



**East, Central and Southern Africa
Health Community
(ECSA-HC)**

REQUEST FOR PROPOSALS

REVIEW OF STAFF SALARIES AND ALLOWANCES

1.0 Background

The East, Central and Southern Africa Health Community (ECSA-HC) is an inter-governmental regional organization established in 1974 and seeks to foster and strengthen regional cooperation and capacity to address the health needs of the member states of East, Central and Southern Africa.

Currently, ECSA-HC is made up of nine Member States namely Kenya, Lesotho, Malawi, Mauritius, Eswatini, Tanzania, Uganda, Zambia and Zimbabwe.

The ECSA HC Secretariat is headed by the Director General who is the focal point for activities of the ECSA Health Community in the region. The Secretariat works closely with Ministries of Health and institutions in the member countries to identify and address priority health needs, stimulate policy dialogue, advocate for evidence-based health policy formulation, build human resource capacities and promote collaboration and harmonization of approaches to health care delivery.

2.0 Introduction

ECSA-HC wishes to invite an eligible independent consultant to submit a proposal for conducting a benchmarking survey of staff salaries and allowances and review of the salary scale design for all roles within the organisation, to ensure they are competitive within the local and international market. The benchmarking should be against other inter-governmental organizations operating in the Arusha region.

3.0 Purpose

The purpose of this consultancy is to conduct a comprehensive review of salaries and allowances for staff at the ECSA-HC Secretariat.

4.0 Objectives

- a. To assess the current salaries and allowances structure in relation to current standards and market trends.
- b. To evaluate the equity and fairness of the compensation packages, ensuring alignment with job roles, responsibilities, and performance.
- c. To identify any areas for improvement or restructuring in the compensation system, ensuring consistency, competitiveness, and fiscal sustainability.
- d. To propose adjustments or recommendations that will enhance the attractiveness and fairness of the compensation and benefits system

5.0 Scope of the Review

A minimum of five organizations should be considered for benchmarking. Further, the review should encompass the following areas;

- **Market Analysis:**
 - Conduct benchmarking with similar organizations to identify competitive salary ranges.
 - Analyze compensation trends in the relevant geographic and market sectors.
- **Internal Salary Structure:**
 - Review the current salary and allowance structure across different job levels, functions, and departments.
 - Assess the appropriateness of current salary bands and identify any disparities or inconsistencies.
 - Consider the computation of the annual cost of living adjustments as part of their scope of work.
- **Allowance Assessment:**
 - Evaluate the existing allowances (housing, transport, medical, education, etc.) provided to employees and their alignment with market practices.
 - Review the adequacy and effectiveness of benefits in retaining and motivating employees.
- **Compliance and Legal Review:**
 - Ensure that the salary and allowance structure complies with relevant labor laws, regulations, and tax obligations for national staff.
- **Financial Impact:**
 - Analyze the financial impact of proposed changes to salary and allowances on the organization's budget.
 - Ensure that any recommendations are fiscally sustainable

7.0 Deliverables

7.1 Inception Report: The inception report should be prepared by the Consultant before embarking on a fully-fledged review exercise. The inception report will detail the Consultant's understanding of what is being reviewed, analysed as well as proposed methods, tools, sources of data and procedures intended to answer each aspect of the review. The inception report should also include a proposed schedule of tasks, activities, timeline, deliverables, and key issues.

7.2 Draft Report: The Consultant will deliver a comprehensive draft report within the indicative assignment timeframe. The report must include accomplishment of all the tasks outlined above as well as findings, analysis, and recommendations. The draft report will be presented to the organization's leadership, staff and the Advisory Committee should include an action Plan for capacity development, outlining specific steps, responsibilities, and timelines.

7.3 Final Report: The Consultant will deliver a detailed final report approved by ECSA-HC management within the agreed timelines. The report should be comprehensive and outline the findings of the salary and allowance review, including an analysis of the current structure, market benchmarking, and any identified gaps or issues. It should also contain the following;

a. Recommendations:

- Clear, actionable recommendations for changes or improvements to the salary and allowance structure, including options for adjustments to ensure competitiveness, equity, and sustainability.

b. Implementation Plan:

- A roadmap for implementing the recommended changes, including timelines, key milestones, and resource requirements.

c. Financial Impact Analysis:

- A financial analysis of the potential impact of proposed salary adjustments on the organization's budget, including cost-benefit considerations.

8.0. Timeline

The review will be conducted over a period of 30 days with the following key milestones:

9.0. Reporting

The Consultant will report progress to the Director General on a regular basis, providing updates on milestones, challenges, and any adjustments to the review process or timeline. The final report and recommendations will be presented to the senior leadership for decision-making.

10.0 Qualifications of Consultant

The following are the qualifications required:

- a. The Consultant must possess more than 15 years of active engagement in conducting salary reviews
- b. The Consultant responsible for the review must possess relevant professional qualification in Human Resources Management, preferably at a PhD level (10 years)/ Masters degree level (15 years); and demonstrate evidence of performing similar work preferably of international nature;
- c. The Consultant should possess combined skills in Policy/Strategy, Human resources management and Corporate Governance.
- d. Familiarity with inter-governmental organisational work environment and dynamics will be an added advantage.
- e. Demonstrated experience working with international organizations.
- f. Proven expertise in the areas of organizational development, Human Resources and Change management.
- g. Strong analytical and communication skills.
- h. Knowledge and experience in using participatory approaches and innovative techniques, with organisational leadership.

11.0 Application process

Applications must include the following:

- a) Technical proposal detailing, understanding of the assignment, proposed methodology in delivering the assignment including time frame. Experience of consultant in delivering similar assignment and a list of relevant previous similar assignments with references.
- b) Financial Proposal indicating proposed fee, estimated reimbursable costs and assumptions (detailed budget) used in arriving at the proposed fee.

Deadline for Applications:

Applications should reach the address below by **13th January 2025**

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