

Terms of Reference for hiring Salary Survey and Benchmarking Consultant

Max Foundation is an international NGO with a strong commitment to reduce child mortality in the most effective and efficient way possible. We believe that a business-driven and integrated approach can tackle the roots of child mortality and impaired child growth. To tackle this issue, we utilise an integrated approach of Water, Sanitation and Hygiene (WASH), Baby WASH, nutrition, and Sexual and Reproductive Health and Rights (SRHR). We aim to be effective and sustainable via proven and innovative approaches on community and civil society strengthening, institutional embedding and sustainable market models.

Max Foundation in Bangladesh has observed many successes to be proud of. Between 2005 and 2019 we have reached nearly 2 million people via our work. We have been innovative, improved our implementation capacities, and continued to be cost-efficient. But as is often the case, we also have lessons to learn from.

Mission & Vision

Max Foundation's overall mission

Our mission is to reduce child mortality by providing as many children under five a healthy start in life as possible, in the most effective and long lasting way.

Vision of Max Foundation Bangladesh

MFB envisions a 'Zero Stunting Nation', whereby Bangladesh declares itself as stunting free by 2030, and as a result, inspires other South-Asian countries to become zero stunting nations as well.

To achieve this, we will strengthen our advocacy and networking, increase valuable partnerships, and ensure high quality and innovative programmes to create evidence by 2025.

We envision withdrawing charity support as Bangladesh becomes a 'Zero Stunting Nation'. To do so, we have to strengthen communities and increase partnerships with both the government bodies and the private sector to create an enabling market for social impact on child health. In the long-term, we want to be a powerful entrepreneurial actor of change to eradicate child stunting (and to improve human capacity) by leveraging from business, government and civil society strengths.

Background to consultancy:

Max Foundation Bangladesh wants to improve its HRM practices in order to evolve the organisation as “attractive and competitive for development professionals” responding to the requirements of short term and long-term objectives. Max Foundation Bangladesh therefore intends to provide fair and competitive remuneration package to its employees for productive output and employee satisfaction by following a standard process of salary and benefit benchmarking considering Bangladesh standard labor law, local market analysis, comparator benchmarking and job matching.

In order to do so, we are looking for an experienced individual consultant/consultancy firm in Bangladesh to develop a salary and benefit benchmarking by conducting a salary and benefit survey. The survey has to be conducted in around 05 comparator International Non-Government Organisations (INGOs). The organisations need to be selected in a manner that gives best equivalency/comparativeness to Max Foundation Bangladesh in terms of fund, program and staff sizes.

Objectives of the Assignment

1. To develop a salary and benefit benchmark that would recommend possible adjustments in staff payment and benefit structure as well as ensure market equity and competitiveness of the staff remuneration packages in Max Foundation Bangladesh office based on the following
 - 1.1. To compare the current salary and benefits of the country office and project employees of Max Foundation Bangladesh with the comparator International Non-Government organisations (INGOs).
 - 1.2. To congregate comprehensive information about staff levels and grades including minimum requirement for the grade and level followed by the comparator INGOs.
 - 1.3. To formulate a market competitive salary and benefit structure within the existing grades for the employees of Max Foundation Bangladesh.

Scope of work:

1. Max Foundation Bangladesh expects the consultant to perform the following tasks, including but not limited to. It must also be noted that dealing with pay scales, job grading and reward issues can be extremely sensitive and the consultant will need to proceed with the full support of the Country Director and be prepared to take account of organisation history, employment law and employee relations issues when developing recommendations and action plans for a way forward.
 - 1.1. Review existing personnel policies and guidelines of Max Foundation -Bangladesh and its projects.
 - 1.2. Undertake preliminary interviews with key stakeholders, including, the Country Director, Senior Management Team, Country Management Team, and NL Team, so that there is clarity on their expectations and priorities from the outset.
 - 1.3. Review existing job grading structure of MFB, ToR, contracts and latest job description of Max Foundation employees and determine if any revisions are necessary in the salary

structure and then make recommendations to the Management team regarding these revisions

