



BANQUE D'INVESTISSEMENT ET DE DEVELOPPEMENT DE LA CEDEAO
ECOWAS BANK FOR INVESTMENT AND DEVELOPMENT
BANCO DE INVESTIMENTO E DE DESENVOLVIMENTO DA CEDEAO

Administration et Services Généraux
Administration and General Services

TERMS OF REFERENCE
RECRUITMENT OF A CONSULTING FIRM TO UNDERTAKE JOB EVALUATION, COMPENSATION BENCHMARKING, GRADING STRUCTURE HARMONISATION AND CAREER PATHING FRAMEWORK FOR THE ECOWAS BANK FOR INVESTMENT AND DEVELOPMENT (EBID)

APRIL 2026

1. Background and Institutionnel Context

The ECOWAS Bank for Investment and Development (EBID), as the Development Finance Institution of the ECOWAS Community, plays a pivotal role in financing public and private sector projects that promote regional integration and socio-economic development across Member States.

In recent years, EBID has undertaken substantial institutional reforms aimed at strengthening governance, operational efficiency, and compliance with international standards, including alignment with the EU 9-Pillar framework. These reforms have included the PwC Staff and Skills Audit (Optimal Staffing Level Assessment), revision of the Staff Rules and Regulations, development of a revised Staff Handbook, and ongoing proposal for the implementation of workforce rebalancing measures.

While these initiatives have strengthened human capital governance, the Bank's current job grading and compensation structure reflects historical configurations that require modernisation and harmonisation. The increasing complexity of development finance operations, heightened governance expectations, and growing competition for specialised talent within the African DFI ecosystem necessitate the establishment of a robust, transparent, and market-aligned job architecture framework.

In this context, EBID seeks to recruit a qualified and internationally recognised consulting firm to undertake a comprehensive review and redesign of its job evaluation system, compensation benchmarking framework, grading structure, and career pathing architecture.

2. Purpose of the Assignment

The purpose of this assignment is to design and implement a modern, defensible, and competency-based job evaluation and compensation framework that ensures internal equity, external competitiveness, transparency, and strategic alignment.

The consultancy shall establish a structured grading architecture supported by a recognised global methodology, conduct benchmarking against comparable institutions, harmonise grade levels, and develop a coherent career pathing framework aligned with workforce planning, performance management, and succession planning systems.

The overarching objective is to align roles, responsibilities, grades, and remuneration with EBID's development finance mandate and long-term institutional growth strategy.

3. Scope of Work

The consulting firm shall undertake a comprehensive institutional diagnostic review. This shall include examination of the newly approved Staff Handbook, HR Process Manual, approved organogram, existing job descriptions, salary structures, benefits architecture, allowances, and relevant governance documents. The consultant shall analyse prior findings from the PwC Staff and Skills Audit and identify structural inconsistencies, grade compression, role overlaps, and internal equity concerns.

A central component of this assignment shall be the design and implementation of a formal job evaluation system. The methodology to be applied must be based on either the Mercer Job Evaluation methodology or the Hay Group (Korn Ferry Hay) point-factor methodology, or an internationally recognised equivalent of comparable rigour, transparency, and governance defensibility. The selected methodology must be clearly articulated in the consultant's proposal and justified

in terms of its suitability for a multilateral development finance institution. The selected methodology must be one that is widely used, in order to ensure the availability of credible and comparable benchmark sources.

The job evaluation framework shall define weighted evaluation factors reflecting, at a minimum, strategic impact, financial accountability, complexity, decision-making authority, leadership scope, technical expertise, risk exposure, and stakeholder engagement. The consultant shall apply the methodology across all established roles within the Bank and conduct structured calibration sessions to ensure scoring consistency and institutional alignment.

In parallel, the consultant shall undertake comprehensive compensation benchmarking against comparable International Development Finance Institutions, including regional multilateral banks and similar financial institutions operating within West Africa. The benchmarking exercise shall analyse base salary, salary bands, post-adjustment or cost-of-living mechanisms, benefits structures, pension arrangements, performance bonus frameworks, and other relevant remuneration components. The analysis shall determine EBID's current market positioning and recommend an appropriate competitive positioning strategy within the DFI labour market.

