

**Selection of Consultants**

**Technical Assistance Mission**

**Salary survey**

**For Vision Fund Rwanda**

December 2019

**With the Support of**



No. VFR/07/2019/RWA/AF

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## Section 1. Letter of Invitation

Montrouge, December 30, 2019

Dear Sir or Madam:

1. The Grameen Credit Agricole Foundation (hereinafter called ‘the client’) has received funding (hereinafter called “the funds”) from the French Development Agency (hereinafter called “the Agency”) toward the financing partly the cost of Technical Assistance mission in the framework of the African Facility and intends to apply a portion of the funds to eligible payments under the contract for which this Request for Proposals is issued.
2. The Foundation now invites proposals to provide the following consulting services: Salary survey for Vision Fund Rwanda. More details on the services are provided in the Terms of Reference.
4. A firm will be selected under selection based on consideration of quality and cost (SBQC) and procedures described in this RFP.
5. The RFP includes the following documents:
  - Section 1 - Letter of Invitation
  - Section 2 - Instructions to Consultants (including Data Sheet)
  - Section 3 - Technical Proposal - Model Forms
  - Section 4 - Financial Proposal - Model Forms
  - Section 5 - Terms of Reference

Yours sincerely,

*Pierre Casal Ribeiro, Programme Manager – Technical Assistance & Microinsurance*

## Instructions to Consultants

### DATA SHEET

Paragraph Reference	
<b>1.1</b>	<p>Name of the Client: <u>Grameen Credit Agricole Microfinance Foundation represented by Pierre Casal Ribeiro, Programme Manager, Technical Assistance &amp; Microinsurance</u></p> <p>Method of selection: <u>selection based on consideration of quality and cost (SBQC)</u></p>
<b>1.2</b>	<p>Designation, objectives and brief description of the assignment are as follows: <u>Salary survey, Vision Fund Rwanda</u></p>
<b>1.3</b>	<p>The Client will provide the following inputs and facilities:</p>
<b>2.1</b>	<p>Clarifications may be requested not later than <u>2</u> days before the submission date.</p> <p>The address for requesting clarifications is:  <u>Pierre Casal Ribeiro, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u>  <u>Tel: +33 1 43 23 22 03</u>  <u>E-mail: pierre.casalribeiro@credit-agricole-sa.fr</u></p>
<b>3.1</b>	<p>Proposals shall be submitted in the following language: <u>English</u></p>
<b>3.3 (i)</b>	<p>The estimated number of professional staff-days required for the assignment is: <u>20</u></p>
<b>3.3 (ii)</b>	<p>The minimum required experience of proposed professional staff is: <u>3 years of experience in human resources management in financial institutions</u></p>
<b>3.3 (iii)</b>	<p>Reports that are part of the assignment must be written in the following language(s): <u>English</u></p>
<b>3.4 (vii)</b>	<p>Training is a major component of this assignment: <u>No</u></p>
<b>3.8</b>	<p>Consultants shall state their price component for cost incurred in Euro and if necessary in local currency. Consultants who intend to incur cost in other</p>

**Section 2 – Instruction to consultants**

	currencies for the assignment may state the corresponding price component in Euros.																								
<b>3.10</b>	Proposals must remain valid 60 days after the submission date.																								
<b>4.3</b>	Consultant must submit an electronic version of the Proposal.																								
<b>4.5</b>	The Proposal submission address is: <u><a href="mailto:pierre.casalribeiro@credit-agricole-sa.fr">pierre.casalribeiro@credit-agricole-sa.fr</a></u> and <u><a href="mailto:ami.faciliteafricaine@credit-agricole-sa.fr">ami.faciliteafricaine@credit-agricole-sa.fr</a></u>  Proposals must be submitted no later than the following date and time: <u>January 13, 2020, 6:00pm CET</u>																								
<b>5.1</b>	The address for contacting the Client is: <u>Pierre Casal Ribeiro, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u> <u>Tel: +33 1 43 23 22 03</u> <u>E-mail: pierre.casalribeiro@credit-agricole-sa.fr</u>																								
<b>5.3</b>	<p>Criteria, sub-criteria, and point system for the evaluation of Technical Proposals are:</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;"></th> <th style="text-align: right; width: 20%;"><u>Points</u></th> </tr> </thead> <tbody> <tr> <td>(i) Specific experience of the Consultants relevant to the assignment:</td> <td style="text-align: right;">[5 - 10]</td> </tr> <tr> <td>(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:</td> <td></td> </tr> <tr> <td style="padding-left: 20px;">a) Technical approach and methodology</td> <td style="text-align: right;">[30]</td> </tr> <tr> <td style="padding-left: 20px;">b) Work plan</td> <td style="text-align: right;">[10]</td> </tr> <tr> <td style="padding-left: 20px;">c) Organization and staffing</td> <td style="text-align: right;">[10]</td> </tr> <tr> <td style="text-align: right;">Total points for criterion (ii):</td> <td style="text-align: right;">[20 - 50]</td> </tr> <tr> <td>(iii) Key professional staff qualifications and competence for the assignment:</td> <td></td> </tr> <tr> <td style="text-align: right;">Total points for criterion (iii):</td> <td style="text-align: right;">[30 - 60]</td> </tr> <tr> <td>(iv) Suitability of the transfer of knowledge (training) program: [0-10]</td> <td></td> </tr> </tbody> </table> <hr style="border-top: 1px dashed black;"/> <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 80%;">(v) Participation by nationals among proposed key staff</td> <td style="text-align: right; width: 20%;">[0 – 10]</td> </tr> <tr> <td style="text-align: right;">Total points for the five criteria:</td> <td style="text-align: right;">100</td> </tr> </tbody> </table> <p>The minimum technical score St required to pass is: <u>60</u> Points</p>		<u>Points</u>	(i) Specific experience of the Consultants relevant to the assignment:	[5 - 10]	(ii) Adequacy of the proposed methodology and work plan in responding to the Terms of Reference:		a) Technical approach and methodology	[30]	b) Work plan	[10]	c) Organization and staffing	[10]	Total points for criterion (ii):	[20 - 50]	(iii) Key professional staff qualifications and competence for the assignment:		Total points for criterion (iii):	[30 - 60]	(iv) Suitability of the transfer of knowledge (training) program: [0-10]		(v) Participation by nationals among proposed key staff	[0 – 10]	Total points for the five criteria:	100
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## Section 2 – Instruction to consultants