- 1.4. The selected individual/ firm shall select the comparators following specific methodology in consultation with Max Foundation Bangladesh for the purpose of forming remuneration structure of Max Foundation. The methodology needs to be submitted with the proposal. The methodology should include
 - Selecting comparator INGOs
 - Defining equivalency of staff positions
2. The individual/ firm shall collect the following information from each of the comparators:
 - 2.1. Job descriptions of the positions similar to those of Max Foundation's for the purpose of matching the nature, complexities and responsibilities.
 - 2.2. Collect and analyse the salary structures and associated benefits (including all kind of allowances and benefit package both monetary and non-monetary) of the selected comparator organizations for existing Max Foundation Bangladesh's equivalent staff positions.
 - 2.3. Collect and analyse staff grades and levels of the organisations.
 - 2.4. Summary information on the comparator employer (size, number of employees, length of time present in the location, etc.).
3. The individual/ firm shall present a draft analysis report with statistical analysis to Max Foundation and make recommendations on the proposed salary scale. The report shall also contain a section on grades and levels of staff including recommended changes in staff grades and level for Max Foundation Bangladesh country office
4. The individual/ firm shall prepare a Final Report, incorporating comments from Max Foundation.
5. The individual/ firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by those of Max Foundation.
6. Data from comparators must be considered as highly confidential and will be shared only with Max Foundation.

Outputs/Deliverables

1. A draft report followed by a presentation for discussion with Max Foundation Management (BD and NL)
2. Prepare a model for pay review for FY 2021 showing the implications of the job grading and salary structure for individual staff salaries. This must take account availability of budget and it is expected that different models with various options for this will be prepared for management consideration.
3. A detailed final report for the consideration of MFB following discussion and feedback from Max Foundation Bangladesh and Netherlands, with recommendations.
4. Prepare a presentation and/or communication of documentation for all staff on the salary survey and job grading results.

5. Prepare a summary report that can be shared with the comparators who participated in the salary survey.

Max Foundation will reserve full rights to accept or reject the deliverables based on quality of the report.

Key Contact in Max Foundation Bangladesh

The manager of the assignment and primary contact will be Country Director, Max Foundation Bangladesh. Other key contact will be Sr. HR Specialist and Sr. Accounts & Finance Manager of Max Foundation Bangladesh.

Duration of the assignment

The task must be completed within twelve (12) weeks from the date of signing the contract. The individual/firm, therefore, is required to prepare and submit the entire proposal with time plan in a way that allows all deliverables within 12-weeks period.

Required Qualifications/Experience

- Knowledge and understanding of pay and grading theories and practice, ideally within an INGO/international organisation context in Bangladesh.
- Proven track record in the area of wages, salary and benefit survey (Similar experience in surveying International NGO's is essential)
- Ability to analyze and interpret complex pay/wage market data and draw logical conclusions from it.
- Experience of working with others to develop accurate financial models setting out different scenarios linked to salary and grading.
- Experience in working with senior managers to present them with the risks and opportunities of choices they have in developing practical action plans.
- Effective communicator using clear messages drawn from the evidence of work and present a persuasive case in simple English language.
- Strong report writing skills in English.
- Work effectively through e-mail, phone, and other virtual platforms (e.g. Skype, MSTeams, Zoom).
- Ability to render consulting services in the most professional, effective, and efficient manner.

Reporting:

- The consultant will report to the Country Director of Max Foundation Bangladesh.

Eligibility:

Individuals, firms and legally registered organisations are eligible to apply

Proposal outline and Evaluation criteria

The proposals will be reviewed by a selection committee on the basis of following criteria:

a) Overall proposal

- A brief summary on the individual/ Firm's understanding of the assignment (Maximum 2 pages)
- Methodology including work plan (Maximum 3 pages)
- A draft outline of the report
- Financial Proposal inclusive VAT and Tax with budget break-down

b) Experience of the individual/ firm including team members' experience (Maximum 2 Pages) must be supported with short CV(s) and firms short profile (if firm) with communication detail (email, skype, mobile phone etc).

Payment Terms:

- 10% payment upon signing the contract
- 40% payment upon submission and acceptance of the draft report
- 50% Payment will be made after completion of the assignment upon submission of the final report as stated in the deliverables.

Proposal Submission Details:

The proposal should be submitted via email to hrrmmfb@gmail.com by **November 27, 2021** on or before 05:00 pm. The following documents if applicable should be submitted with the proposal:

- Valid registration document (Applicable for Firm)
- Tax Identification Number (TIN);
- VAT registration number (applicable for Firm); and
- Three references who can speak about relevant previous work.