

WaterAid Bangladesh (WAB)
Terms of Reference (ToR) for Market Survey of WAB Reward Structure
(Salary, Benefits & Allowance)

1. Background:

WaterAid Bangladesh (WAB) is a country programme of WaterAid (WA), an international non-governmental organisation. Its mission is to transform lives of the poorest and most marginalized people by improving access to safe water, improved sanitation and hygiene.

WaterAid has been working in Bangladesh since 1986 as one of the lead actors in Water, Sanitation and Hygiene (WASH) sector and is well experienced in innovating, scaling up and managing large scale projects targeting poor, vulnerable and excluded.

It has been registered with NGO Affairs Bureau since 1996. The geographic focus of WaterAid Bangladesh includes urban slums, hard-to-reach areas and eco-hazardous zones such as hill tract and hillocks, dry and arid barind tract, salinity-prone coastal belt, haor and flood-prone chars keeping an eye over the climate change implications. We, along with our partner NGOs, have successfully developed and implemented model approaches for providing sustainable community managed WASH services and facilities for poor, extreme poor and marginalised people in different hydro-geological contexts of Bangladesh.

WaterAid's philosophy is to be recognized as employer of choice in the job market. Currently 60 employees are working in WaterAid Bangladesh. Employee engagement is hugely important to WA's growth and success; and it is exposed from organization's employee survey that pay is one of the key drivers of employee engagement and their retention. WAB's comprehensive salary review last took place in 2010-11. According to WAB HR Policy Manual, it will review its reward (salary and benefits) structure every three years to maintain the standard and keep the structure competitive with the changes in existing market.

Also WA globally is now shifting from Cost of Living Adjustment (COLA) to a Market Movement concept. Therefore, it is felt necessary to undertake a comprehensive review of the existing reward structure against a selected list of comparator organisations in Bangladesh to ensure that WAB remains competitive in the local job market and it offers a fair pays to all of its staff members. Hence an external consultant/consulting firm will be engaged to undertake this market review in light of WaterAid global reward policy & guidelines.

2. Objective:

The objective of this assignment is to:

1. Obtain updated & comprehensive information related to the INGO salary market in Bangladesh
2. Get recommendation for a competitive, fair/equitable, comprehensive reward structure (salary, allowance and other benefit) for WAB to position itself as the 'employer of choice' for the present situation and near future.
3. Get recommendation for a pay structure that is between the median and upper quartile among the comparator INGOs
4. Get recommendation for a reasonable difference from one grade to the next higher grade with a reasonable band range within the grade and scale.

Apart from the above, to obtain recommendation for WAB management on a reward strategy for the future where to focus further in relation to reward.

3. Scope of work/ Specific Tasks to be performed by the Consultant/Firm: (not necessarily be limited into the followings)

- Review the different components of WAB existing reward structure along with the rate or % of usual salary increment p/year.
- Contact minimum 7 similar kind of INGOs/ comparators as approved by WAB and conduct a survey interview to systematically review their pay policies including basis of salary scale revision (Market movement/Inflation/COLA or anything else); both annual and comprehensive revision
- Provide information about which references are used by these comparator organisations as benchmark (example: Birches or other service providers, what frequency?)
- Also provide information on practices related to recognizing good performance, whether linked to financial or non-financial benefits.
- Gather data from/on comparators analyze their reward structures by benchmarking the positions with WAB reward structure.
- Prepare position wise comparative statement of responsibilities against similar positions of WAB and that of the comparators based on effective job evaluation and benchmarking.
- Provide a comprehensive draft report outlining the salary based findings and detailed information related to benefit provided by comparators and WAB.
- Based on comparative analysis of the collected information and reward structure of the comparators, recommend a competitive reward (salary, benefit package and allowance) for WAB staff; propose a revised salary fixation guideline to determine individual employee's salary level in a grade and also to make a consistent basis for making salary adjustments.