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<b>5.7</b>	The single currency for price conversions is: <u>Euro</u>
<b>5.8</b>	In case of SBQC, the formula for determining the financial scores is the following: $S_f = 100 \times F_m / F$ , in which $S_f$ is the financial score, $F_m$ is the lowest price and $F$ the price of the proposal under consideration.  The weights given to the Technical and Financial Proposals are: $T = 0.8$ , and $P = 0.2$
<b>6.1</b>	Address for contract negotiations: <u>Pierre Casal Ribeiro, Fondation Grameen Crédit Agricole, 72 rue Gabriel Péri, 92120 Montrouge, France</u> <u>Tel: +33 1 43 23 22 03</u> <u>E-mail: pierre.casalribeiro@credit-agricole-sa.fr</u>
<b>7.2</b>	Expected date and location for commencement of consulting services: <u>February 3, 2020</u>

## **Section 3. Terms of Reference**

### **A. BACKGROUND AND RATIONALE**

Vision Fund Rwanda (VFR) is a Tier 3 microfinance institution that was established in 1997 by World Vision Rwanda (WVR). It is registered as a deposit-taking microfinance institution and supervised by the National Bank of Rwanda (BNR). It is fully owned by Vision Fund International. VFR provides loans under the village banking and individual methodologies. . As of September 2019, the institution serves 13,228 active borrowers (63% women and 87% in rural areas) and manages a portfolio of EUR 3.3 million. It is operating nationwide through a network of 8 branches and 131 employees.

VFR's mission: We believe in brighter futures for children where they can experience the love of Christ, building lives free of need and full of promise. We empower families to create income and jobs. We unlock economic potential for communities to thrive.

VFR's vision: Our vision for every child, life in all its fullness; our prayer for every heart, the will to make it so.

### **B. OVERALL OBJECTIVE**

The purpose of this assignment is to compare and match VFR compensation and benefits with other competitors in the market. The selected company will identify comparable Microfinance Institutions in the market and conduct an independent survey for the purpose of updating the current VFR salary structure.

### **C. ACTIVITIES**

1. The selected company shall compile and suggest to VFR a list of employers which may be considered as comparators for the purposes of establishing VFR's salary structure. The list shall be subjected to final approval by VFR. knowledge of the local market and the ability to identify and reach out to appropriate comparator employers is a critical deliverable of the selected company.
2. The selected company shall collect the following minimum information from each of these Comparators:
  - a. Job descriptions of the positions similar to those in VFR for the purpose of Job matching on the nature, complexities and responsibilities of each compared position;

- b. Collect and analyze the salary structures and associated benefits (including typical allowances and benefits package both monetary and non-monetary) of the selected comparator organizations for existing Job descriptions.
  - c. Summary information on the comparator employer (size, number of employees, length of time in operation, etc.)
3. The selected company shall present a draft analysis report to VFR and make recommendations on the proposed salary structure.
4. The selected company shall prepare a Final Report and submit it to VFR, taking into consideration input from VFR.
5. The selected company shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of VFR.

#### **D. Institutional Arrangement**

The work of the company that will be engaged shall be supervised by the VFR People and Culture (P&C) Manager, in collaboration with the Grameen Crédit Agricole Foundation. As such, submission of the company's reports shall be channeled through the P&C Manager. The confirmation of acceptability of report contents, the authorization of disbursement of payment, and evaluation of performance shall all be undertaken by the P&C Manager.

#### **E. Expected duration of Assignment**

The assignment is expected to be completed within four (4) weeks from the date of signing of the contract. The selected company, therefore, is required to prepare and submit the entire plan in a way that allows the achievement of all deliverables within the 4-week period.

#### **F. Required skills and experience**

The contracted company shall meet the following minimum criteria:

- Proven track record in the area of compensation and benefit analysis, preferably for financial institutions.
- At least three (3) years of experience undertaking salary survey for big institutions (not less than 100 staff).
- Familiarity with labor market issues.
- Ability to render consulting services in the most professional, effective and efficient manner.
- Fluent in English.
- Excellent writing and presentation skills (all required reports shall be written in English).
- Confidentiality of information