

TOTAL COMPENSATION SURVEY

Terms of Reference

Introduction to Msingi

Msingi East Africa Limited is an ambitious and innovative industry development organisation supporting the growth of competitive industries in East Africa. We identify high potential industries, and foster innovation, growth and competitiveness in these industries by providing support, including investment, to pioneering firms, while catalysing the right enabling environment for the industry. We are differentiated by our combination of strong private sector-orientation and skills, and the long-term approach needed to catalyse lasting economic development. Ultimately, Msingi's goal is to play a key role in East Africa's long-term economic transformation.

The Gatsby Africa (UK) and the UK Department for International Development (DfID) have committed seed funding for Msingi's first 5 years. Gatsby is an independent foundation set up in 1967 by Lord David Sainsbury and has worked in East Africa since 1985. Gatsby initiated the concept of Msingi and is playing a hands-on role in its development. DFID, the UK government department responsible for overseas aid, aims to promote sustainable development and alleviate poverty.

We are guided by the following values:

Integrity we value honesty, reliability and boldness
Excellence we value high performance, passion and customer orientation;
Collaboration – we value team orientation, flexibility and mutual respect;
Innovation – we value creativity, curiosity and problem solving;
Transparency we value openness, assertiveness and constructive feedback.

To achieve these goals, it is critical for Msingi to have highly skilled and dedicated employees, management and Board Members. Msingi's typical talent base is primarily the East African and where needed a non-East African, all of whom are living and working in East Africa or out of East Africa and who have a passion for transformation and lasting prosperity in East Africa. The main office for Msingi is in Nairobi, Kenya and employee base constitutes not more than 30 and not more than 10 Board Members. Msingi recognizes the importance of recruiting and retaining top level talent and that to remain ahead of the war for talent in the market, Msingi needs to offer a unique and competitive total compensation package to its employees and Board Members. By initiating a total compensation survey, Msingi aims at understanding best practices related to salary, benefits and total compensation to employees and Board Members in the region, among organizations that are involved in similar work or that hire talent can be of value to Msingi.

For more information on Msingi visit www.msingi.com.

Overview of the work

Msingi is therefore requesting a professional salary survey consultant, to submit a proposal to carry out this survey. It is well known by Msingi that the consultant has the expertise, knowledge and network base to conduct a timely, well rounded and professional survey. Msingi expects that the consultant will provide information in the survey that will answer critical questions listed below from comparator organizations.

These questions include:

1. What competitive salary ranges exist in the region for the Msingi job roles?
2. What are the usual benefits / rewards methods / recognition practices applied as attraction and as retention strategies?
3. What are the usual practices applied related to inflation and performance-based compensation increases?

4. What practices exist in the region for hiring the following nationals: East African, non-East African nationals and international nationals?
5. What policy gaps exist between Msingi and comparator companies in the region that relate to pay, compensation and reward systems?

Expected Deliverables

1. To contact comparator employers whose pay and compensation practices are measured against the 75th percentile of the market and whose employee are a high attraction to Msingi and vice versa;
2. To conduct a job matching exercise with the comparator employers as a means of comparing selected job profiles and pay scales provided by Msingi with those of the comparator employer to establish the practice gaps between Msingi and the market;
3. To analyze the total compensation, that is, salaries, allowances, benefits, awards, rewards, and recognition practices data of the comparator employers to know the gaps that exist with Msingi's practices;
4. To produce a report to Msingi that will provide information to the queries raised in the overview above;
5. To recommend gap closing strategies, process, policies and/or actions to be undertaken by Msingi so that Msingi's total compensation has a competitive advantage for the targeted talent internally and externally;
6. To recommend any gap closing measures to be undertaken by Msingi so that Msingi's current practices retains existing top talent and maintains competitive internal equity

Qualification Requirements:

1. Proven experience in handling compensation and benefits strategies for international development organization;
2. Experience dealing with salary survey for nonprofit organizations is important;
3. Familiar with labor market issues in East Africa, Africa and globally;
4. Familiarity with the Msingi's funder's regulations.

Timeframe:

It is expected that the project is completed by 30th October 2018.

Reporting

The Msingi sponsor and person responsible for the overall delivery of the project will be Msingi's CEO. However, the day-to-day delivery of the project will be managed by the Human Resources Manager. In the delivery of the work, the consultant will report to the CEO.

To show interest in this TOR, the consultant is to submit an updated proposal to edna.semiti@msingi.com with cc to aggie.asiimwe@msingi.com and esther.otieno@msingi.com by 7th September 2018.

The proposal is to detail the following:

1. Comparator's list;
2. Method of conducting the survey;
3. Job / total compensation comparator method;
4. The timelines;
5. The investment Msingi will make towards this project;
6. The consultants who shall be involved in this project;
7. The assets to be provided by Msingi for successful completion of this assignment