

**Alliance for a Green Revolution in Africa (AGRA)
Terms of Reference for the 2011/2012 Salary and Benefits Survey
REF: Accra-HR/NRS-02-2011**

Organizational Overview

The Alliance for a Green Revolution in Africa (AGRA) is working with African governments, donors, NGOs, the private sector and African farmers to significantly and sustainably improve the productivity and incomes of resource poor farmers in Africa through agricultural development targeted at resource poor farmers. AGRA has its headquarters in Nairobi, Kenya and an office in Accra, Ghana.

Background to AGRA's Salary and Benefits Survey

AGRA began operations in September 2006. From a staff of 35 at the beginning of 2008, AGRA now has 100 full-time employees in six locations. It is anticipated that this number will have grown to about 120 employees by the end of 2012. In addition, partner organizations such as the Africa Enterprise Challenge Fund (AECF) program, the Secretariat of the JICA Coalition for African Rice Development (CARD), and the Farmer Organization Support Center Association (FOSCA) are all housed within AGRA.

AGRA's Human Resources policies require that a salary and benefits survey be conducted every two years for the nationally recruited staff (NRS), to find out the current positioning of its staff remuneration, with respect to the local job market. This survey is, therefore used to determine how the remuneration packages offered to its NRS by AGRA compare with the market, and to determine other human resources best practices in the market. AGRA desires to be at the 60th percentile of its selected job market on basic pay and total cash pay (TCP) and at the 75th percentile for total cost of employment (CoE).

Specifically, the Consultant will be expected to:

1. Undertake a comparison of salaries and benefits offered by the comparator organizations for AGRA Accra's 8 NRS benchmark positions;
2. Establish the positioning of the remuneration of AGRA Accra's 8 NRS positions, in contrast with the selected market (using at least 10 comparator organizations);
3. Establish AGRA Accra's current market status relative to its desired job market position;
4. Compare AGRA Accra's current NRS salary structure with the market and propose an updated one as necessary, based on market indicators;
5. Identify new Human Resources practices and future trends in the Accra market that AGRA's HR can benefit from.

The above would enable AGRA to not only increase its market competitiveness as an employer in the Accra market, but also to retain a well-motivated staff and avoid high turnover for its Accra office. The Consultant's Report should include but not be limited to:

- (a) Total Cost of Employment (CoE), which includes all elements of cash and quantifiable non-cash remuneration, such as loans and medical benefits incurred by the organization to retain the staff member in a particular position;
- (b) Total Cash Pay (TCP), that is, the sum of the basic salary and all other monthly allowances directly paid to the employee in the form of cash. Such cash pay includes house allowance, transport allowance, leave allowance etc.
- (c) Qualitative aspects of the terms of employment such as working hours, medical benefits, insurance cover, medical insurance including areas such as HIV/AIDs cover and coverage of pre-existing conditions, leave, etc. provided to the employee in kind rather than in cash.
- (d) Rationale for the identification and selection of comparators.
- (e) A market-based salary structure, clearly providing the grade range spread, grade overlaps, midpoint differentials and other relevant structure factors.

AGRA is requesting for proposals from organizations that will assist in undertaking this survey. The proposal should include:

- (a) A company profile;
- (b) Information on the company's salary and benefits' survey portfolio, relevant experience and professional references;
- (c) Detailed methodology for undertaking the survey, and fees;
- (d) CVs of consultants who would be assigned to AGRA for this exercise; and,
- (e) Any other information that may give your proposal leverage over others.

The deadline for submission of the bids is 12 noon Friday, January 6th 2012. All bids should be addressed to the attention of the Director, Accra Office, using the e-mail address below. Hand deliveries should be clearly marked CONFIDENTIAL, date- and time-stamped by AGRA's receptionist on receipt before being dropped into the bid box. It is expected that the selected organization will be able to carry out the research by the end of March 2012 and submit its report to AGRA immediately thereafter. All proposals should be addressed to the Attention of: **Director, Accra Office, AGRA, CSIR Office Complex, #6 Agostino Neto Road, Airport Residential Area, PMB KIA 114, Airport - Accra, Ghana** or by email: HRAccra@agra-alliance.org to HRSurvey@agra-alliance.org

Canvassing will lead to automatic disqualification.