



## **CARE DE in Balkans Terms of Reference (ToR)**

### **Project/Assignment Title:**

*Tender Request for Salary Benchmarking Services in the NGO Sector in the Balkans*

### **1. Background**

CARE Germany, in collaboration with its Country Office CARE Balkans, is seeking consultancy services to conduct a comprehensive salary benchmarking study for the NGO sector in the Balkans region. CARE Germany is a reputable international humanitarian organization dedicated to combating poverty and inequality and providing assistance in crisis situations.

This initiative arises from the need to ensure CARE Balkans remains competitive in attracting and retaining skilled personnel. By benchmarking salary structures, benefits, and allowances, the organization aims to align its compensation packages with prevailing market standards while ensuring compliance with CARE's global policies and values. This ToR outlines the expectations and requirements for the consultancy assignment.

### **2. Purpose and Objectives**

The primary purpose of this consultancy is to provide CARE Balkans with a detailed understanding of salary benchmarks and market trends within the NGO sector in the Balkans. This will enable the organization to make informed decisions regarding staff compensation.

Specific Objectives:

1. Brief analysis of cost-of-living increases from 2019 to date in the selected countries
2. Conduct a detailed salary survey across key countries in the Balkans (Serbia, Bosnia and Herzegovina, \*Kosovo, and North Macedonia).
3. Benchmark salaries for various positions from entry-level to senior management, including benefits such as health insurance, pensions, bonuses, allowances and any other that may apply.
4. Identify market trends in salary packages and benefits within the humanitarian and development sector.
5. Provide actionable recommendations to enhance CARE Balkans' competitiveness.

### **3. Scope of Work**

The consultancy firm will undertake the following tasks:

1. Map the presence of similar-sized (international) NGOs in the Balkans.
2. Develop a methodology for data collection and analysis, ensuring it meets industry best practices.
3. Collect data on salaries, benefits, and allowances from targeted NGOs.
4. Draft and present preliminary findings for feedback.
5. Finalize and deliver a comprehensive report detailing salary benchmarks, market trends, and recommendations.
6. Conduct a virtual or in-person presentation of findings and recommendations to CARE management and HR teams.

### **4. Deliverables and Outputs**

The consultant will provide the following deliverables:



1. Inception Report: Detailed methodology and work plan – due within two weeks of contract signing.
2. Preliminary Findings Report: Summary of data collected and initial analysis
3. Final Report: Comprehensive report with salary benchmarks, market analysis, and actionable recommendations
4. Presentation: A virtual or in-person presentation to CARE management and HR team

## **5. Timeframe**

The assignment is expected to be completed by April 30<sup>th</sup> 2025, however input towards the timeline by the selected vendor will be taken into consideration for more precise planning purposes. The finally, and jointly, agreed deadlines, however, will have to be met. The payment schedule under section 9 (further below) will be contractually linked to these agreed deadlines.

## **6. Qualifications and Experience**

The consultancy firm or individual should possess the following qualifications and experience:

1. Proven experience in conducting salary benchmarking studies or market analyses, particularly in the NGO or humanitarian sector.
2. Strong understanding of the Balkans labor market.
3. Demonstrated ability to deliver high-quality reports and actionable recommendations within tight deadlines.
4. Expertise in statistical analysis and data-driven research methodologies.
5. Excellent communication skills, both written and oral, in English.

## **7. Reporting and Supervision**

The consultant will report directly to Regional HR & Admin Manager and will coordinate closely with the CARE Balkans management team. Reports should be submitted in PDF format and shared electronically.

## **8. Submission Requirements**

Interested firms are invited to submit a proposal containing the following:

- Company profile, including relevant experience, specifying geographical focus.
- Proposed methodology and approach, including but not limited to Communications and targeted NGOs within the Balkan region.
- Work plan and timeline.
- Financial proposal (including detailed cost breakdown).
- CVs of key team members.

A presentation of the proposal to a panel of CARE will be expected.

## **9. Budget and Payment Schedule**

The payment schedule will be as follows:

- 30% of contracted amount upon submission and approval of the Inception Report.
- 40% of contracted amount upon submission and approval of the Preliminary Findings Report.
- 30% of contracted amount upon submission and acceptance of the Final Report and Presentat

**10. Financial Offer** including cost breakdown (2 pages).

- The consultant(s) shall suggest the global price in BAM or EUR (per position if evaluation team applies) and the number of days predicted for the work.
- The global price must include all administrative costs (such as but not limited to backstopping costs, insurance, reports, communication costs, rent for Contractor's facilities, translation costs, etc.), as well as a breakdown of travel, allowances, and accommodation expenses for Field Research 1 (as specified in the Timetable section).
- Prices must be in **gross amount** (free of all duties, taxes, and other charges, including VAT). The amount of VAT must be shown separately.
- **Note: If you are sending the offer as a physical person the amount should be net. Related benefits and taxes for physical person will be calculated and paid by CARE.**

**11. Ethical Considerations and Safeguarding**

The consultant must comply with CARE's policies on safeguarding and data protection. Any breaches may result in the termination of the contract.

Offers should be submitted by February 17<sup>th</sup> 2025 at 05.00 p.m. to the e-mail address: [shalkic@care.ba](mailto:shalkic@care.ba) (Procurement Team, CARE International Balkans).

The offer that is chosen by CARE International Balkans will be notified in writing by March 1<sup>st</sup> 2025 latest.



## *Disclosure Agreement*

We herewith \_\_\_\_\_ (company name) declare:

a. CONDUCT: Contractor and its employees shall maintain and comply with a written code of conduct that prohibits giving anything of value, directly or indirectly, to any person or entity, including government officials or CARE staff, in the form of a bribe or kickback; establishes appropriate limitations on transactions with relatives of Contractor employees or businesses or ventures related to Contractor or its employees; and otherwise properly governs the performance of its employees engaged in soliciting, awarding or administering contracts, and receiving gifts. Contractor shall inform CARE in writing of any violations relating to its obligations hereunder. Contractor certifies that it has not knowingly provided and will not knowingly provide, in violation of applicable laws, material support or resources to any individual or organization that advocates, plans, sponsors, engages in, or has engaged in an act of terrorism, or been guilty of grave professional misconduct proven by any means which the contracting authority can justify.

b. We are not bankrupt or being wound up, we are not having our affairs administered by the courts, our business has not been suspended by local government, are not the subject of proceedings concerning those matters, or are not in any analogous situation arising from a similar procedure provided for in national legislation or regulations.

c. We have not been convicted of an offence concerning our professional conduct by a judgment which has the force of claim preclusion.

d. We have fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which we are established or with those of the country of the contracting authority or those of the country where the contract is to be performed.

e. We have not been subject to a judgment which has the force of claim preclusion for fraud, corruption, involvement in a criminal organization, or any other illegal activity detrimental to the Communities' financial interests.

f. We have not been declared to be in serious breach of contract for failure to comply with obligations in connection with another contract with the same contracting authority or another contract financed with Community funds.

g. We respect basic social rights and condemn exploitation of child labor and women.