



***TERMS OF REFERENCE FOR SERVICE PROVIDER RECRUTEMENT FOR
SALARY BENCHMARK STUDY BIOGUINEA FOUNDATION (FBG)
GUINEA-BISSAU***

April de 2025

Summary

The BioGuinea Foundation (FBG) intends to conduct a confidential salary benchmark study to align its compensation structure with best practices within the Conservation Trust Fund (CTF) community. This initiative will provide a robust evidence base to support competitive and equitable remuneration policies, inform strategic HR decisions, and enhance talent retention. The study aims to serve as a regional reference for salary practices among CTFs and conservation-focused institutions in Africa, with a commitment to confidentiality and data protection throughout the process.

1. Background

Founded in 2011, the BioGuinea Foundation (FBG) is a Conservation Trust Fund committed to biodiversity conservation, environmental education, and sustainable community development in Guinea-Bissau. In the context of its institutional development objectives for 2024–2025 and a strategic roadmap targeting over \$28 million in new funding, FBG is prioritizing HR management systems reform to ensure a coherent and transparent compensation system as well as internal equity and market competitiveness.

A critical component of this reform is the development of a salary and benefits benchmark to guide remuneration policies and enable informed resource allocation. The study will build on sectoral best practices and inform compensation decisions aligned with FBG's 2025–2029 strategic plan.

2. Objectives

The overall objective is to benchmark FBG's compensation structure against similar institutions (CTFs, NGOs, and international organizations), both within Guinea-Bissau and across Africa. Specific objectives include:

- Establish average compensation ranges by professional category, seniority, and area of expertise.
- Assess salary percentiles to inform FBG hiring and progression bands.
- Evaluate benefits and bonuses, including allowances, health insurance, pension, and other non-salary components.
- Examine regional and currency-based trends (CFA, USD or Euro).
- Identify and assess gender and seniority-based pay gaps.
- Support evidence-based HR and budget planning in alignment with the FBG strategic framework.

3. Scope of Work

The study will identify and make a classification of FBG roles, including leadership (e.g., Executive Director, Finance Manager), technical staff (e.g., Program Officer, Monitoring & Evaluation Officers), administrative roles (Program Assistant, HR, Communications), and field staff (REDD+ Focal Points, Grant Managers). Geographically, it will prioritize Guinea-Bissau's local market rates while incorporating regional and international benchmarks for roles requiring global expertise (e.g., climate finance specialists).

Compensation components to analyse include base salaries, allowances, benefits, and non-monetary incentives.

The study will include the following:

- Internal review of all existing and anticipated FBG staff roles, including executive leadership, technical program staff, administrative support, and field-based personnel.
- External comparison with:
 - CTFs in Africa (CAFÉ, RedLAC networks)
 - NGOs and international development organizations
- Disaggregated analysis by:
 - Professional category and job family, years of experience, area of expertise (finance, biodiversity, legal, communications, etc.), location and currency zone
- Compensation components:
 - Base salary, allowances (housing, transport, communications), benefits (health, pension, insurance)
 - Non-monetary incentives (flexible policies, training)
- Compliance:
 - Review UK Charity Commission relevant guidance or policies related to HR remuneration that FBG should take into account and consider if there's any legal or administrative implications.

4. Methodology

The consultant is expected to follow a mixed-methods approach combining desk research, primary data collection, benchmarking, and validation. However, they may propose an alternative or improved methodology, subject to FBG's approval.

The study should start with a review of existing salary surveys and proceed with confidential surveys or interviews with a defined number of comparator organizations. Internal FBG data will also be analysed. A gap and percentile analysis (25th, 50th, 75th) and comparator calculations will guide equity adjustments. Cost modelling will estimate the budget impact of proposed changes. A final validation step will include stakeholder feedback and optional peer consultation.

The consultant will be expected to engage with FBG leadership throughout the process, including presenting key findings and draft recommendations to the Board for review and input before finalization.

5. Ethical and Confidentiality Protocols

Ensuring ethical practices and protecting confidentiality are essential in this salary benchmark study. All data collection and handling will comply with international data protection standards, to safeguard the privacy and rights of all participants.

- All data collected will be anonymized and used solely for aggregate analysis.
- Individual salary data will not be shared with FBG or any other institution.
- The consultant must ensure compliance with international data protection standards (e.g., GDPR).
- Informed consent must be obtained from all participating institutions.

6. Deliverables

- **Draft Report:** A summary of market data with comparison to FBG levels, preliminary gap analysis, and high-level recommendations.
- **Final Report:** Detailed salary grid with compensation bands, percentile ranges, benefits matrix, and a phased implementation roadmap (prioritizing critical roles in Year 1), along with risk assessments. The final recommendations will be refined based on feedback and discussions with FBG leadership, including the Board.
- **Presentation Deck:** A 15-slide deck for FBG's Board and donors, highlighting 3–5 priority actions.

7. Consultant Profile

The consultant should demonstrate:

- At least 10 years of experience in HR consulting, compensation studies, or organizational development
- Proven knowledge of nonprofit sector compensation practices in Africa
- Experience with CTFs or conservation/environmental organizations is an asset
- Advanced analytical and modelling skills
- Strong capacity in data protection and ethical research
- Fluency in English; working knowledge of French or Portuguese is desirable

8. Timeline

The study is expected to take place on **10 weeks duration**, divided indicatively into four phases:

Phase	Activities	Duration
I. Planning	Desk research, methodology, contact mapping	2 weeks
II. Data Collection	Surveys, interviews, internal data analysis	3 weeks
III. Analysis	Data cleaning, benchmarking, modelling	3 weeks
IV. Validation & Finalization	Incorporate feedback, finalize deliverables	2 weeks

The consultant may propose an alternative timeline that they consider more suitable for the process, subject to FBG's approval.

9. Budget

The applicant should proposed estimated cost covering consultation fees, data collection tools and other resources, and optional travel.

10. Roles and Responsibilities

- **FBG Team:** Provide anonymized salary histories, role descriptions, and coordinate local and international comparator interviews. Review deliverables and approve final recommendations.
- **Consultant:** Lead data collection, analysis, and report drafting while ensuring ethical compliance.

11. Submission Requirements

Interested applicants must submit:

- Technical proposal, including methodology and workplan
- Financial proposal (itemized)
- CV
- Two references from past similar assignments
- Statement of confidentiality compliance

Interested consultants or firm can submit their proposals via email to recruitment@bioguinea.org or deliver them in person to the FBG headquarters located at Avenida Dom Settimio Arturo Ferrazzetta – A. Lopes Building, 2nd Floor – Bissau, Guinea-Bissau, by **June 16th 2025**, the latest at 11:59 PM local time.