Based on the job evaluation results and benchmarking findings, the consultant shall design a harmonised grading structure that eliminates grade overlaps and compression while ensuring logical progression across professional, technical, managerial, and executive levels. Salary bands shall be developed with clearly defined minimum, midpoint, and maximum ranges. The consultant shall also conduct a financial modelling exercise to assess the fiscal implications of transitioning from the current structure to the proposed framework.

In addition, the consultant shall develop a comprehensive career pathing framework that defines career families across operational, financial, technical, administrative, and executive streams. The framework shall establish both managerial and specialist tracks, thereby enabling advancement without mandatory transition into supervisory roles. The design must integrate with the Bank's performance management system, succession planning framework, and workforce planning strategy.

The assignment shall conclude with the development of a governance and sustainability framework to manage the job evaluation and grading structure on an ongoing basis. This shall include procedures for periodic review, benchmarking updates, grade appeals, and internal capacity-building measures for the Human Resources Division. A structured change management and communication plan shall also be developed to ensure smooth institutional adoption.

4. Methodology

The consultant shall propose a structured and phased methodology combining qualitative and quantitative approaches. The approach shall include documentary review, stakeholder consultations, structured job analysis workshops, statistical compensation analysis, benchmarking research, and calibration sessions.

The proposed job evaluation methodology must explicitly indicate whether the Mercer or Hay framework will be applied, including a description of factor weighting, scoring logic, and governance defensibility. The consultant must demonstrate institutional experience in applying the selected methodology within development finance or multilateral institutions.

All processes shall ensure strict confidentiality and data protection and shall promote institutional ownership of the outputs.

5. Deliverables

The consultant shall submit an Inception Report outlining methodology, work plan, and timeline. A Diagnostic Report shall follow, presenting findings and reform recommendations. Subsequent deliverables shall include the Job Evaluation Manual, evaluation scorecards, benchmarking report, proposed grading framework, salary band matrix, financial impact analysis, career pathing framework, governance framework, and a consolidated final report with a phased implementation roadmap covering a three-to-five-year period. Presentations to Management and, if required, to the Board shall form part of the assignment.

6. Duration

The assignment is expected to be completed within two months from the date of contract signature.

7. Qualifications of the Consulting Firm

The consulting firm must demonstrate substantial and verifiable experience in implementing either the Mercer or Hay job evaluation methodologies within development finance institutions, multilateral banks, or comparable international organisations. Proven experience in compensation benchmarking within African markets is essential.

The proposed team shall include senior-level experts in HR transformation, compensation and benefits, organisational design, labour economics, and change management.

8. Reporting and Oversight

The consultant shall report to the Director of Administration and General Services and work closely with the Head of the Human Resources Division.

9. Confidentiality

All institutional information and remuneration data shall remain the exclusive property of EBID and shall be treated as strictly confidential.

10. Expected Institutional Impact

The successful completion of this assignment shall provide EBID with a globally recognised, transparent, and defensible job architecture framework aligned with international best practice. It shall strengthen internal equity, enhance market competitiveness, support governance compliance, and provide a structured basis for career progression, succession planning, and sustainable institutional growth.

11. CONTENTS OF TECHNICAL AND FINANCIAL OFFER

THE TECHNICAL OFFER MUST NOT CONTAIN THE FINANCIAL INFORMATION, FAILING WHICH THE OFFER SHALL BE REJECTED.

A. THE FINANCIAL OFFER

The financial offer expressed in US Dollars , duty-free shall be broken down as follows :

- Fixed amount :

Honorarium (detail per expert).

- Reimbursable fees:
 - o Subsistence allowance (accommodation and feeding) ;
 - o Air tickets ;
 - o Local transport ;
 - o Miscellaneous expenses (communication, administration and preparation of reports, etc.).

The fees for all activities and input described in the technical proposal must be stated separately. It is assumed that the activities and input described in the technical proposal for which no cost is indicated are included in the costs for other activities and input. When the mission involves several stages, steps or activities, the cost of each of them must be clearly stated in the financial offer.