- Give a presentation with analysis and recommendation before the SMT (senior management team) in WAB.
- Submit the final version of the report after incorporating the feedback of SMT for approval.
- Give a final presentation before all staff members prior to its execution.

While doing the above work the consultant will review the following documents:

- WA UK Global Reward Policy and guidelines
- WAB HR Policy Manual.
- , Legal provisions related to salary & benefits that require compliance by the country's labour law.
- Any other document from the comparator organisation's etc as appropriate

4. Deliverable:

The Consultant/firm will submit:

A. A report (hard and soft copy) for WAB which will cover the followings:

- introduction,
- process followed for the market survey,
- comparative analysis of WAB's jobs, salary, benefits and allowance with those of comparable organizations
- consist comparative statements, data, various analysis, graphs etc to justify findings and proposition
- propose an updated, effective and complete reward (salary, allowance and benefit) structure for WAB;
- recommendation on salary fixation guidelines to determine individual employee's salary level in a grade and also to make a consistent basis for making salary adjustments in line with WA's global reward policy and guidelines, however also analyze if that deviates from the prevailing practices in the local job market.
- Provide a scenario of future reward trends and recommend to WAB a reward strategy for the present and near future aligned to WA Global guidelines.

B. Give a presentation before all staff once it is finalized.

5. Duration:

The assignment will be completed by 06 weeks after signing of the contract.

6. Contact person:

Razia Sultana Luna, Head of HR (ph# 01713-063801), WaterAid Bangladesh will be the contact person on behalf of WAB. Consultant will also have the scope to consult with Senior Management Team of WaterAid Bangladesh.

7. Payment of fees:

50% after producing the draft report.

30% after submission and acceptance of the final report including recommendation on salary fixation.

20% after final presentation and revision of respective part in HR Manual.

In case of failure to deliver the major deliverables including the final report on due time, WAB may deduct 0.50% of the total consultancy amount for each day of delay in submission of the report beyond the closing date of the agreement.

8. Qualification Requirements:

The Consultant/Firm must have:

- Advance degree in Human Resources or the firm must have adequate full time staff with advance degree in Human Resources.
- Demonstrated experience in conducting the salary survey for INGO-
- Highly knowledgeable about INGO salary trends, overall market movement trends and the labour law in Bangladesh and labor market and market movement issues in Bangladesh.
- Excellent writing and analytical skills.

9. Bindings

The market survey report and documentation will be treated as WAB's property and restricted for public use.

10. Submission of Proposal:

The proposal should be in English and must have two parts – a. technical and b. financial.

a. Technical proposal must contain at least the following:

- Appreciation of the ToR
- Methodology to deliver the desired outputs
- Tentative work plan including timeline

The following documents to be attached with Technical proposal:

- Brief CV of proposed persons having relevant qualification and experiences,
- Organisational profile mentioning relevant experiences, if applicable.
- Client list for similar assignment

b. The financial proposal will describe the estimated cost in detail. It must include an item-wise cost breakdown inclusive of VAT and Tax. VAT and Tax will be deducted from the total budget amount as per government rule.

11. Process of submission of proposals:

- a. Submit electronically to the email address WaterAid-Tender-TA@wateraid.org with “**WAB Reward Structure Review**” as the subject.
- b. Proposals submitted to any other e-mail account except the above will be treated as disqualified.
- c. Submissions after the deadline, i.e. **4th July 2017** will be treated as disqualified.
- d. Attach financial and technical proposal along with all required documents with the email, and put all attachments in one zip folder in the name of your organisation.
- e. Neither the technical nor the financial proposal should exceed 06 pages altogether, and both needs to be submitted in PDF format.
- f. WaterAid Bangladesh will deduct Tax and VAT at source according to the Government policy and deposit the said amount to the treasury. Please submit financial proposal inclusive of Tax. VAT need to be shown separately at the bottom of your total budget.
- g. WaterAid Bangladesh reserves the right to monitor the quality and progress of the work during the assignment.
- h. WaterAid Bangladesh reserves the right to accept or reject any proposal without giving any verbal and/ or written rationale.