



## REQUEST FOR QUOTATION/PROPOSAL

### SALARY, BENEFITS, & REMUNERATION STRUCTURE BENCHMARKING AFRO CAB TREATMENT ACCESS PARTNERSHIP

#### **Introduction**

Afrocab Treatment Access Partnership (Afrocab) is seeking a consultant to conduct a benchmarking exercise to provide a recommendation for the salary, benefits and remuneration structure aligned to current market pay for a multi-country regional network organization. The consultant must create a tailored salary and benefits package ensuring that Afrocab provides competitive and market-rate salaries. The Services to be undertaken in **February 2024**, will be to:

- i) Conduct a salary benchmarking exercise (including both base and cost-to-organisation viewpoints),
- ii) Recommend salary levels, benefits and any other non-salary remunerations for each role for Afrocab.

The Consultant must be able to access existing data sources (Zambia-based and Africa Region peer organizations) to ensure that Afrocab achieves a clear understanding of the most appropriate salary, benefits and remuneration structure that aligns with the labour market in Zambia and the project countries – Kenya, Nigeria, South Africa, Uganda and Zimbabwe.

#### **Background**

##### **About Afrocab**

Afrocab Treatment Access Partnership (Afrocab) is an African network of HIV community leaders and advocates working to accelerate access to optimal commodities for HIV and its co-morbidities. Afrocab primarily operates in sub-Saharan Africa, with headquarters in Zambia and a network of advocates in 18 countries. Founded in 2011, Afrocab is currently focused on the following key areas:

- **Global Advocacy** – Ensuring timely, affordable access to the best preventative, treatment therapies, and diagnostic tools for HIV and its co-morbidities for Africans requires direct and indirect advocacy of global pharmaceutical companies and those who can influence them. Through global advocacy, Afrocab aims to accelerate the time from research to approval to the broad distribution of cost-effective HIV medications. This requires active, engaged pharmaceutical producers, the World Health Organization, Global Fund, PEPFAR, Unitaid and other international bodies which

influence drug access and distribution. Afrocab actively works across this network to ensure the HIV needs of Africans are consistently being prioritised.

- **Building Global & Regional Networks** – The scale of the HIV challenge in Africa has attracted a multitude of international NGOs and funders to help address it, with funding for improving treatment, understanding of the market size for new products, drug distribution channels right down to treatment centres. With a complex landscape of implementers and donors, Afrocab works to promote collaboration and coordination of these collective actions to increase efficiency and expand access to HIV education and treatment, which not only raises awareness of the commodities, but also drives accelerated demand for life-saving medicines and diagnostics.
- **Continental and Country Coordination** – At the country level and for the continent more broadly, Afrocab advocates for Africa-focused research, patient and community participation, dissemination of findings, drug resistance monitoring, and the creation of country-specific strategies and action plans. Afrocab also trains HIV country activists on treatment guidelines and develops literacy materials for educating practitioners, policy makers and PLHIV.

These collective actions have been intended to move toward creating an ecosystem approach to addressing the complexity of delivering the highest quality and most cost-effective testing, prevention, and treatment of HIV and its co-morbidities in Africa.

## 1. **Key aim**

The overall aim is to ensure that Afrocab salary and benefit packages are equitable, match the responsibilities and duties of each position and are competitive to enable Afrocab attract and retain high level talent, as well as address the following issues:

- The benchmarking and proposed salary scale should take into account staff location and level within the organization.
- In an effort to ensure attraction and retention of high performing staff, there is need to develop salary grades to match up to the benefits packages of organizations with similar breadth and reach as Afrocab
- Afrocab is a non-profit elevating community voices that operates in proximity with national, regional and global entities working in HIV and other infectious disease responses. Therefore, salary scales should take into consideration potential future donor agencies, such as PEPFAR, Global Fund, Unitaid and other similar NGOs, ensuring alignment to market-related scales of remuneration.

## 2. **Assignment Scope**

The Consultant will conduct a salary survey that covers base salary as well as a cost-to-company view with an explanation of the elements therein, e.g., pension contribution, retirement annuity etc.

The Consultant will:

- i) Conduct a thorough review of salary and benefits data from Zambia-based and African Region peer organizations. Particular emphasis should be on organizations of similar size (less than 20 employees with a large cadre of volunteers in 25 Sub-Sahara African countries), maturation and focal area (global health).
- ii) Evaluate pay for cross-border talent for select countries in Africa in Kenya, Nigeria, Uganda, South Africa and Zimbabwe with knowledge of income tax, housing etc. and a holistic evaluation of salaries in those job markets.
- iii) Review existing and proposed roles to understand the responsibilities and scope of each job.
- iv) Collect and analyze data as needed to identify industry-specific benchmarks, trends, and best practices.
- v) Define job grades and salary bands within those grades tailored to Afrocab's organizational structure, taking into consideration job roles, responsibilities, and market competitiveness.
- vi) Providing recommendations on competitive benefits packages and holistic compensation to complement the proposed salary bands.
- vii) Recommend a reward index that can help Afrocab create equitable allowances for; Work, Wellness, Performance Awards, etc
- viii) Recommend and prepare a projector pay adjustment each year and pay scale review.
- ix) Advise on best practices/approaches to implement salary reviews and cost-of-living adjustments on an annual basis.

### 3. **Timeline:**

All deliverables are expected by February 26, 2024.

### 4. **Deliverables**

The following outputs are required from the Consultant:

- I) A consolidated report summarizing data sources, methodologies, and recommendations from the findings of the salary, benefits and job benchmarking exercise detailed in the Assignment Scope.
- II) Proposed salary bands/levels for the organization and recommended salary ranges for each Afrocab position
- III) A report showing the progression of both local currency (e.g. ZMW, ZAR etc.) and hard currency pay
- IV) Recommendations on base salary position and calculating annual salary increments to reflect performance, while considering increases in the cost of living within the context of a competitive labour market and the organizations' obligation to deliver value for money to its funders

### 5. **Qualifications**

- Demonstrated experience in conducting salary benchmarking exercises for NGOs with a focus on the public health sector.
- Access to relevant data sources for Zambia-based and African Region peer organizations
- Experience developing benchmarking survey tools
- Demonstrated experience in both quantitative and qualitative analysis, preferably with a solid background in Development and Public Health Sector and human resources benefits and analysis regionally and globally.

## 6. **Proposal Content**

Proposals should contain an outline of the consultant/organisation, experience relevant to the assignment, a clear description of the approach, methodology and workplan for the assignment, a budget and any relevant additional documentation.

The proposal should demonstrate the ability of the consultant to deliver on this work and should provide detailed examples of past work of a similar nature in the relevant markets to support this.

An itemized budget for both professional fees and reimbursable expenses, including fee rates, number of days and a breakdown of expenses is required.

Annexes should contain the following:

- For organization submissions, detail the team composition, including roles and responsibilities of team members, task assignments and level of effort
- CVs (maximum 2 sides of A4 paper each) of key individuals, tailored to the assignment
- Work schedule for the assignment
- Reference information

## **Response Deadline**

**The proposal, which should not exceed 5 pages (excluding annexures), should be sent by email to [afrocab.recruitment@gmail.com](mailto:afrocab.recruitment@gmail.com) by noon Central African Time (CAT) on 25th January 2024.**