

Request for Proposal (RFP)

Opening Date: Aug 08, 2024

Closing Date: Aug 26, 2024

Subject: **Service Consultancy – Evaluating and Redesigning Afghanaid’s Remuneration System**

1. Background

Afghanaid is an International Non-Governmental Organisation (INGO) registered in the United Kingdom with the Charity Commission (Reg No: 1045348) and as a Company Limited by Guarantee (Reg No: 3034888). Our UK registered office is located at The Busworks, Omnibus, 39-41 North Road, London N7 9DP, with head office in Afghanistan at House No 36, Street 3, Qala-e-Fathullah. Afghanaid has been working in the relief, rehabilitation and development sector in Afghanistan since the early 1980s under a Memorandum of Understanding (MOU) signed with the Ministry of Economy, Government of Islamic Republic of Afghanistan (GoIRA). Afghanaid is an active member of the Agency Coordinating Body for Afghan Relief (ACBAR, based in Kabul) and British and Irish Agencies Afghanistan Group (BAAG, a London based network of British and Irish NGOs working in Afghanistan).

To ensure we continue attracting and retaining top talent, motivating our workforce, and maintaining internal equity while aligning with organisational goals and industry standards, it is essential to have a robust pay and benefits system. Therefore, we are seeking a qualified consultant to review and provide recommendations for modernising our pay and remuneration structures and revising our personnel manuals and handbooks to reflect these changes.

2. Objectives

These objectives aim to create a robust and equitable pay and benefits framework that supports Afghanaid's mission, fosters employee engagement, and aligns with international best practices for national and international personnel, in both Afghanistan and the UK. The primary objectives of this consultancy are as follows:

- Conduct an assessment of Afghan and UK labour law to ensure proposed structures are in line with the spirit and intent of both
- Conduct a comprehensive review of Afghanaid's current pay and benefits, analysing policies, procedures, and compensation structures with a focus on gender pay gaps analysis.
- Identify existing gaps, weaknesses, and areas for improvement within the current system.
- Develop options and recommendations and a detailed action plan to modernise the pay and benefits system, ensuring alignment with organisational goals, INGOs standards, and legal requirements.
- Provide guidance on implementing the recommended changes, including necessary training for HR staff and management.
- Draft revisions to staff handbooks and HR policies.
- Facilitate targeted development and retention initiatives, especially focusing for Gender and minority inclusion, to ensure career progression and job satisfaction.
- Enhance the attractiveness of Afghanaid as an employer and improve retention rates of high-performing talent
- Promote fairness, diversity, and inclusion throughout all aspects of the pay and benefits system.

3. Scope of Work

The scope of work aims to provide Afghanaid with a comprehensive roadmap to modernise its pay and benefits system, promote the targeted development of talent essential skills and leadership, to enhance satisfaction for those we really want to hire and retain, and promote diversity and fairness across the organisation. The consultancy will undertake the following tasks:

a) Review Current Pay and Benefit System:

- Conduct a thorough analysis of Afghanaid's existing pay structure, benefit packages, and remuneration philosophy.
- Compare Afghanaid's current system with INGOs standards and best practices, focusing on equity, competitiveness and talent development.
- Analyse the financial sustainability of the current pay and benefits structure within the organisation's budget constraints.
- Assess the impact of donor funding cycle and financial stability of the organisation on compensation package.
- Develop a salary grid highlighting technical skills, performance metrics, and opportunities for advancement.

b) Stakeholder Consultation:

- Conduct interviews and focus group discussions with employees, management and the Board Finance Committee, across various levels to gather insights into their perceptions of the current pay and benefits system.
- Collaborate with HR and management to identify key challenges and opportunities.

c) Benchmarking and Market Analysis:

- Perform a market analysis to benchmark Afghanaid's pay and benefits against similar organisations in the regionally and globally.
- Identify emerging trends and practices that could enhance Afghanaid's competitiveness..
- Assess the feasibility of positioning Afghanaid in the 75th percentile of payers, with tailored approaches for different job categories, such as 60th percentile for a support staff etc.

