Terms of Reference for carrying out a Comprehensive Job Evaluation Exercise
for THE CENTRE FOR COORDINATION OF AGRICULTURAL RESEARCH AND
DEVELOPMENT FOR SOUTHERN AFRICA (CCARDESA)

1.0. Background

CCARDESA is a Sub-Regional Research Organisation created by SADC member states
to coordinate agricultural research and development in the SADC region. Established in
2010 and formally launched in July 2011 and partnering with national, regional, and
continental institutions CCARDESA advances the regional agricultural research agenda.

CCARDESA is intending to carry out a comprehensive Job Evaluation and Salary Review
Programme and seeks to engage the services of a reputable and technically qualified
consultant with extensive expertise in Human Resources Management, Organisational
Development, Organisational Psychology, Chaos Management and Business
Administration to undertake the task. Therefore, CCARDESA solicits proposals from
interested individuals or firms to undertake the assignment.

2.0. Objectives of the Exercise

- To develop a systematic analysis of the various components of each job using a
  standard system to determine its size in order to minimize subjectivity and to
  facilitate informed decisions in determining the relation worth of each job.
- To review the current pay structure with the aim of embracing a fair, equitable and
  consistent structure for all jobs on a rational basis and establish fairness and
  justice.
- To develop a mechanism for ensuring compliance with the principles of equal pay
  for work of equal value as envisaged in the relevant legislation governing equity
  pay.
- To take a few steps forward as an organisation to attract and retain good talent
  and promote harmonious industrial relations.
• The exercise must be consistent with the overall Strategy and business needs of
the organisation.

3.0. **Scope and task**
• Setting up a Job Analysis Committee to drive the Programme.
• Conducting a Planning and Diagnosis process.
• Information Collection using qualitative analysis.
• Information Reviewing and drafting of job related information in a format
  appropriate to intended output.
• Product compilation.
• Ensuring compliance with Regional and International laws, and the International
  Labour Conventions.
• Setting up a Job Evaluation Committee.
• Carrying out internal evaluation.
• Carrying out external evaluation.
• Reviewing the current job evaluation method and proposing a suitable one for the
  organisation.
• Reviewing the current compensation system and proposing a suitable one for the
  organisation.
• Apply chaos management techniques throughout the exercise to accommodate
  the impact of the COVID 19 pandemic.

4.0. **Deliverables**
• Analyse and prepare job descriptions and specifications.
• Select and prepare job evaluation Programme / Plan
• Classify jobs and prepare a report.
• Recommend selected plans.
• Assign pay rates to pay grades.
• Develop pay ranges.
• Compile a comprehensive report for the whole exercise for consideration and
  implementation by management.

5.0. **Assignment Duration**
The consultancy is expected to take a maximum of 4 weeks starting from the date of
signature of the contract by both parties, subject to adjustments as required and mutually
agreed upon.
6.0. Qualifications, Experience and Language
- The consultant must have a Bcom or BA Degree in Human Resource Management and a MBA degree or Master’s degree in Human Resource Management or Organisational Development.
- At least 10 years of relevant experience of which 5 must be in a senior position in reputable management consultancy houses in Regional or International organisations.
- A minimum of three (3) similar assignments in the last 5 years.
- Understanding and experience of working internationally, across different countries and cultures.
- Excellent analytical skills, and ability to understand and make logical and clear conclusions and recommendations from difficult/chaotic situations.
- Able to take the initiative and be innovative with suggestions and recommendations.
- The Consultant must be fluent in written and spoken English.

7.0. Disclaimer
CCARDESA reserves the right to determine the structure of the process, number of shortlisted participants, the right to withdraw from the proposal process, the right to change the timetable at any time without notice and reserves the right to withdraw this assignment anytime, without prior notice and without liability to compensate and or reimburse any party.