

TERMS OF REFERENCE

Consultancy Services for Review and Update of Total Compensation Package for National Project Staff and Human Resources Manual



February 2025

Consultancy Services for the Review and Update of Total Compensation Package for National Project Staff and Human Resources Manual

Focus Areas: Hanoi, Ha Giang, and Dak Lak, Vietnam

1. Overview

SOCODEVI in collaboration with Developpement International Desjardins (DID) is in the preparation phase of implementing a project (2025-2030) on Biodiversity and Livelihood Opportunities for Ethnic Minority Women – BLOOM with funding from Global Affairs Canada.

SOCODEVI is seeking a consultant or consultancy firm to conduct a comprehensive **Total Compensation Review and Update** for project staff located in **Hanoi, Ha Giang, and Dak Lak**. The study aims to ensure competitive, fair, and market-reflective remuneration package for the planned recruitment of nationally hired staff, utilizing a combination of current available data, as well as subscription-based or fee-based data sources to ensure high-quality, objective benchmarking.

2. Objectives

Under the supervision of the Project Director and Head of Admin and Finance , the consultancy will:

- Conduct a comparative analysis of compensation structures within previous DID and SOCODEVI projects, and importantly within other similar organisations
- Provide recommendations for a fair and competitive remuneration structure; including the percentage and amount of personal income tax paid, insurance and trade union funding according to the current Vietnamese Law;
- Align compensation package for staff retention with organizational policies and Vietnamese Law.

3. Scope of Work

3.1 Geographical Coverage

The study will cover three key locations:

- **Hanoi** (national project staff)
- **Ha Giang** (national project staff in either of the provincial capital and remote areas)
- **Dak Lak** (national project staff in both the provincial capital and remote areas of the Central Highlands)

3.2 Methodology

The consultancy should employ:

- **Interviews with key stakeholders**, primarily HR professionals and senior management within DID and SOCODEVI; where necessary
- **A review of the Human Resources Chapter (approximately 10 pages)** of the SOCODEVI Vietnam’s Financial and Administrative Manual
- **A review of compensation data from previous DID and SOCODEVI projects** with reference to a 2020 Study “Review of Remuneration and Cost Norms for National Project Staff” and a 2024 Study “Conduct a verification on salary and salary deduction expenditure for national staff”

- **A review of Subscription-based or fee-based data sources (e.g. Birches Group; Navigos)** to ensure a fair and competitive market analysis.
- **Up-to-date analysis of labour laws and emerging market trends impacting remuneration.**

4 Deliverables

4.1 Inception Report outlining methodology and data sources and a finalized budget.

4.2 Market Benchmarking Report with comparative analysis.

4.3 Recommendations for Compensation Framework, including salary scales, steps and benefits.

4.4 Revised Human Resources Chapter (approximately 10 pages) for SOCODEVI's Financial and Administrative Manual for Vietnam incorporating up-to-date labour laws

4.5 Final Report & Presentation to SOCODEVI leadership in a user-friendly format.

5 Timeline

The consultancy is expected to take place over **March and with an expected completion date of end of April latest**, with the following key milestones:

Closing date for any questions by email (bloom@socodevi.org)	Monday 17 th February at 5pm Hanoi time
Deadline for submission of proposals	Sunday 23 rd February at 5pm Hanoi time
Online interviews with shortlisted firms	To be scheduled week of 3 – 7 March
Offer announced and contracting	Week of 10-14 March
Kick-off meeting & data collection	Date to be determined
Preliminary findings & draft benchmarking report.	Date to be determined
Draft recommendations for SOCODEVI review.	Date to be determined
Final benchmarking report and annexes	Wednesday April 30 th

6 Proposal assessment criteria

Component	Criteria	Max Score
1 Proposal overall	The extent to which the proposal meets the requirements set out in Sections 2 and 3 above and throughout this TOR. Can the applicant deliver the requirement deliverables? Will the Applicant be able to deliver a fair and competitive remuneration structure with minimum supervision?	5
2 Design and Development process	The extent to which the Applicant demonstrates that a clear design and logical process will be followed and SOCODEVI is adequately consulted for input during the design stage. The extent to which it is clear what is required of SOCODEVI in terms of human resources, data sharing and other inputs to deliver the Assignment.	5

3	Experience	<p>Proven experience in compensation and benefits analysis in Vietnam</p> <p>Previous experience in using reliable, fee-based salary benchmarking tools.</p> <p>Relevant experience in the NGO sector is advantageous.</p>	5
4	Track record	<p>The extent to which the Applicant presents the required level of expertise and knowledge to fulfil the requirements for similar organisations and projects.</p> <p>To extent to which the Applicant gives a clear summary of the consultant or consultancy firm’s relevant experience (delivering similar projects) and time allocation per team member, if more than one team member</p>	5

7. Application Process

Interested consultants should submit the following in English:

1. **Technical Proposal** detailing methodology, experience, and proposed approach up to a maximum of 5 pages.
2. **Financial Proposal** in MS Excel including consultancy fees in Canadian Dollars inclusive of any taxes, with a breakdown by workdays and any costs related to benchmarking tools or secondary data sources.
3. **CVs of Key Experts and/or team members.**
4. **References** from similar projects.

Proposals should be submitted to bloom@socodevi.org with the subject "**Consultancy Proposal – Total Compensation Review**" by **5pm Hanoi time Friday 21st February**

This consultancy will play a critical role in ensuring SOCODEVI's compensation framework is competitive, fair, and aligned with labour market realities. We look forward to receiving your proposals!