d) Recommendations:

- Propose a modernized pay and remuneration philosophy tailored to Afghanaid's needs, also addressing issues of fairness, transparency, and equity.
- Develop strategies to attract and retain a high-performing personnel, with a focus on diversity and inclusion. Recommend targeted development and retention programs, particularly for underrepresented groups.
- Ensure that salary increment, bonuses, and other financial rewards are distributed equitably across genders.
- Provide cost analysis and recommend measures to optimise expenditure while maintaining competitiveness.
- Recommend policies to align tenure increases with performance-based pay and ensure fairness across the organisation.

e) Implementation Plan:

- Develop a detailed implementation plan outlining steps, timelines, and key milestones for the proposed changes.

Identify potential risks and develop mitigation strategies to ensure smooth implementation. Provide training and support to HR staff and management to facilitate the transition to the new pay and benefits system.

4. Deliverables

The below mentioned deliverables will provide Afghanaid with actionable insights and a roadmap to effectively enhance its pay and benefits system, ensuring alignment with organisational objectives and industry standards. The consultant will be expected to deliver the following outputs:

a) **Draft Report:** A comprehensive report presenting the findings, recommendations, and detailed plan for modernising Afghanaid's pay and benefits system. This draft report is expected within 8 weeks after the contract signing.

Final Report: A revised and finalized report incorporating feedback received during the review process. This final report should be submitted within 2 weeks after the review of the draft report.

b) **Presentation:** A presentation summarizing the key findings, recommendations, and implementation plan for Afghanaid's management team. This presentation will aid in understanding and decision-making.

5. Timeline

The estimated timeline for completion of this consultancy is 10 weeks.

6. Consultant Qualifications

The ideal consultant should possess the following qualifications:

- A. A master's degree in the relevant area.
- B. Extensive experience in HR development and management, particularly in the design and implementation of pay and benefits system.
- C. Demonstrated expertise in conducting organisational reviews and providing recommendations for improvement.
- D. Strong knowledge of relevant legal and NGO standards in Afghanistan or similar contexts.
- E. Familiarity with the humanitarian sector and understanding of the unique challenges and considerations in this context.
- F. Excellent analytical, communication, and report-writing skills.

Ability to work collaboratively with diverse stakeholders and facilitate discussions to achieve consensus.

7. Contractual Arrangements

The selected consultant will enter into a formal contract with Afghanaid, outlining the terms and conditions of the consultancy, including deliverables, payment schedule, and intellectual property rights.

8. Confidentiality

The consultant shall maintain strict confidentiality with respect to all information and data obtained during the course of the consultancy.

9. CONTACT DETAILS & SUBMISSIONS

International firms that meet the above requirements should submit their proposals to jobs@afghanaid.org.uk by **6:00 pm (UK Time) on 26th August 2024**, including the following as the subject line: **"RFP No. 08-2024 Proposal for Consultancy Services for Reviewing Afghanaid's Pay and Benefits."** Applications without the proper subject line or submitted after the deadline will not be considered. Each proposal should include essential components such as a company profile, technical proposal outlining how the proposed system meets Afghanaid's needs, financial proposal detailing costs and fees, and references of similar projects completed.

The application should include the following:

- A letter of interest including complete contact details, previous relevant experience and references
- Company profile
- Technical proposal outlining how the proposed approach meets Afghanaid's needs
- Financial proposal detailing costs and fees and timeline

If you have any questions regarding this request for proposal, please email (mnooristni@afghanaid.org.uk) no later than 6:00pm (UK Time) on Date (21st August 2024) so that we have time to respond to your request before the deadline for applications. Afghanaid welcomes questions pertaining to the scope of work, technical specifications, financial considerations, or any other aspects of the proposal. Clear communication is essential to ensure that potential consultancies have a comprehensive understanding of the requirements and can submit well-informed proposals.

Only qualified applications meeting the above criteria will be shortlisted. Due to the high volume of applications we receive, we are unable to respond to every application. If you have not heard from us within 2 weeks of the deadline, then you have not been successful for shortlisting.