



# **REQUEST FOR PROPOSAL FOR PAY SCALE REVIEW AND ALIGNMENT'**

## **Reference Number: SASO/2026/3**

### **TERMS OF REFERENCE**

#### **1. INTRODUCTION**

The Southern African Development Community (SADC) Aviation Safety Organisation (SASO) is a regional organisation established to enhance civil aviation safety within the SADC Region. Its Secretariat, a legal entity hosted by the Kingdom of Eswatini, facilitates day-to-day operations.

A job grading and salary benchmarking exercise was last conducted in the 2019/2020 financial period, adopting the market median (50th percentile) as the pay philosophy. In line with the requirement to periodically review remuneration structures and the decision of the Civil Aviation Committee (CAC), SASO now seeks to review and align its current pay scales to ensure they remain competitive, equitable, and sustainable. This consultancy focuses specifically on the remuneration structure, excluding a full organisational or functional review.

#### **2. JUSTIFICATION FOR THE PROJECT**

- 2.1 There is a need to assess if the current remuneration structure remains competitive to attract and retain the competent staff required for SASO's mandate.
- 2.2 Financial sustainability considerations, including member state contributions, necessitate a clear and costed understanding of the current pay structure's alignment with the market.

#### **3. OBJECTIVES OF THE ASSIGNMENT**

SASO seeks to engage a competent Consultant to conduct a focused review and alignment of its existing pay scales. The specific objectives are:

- 3.1 To validate and analyse current internal salary data against the approved organisational structure and pay scales.
- 3.2 To map SASO's current pay scales to relevant and recent market survey data for comparable regional and international organisations, particularly within the aviation sector or organisations of similar size and complexity.
- 3.3 To provide a detailed costing analysis of the current pay structure.

- 3.4 To produce a final report with findings and recommendations regarding the alignment, competitiveness, and cost implications of the current remuneration structure.

#### **4. SCOPE OF WORK**

The assignment will be executed in the following phases over a total duration of 30 calendar days from contract signing:

##### **Phase 1: Pay Scale Review and Alignment & Data Collection (Days 1-10)**

- 4.1.1 Conduct a thorough review of SASO pay scales.
- 4.1.2 Collect and validate all internal compensation data, including current salaries, allowances, and benefits for all filled positions.
- 4.1.3 Liaise with SASO management to confirm the applicable pay philosophy (50th percentile) and understand any specific constraints or requirements.

##### **Phase 2: Market Data Mapping and Analysis (Days 11-20)**

- 4.2.1 Source relevant, recent market salary survey data for benchmark positions comparable to SASO roles, focusing on regional/international organisations, aviation bodies, or entities of similar scope.
- 4.2.2 Map the validated SASO job grades and current pay scales to the collected market data.
- 4.2.3 Perform a comparative analysis to identify positions aligned above, at, or below the target market median (50th percentile).

##### **Phase 3: Adjustment Computations and Costing Analysis (Days 21-25)**

- 4.3.1 Based on the market mapping, compute potential adjustments required to bring all positions to the target market position, if applicable.
- 4.3.2 Conduct a detailed financial costing analysis of the current pay structure.
- 4.3.3 Model the financial implications of any proposed alignment adjustments, providing clear cost projections.

##### **Phase 4: Pay Scale and Costing Analysis Report (Days 26-30)**

- 4.4.1 Prepare and submit a comprehensive draft report for review.
- 4.4.2 The report shall include:
- a) Executive Summary.
  - b) Methodology and data sources.
  - c) Analysis of current internal pay data.
  - d) Results of the market mapping and comparative analysis.

- e) Detailed costing analysis of the current structure.
  - f) Clear findings on the competitiveness and alignment of current pay scales.
  - g) Recommendations (if any) for adjustments, with phased implementation options and associated cost implications.
  - h) Conclusions.
- 4.4.3 Present the draft report to the designated SASO Committee/Executive Director.
- 4.4.4 Incorporate feedback and submit a final report.

## 5. DELIVERABLES

- 5.1 Validated Internal Data Set and Work Plan: Submission within 5 days of commencement.
- 5.2 Draft Pay Scale and Costing Analysis Report: Submission by Day 25.
- 5.3 Final Pay Scale and Costing Analysis Report: Submission by Day 30, incorporating all feedback.

## 6. INSTRUCTIONS FOR SUBMISSION OF PROPOSAL

- 6.1 Consultancy Firm (s)/who meet the requirements of the RFP may submit inquiries regarding this RFP for clarification on the requirements. However, inquiries must be sent not later than 10 days before the submission date. All inquiries should be directed to [info@saso.int](mailto:info@saso.int), and responses will be provided to inquirers after the day following the deadline of submission.
- 6.2 Consultancy Firm shall ensure that they submit a full proposal including all the supporting documents requested. It is essential to ensure accuracy in the curricula vitae of key staff submitted. The curricula vitae should be signed by the consultants and the key individuals and dated. Noncompliance with important requirements will result in rejection of the proposal.
- 6.3 Once the proposals are received and opened, auditors shall not be required nor permitted to change the substance, the key staff and so forth.
- 6.4 The process of proposal evaluation shall be confidential.
- 6.5 The financial proposal should be in United States Dollars (USD) comprising fees only.
- 6.6 Bidders are requested to submit (1) one ORIGINAL and (3) three COPIES clearly marked  
"ORIGINAL" or "COPY" for each technical and financial offer; and,
- 6.7 Bidders are reminded to clearly mark technical and financial offer in separate envelopes. Interested external Consultancy Firms with international recognition should submit their proposals, clearly indicating 'Proposal for the Provision of Pay Scale Review and Alignment' **on or before 15<sup>th</sup> June 2026, at 16:00 pm** to the following address:

**The Executive Director**  
SADC Aviation Safety Organisation (SAS))  
5<sup>th</sup> floor, Sibekelo Building  
Mbabane Office Park  
Mbabane Eswatini.

Interested bidders can also submit an electronic version of their proposal with a password that cannot be opened before the submission deadline to [info@saso.int](mailto:info@saso.int) on or before 15<sup>th</sup> June 2026, at 16:00 pm.

NOTE: Every proposal must meet all the requirements as indicated in this TORs document.

## **PAYMENT PROGRAMME**

<b>Deliverable</b>	<b>Payment Milestone</b>
Submission and acceptance of Validated Data Set & Work Plan	30% of total contract fee
Submission and acceptance of the Final Report	70% of total contract fee

## **7. DURATION**

The total duration of this consultancy shall be 30 calendar days from the date of contract signing.

## **8. PROJECT DOCUMENTS AND RECORDS**

All materials, data sets, models, and documents produced by the Consultant during this assignment shall remain the exclusive property of SASO. All such materials must be returned to SASO in electronic format within one week of final report acceptance and final payment.

## **9. REPORTING ARRANGEMENTS**

The Consultant shall report to the SASO Executive Director or a designated representative.