar assignments conducted in the past.

9. Evaluation Criteria

Proposals will be evaluated based on:

- Relevance and robustness of the proposed methodology (30%).
- Experience and qualifications of the team (30%).
- Cost-effectiveness of the financial proposal (20%).
- Track record and references from previous assignments (20%).

10. Reporting and Coordination

The consultancy firm will report to the designated focal point within Shelter Afrique. Regular updates should be provided to ensure alignment with project objectives and timelines.

11. Budget

Bidding firms should ensure that their financial proposal is comprehensive and includes all anticipated costs.

12. Confidentiality

All data collected and analyzed during the survey must remain confidential and be used solely for the purposes of this assignment.

13. Submission Deadline

Proposals must be submitted to email address: procurement@shelterafrique.org
by cob Tuesday 4 February 2025.

14. Contact Information: Questions or comments in respect of these terms of reference should be directed to email address procurement@shelterafrique.org