The original and the copy of the technical proposal must be enclosed in a stamped envelope clearly marked with the indication « TECHNICAL PROPOSAL, RECRUITMENT OF A CONSULTING FIRM TO UNDERTAKE JOB EVALUATION, COMPENSATION BENCHMARKING, GRADING STRUCTURE HARMONISATION AND CAREER PATHING FRAMEWORK FOR THE ECOWAS BANK FOR INVESTMENT AND DEVELOPMENT (EBID)

», name and address of the Consultant, and an inscription « DO NOT OPEN BEFORE THE OPENING OF TECHNICAL PROPOSALS SESSION ».

Also, the original and the copy of the financial proposal must be enclosed in a stamped envelope clearly marked with the indication « FINANCIAL PROPOSAL RECRUITMENT OF A CONSULTING FIRM TO UNDERTAKE JOB EVALUATION, COMPENSATION BENCHMARKING, GRADING STRUCTURE HARMONISATION AND CAREER PATHING FRAMEWORK FOR THE ECOWAS BANK FOR INVESTMENT AND DEVELOPMENT (EBID)

», name and address of the Consultant, and an inscription « NOT TO BE OPENED AT THE SAME TIME AS THE TECHNICAL PROPOSAL ».

These two stamped envelopes containing the technical proposal and the financial proposal shall be enclosed in a stamped envelope. This envelop shall bear the address of submission of the bids, an inscription as follows « DO NOT OPEN BEFORE THE OPENING OF TECHNICAL PROPOSALS SESSION ».

ALL FINANCIAL PROPOSALS NOT SUBMITTED IN A SEPARATE ENVELOP BEARING THE INDICATIONS STATED HERE-ABOVE SHALL AUTOMATICALLY ENTAIL REJECTION OF THE BID.

The technical and the financial offers must respectively be submitted in two (2) copies of which one (1) original and one (1) copy marked as such. In case of difference, the original shall be considered. **In addition, the consultant must join a CD or a USB drive containing his technical and financial offers.**

All the pages of the proposal must be initialed by a duly mandated representative of the Consultant. The proposal from a consortium must be signed by all the members of the consortium, to ensure that this is legally binding on them or by a representative so

empowered, who would have a power of attorney signed by all the authorized representatives of the consortium.

12. CRITERIA FOR EVALUATION OF BIDS

Evaluation of the bids which would be handled by a Committee shall be conducted in two stages. Firstly, the Committee shall assess the technical bids based on the following criteria and sub-criteria:

- a. General qualifications of the bidder for the mission: **10 points**;
- b. Compliance of the work plan and of the technical approach with the terms of reference (TOR) **30 points**;
- c. **Sub-criteria**: technical approach and methodology (20); a detailed work plan (10) ; Similar works (at least 4): **20 points**
- d. Qualifications and competence of key staff for the mission: **40 points**

Total : 100 points

Secondly, the financial proposals shall be analyzed. Only the financial offers from the bidders that would have obtained up to or more than 80 points shall be opened and undergo financial evaluation. The financial offers shall be assessed duty-free.

The lowest bid shall receive the maximum financial score (Sf) of 100 points. The financial score (Sf) of the other financial proposals shall be calculated using the following formula: **$Sf = 100 \times Fm/F$** , **F** being the financial amount of the proposal of which the score is being sought.

The proposals shall be classified based on the weighting of the technical and the financial scores. (The technical proposal shall be weighted 0.80 while the financial proposal shall be weighted 0.20).

The Consultant that would have obtained the highest score from a combination of technical and the financial score shall be invited for negotiations for the award of the contract.

The offers must remain valid for ninety (90) days with effect from the deadline for submission of bids, if eventually these are extended. During this period, the Consultant must maintain his initial proposal without change, including the key staff, the rates and total prices proposed.

13. DATE AND VENUE FOR SUBMISSION OF THE BIDS

Bids prepared in French or English languages must be submitted to the following address :

Secretariat of the Director of Administration and General Services

ECOWAS Bank for Investment and Development

128, Boulevard du 13 Janvier

B.P. 2704 Lomé – Togo

Tel : (228) 22 21 68 64

At the latest by **May 26, 2026 at 10.00 p.m.** The bids shall be opened ideally the same date by 10:30 am, if possible.

No bid must be sent by electronic mail. Bids received after the time and deadline shall not be assessed.

For all information relating to the present terms of reference, please send an email ichabimougnan@bidc-ebid.org/secretariatdasg@bidc-ebid.org.