



WALVIS BAY
CORRIDOR
GROUP

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TERMS OF REFERENCE (ToR) FOR THE CONSULTANCY SERVICES FOR SALARY SCALE DEVELOPMENT, JOB GRADING, AND SALARY STRUCTURE DESIGN

EXPRESSION OF INTEREST (EOI): CONSULTANCY SERVICES FOR SALARY SCALE DEVELOPMENT, JOB GRADING, AND SALARY STRUCTURE DESIGN FOR THE WALVIS BAY CORRIDOR GROUP

ISSUE DATE: FRIDAY, 31 JULY 2026

CLOSING DATE: TUESDAY, 25 AUGUST 2026 AT 17:00 (PM)

EOI NUMBER: WBCG-2025-002-CS

1. Background

The Walvis Bay Corridor Group (WBCG) is undertaking a strategic initiative to enhance its Human Resources (HR) framework. A key component of this process involves the development of a structured, fair, and competitive compensation framework to support organizational growth, talent retention, and internal equity.

2. Objectives

The objective of this consultancy is to engage a qualified and experienced HR services provider to design and implement:

- A comprehensive salary structure
- A standardized job grading system
- A salary scale that promotes career development and performance-based progression
- A benchmarking analysis comparing WBCG's compensation levels with similar organizations in the industry and region

3. Scope of Work

The selected service provider will be required to:

- Assess the current salary and grading system at WBCG
- Design a job grading framework aligned with organizational roles and industry norms
- Develop a salary scale that includes bands, ranges, and progression paths
- Conduct benchmarking studies to ensure competitiveness and fairness
- Recommend an implementation and change management plan
- Provide training or knowledge transfer to relevant HR personnel (if necessary)

4. Deliverables

The consultant shall provide the following deliverables:

- Inception report detailing the methodology and work plan
- Job grading framework
- Salary scale document
- Benchmarking report
- Final report with implementation guidelines
- Presentation to WBCG management

5. Duration

The assignment is expected to be completed within a time frame proposed by the service provider, but should not exceed **6 to 8 weeks** from the commencement date.

6. Submission Requirements

Interested parties are requested to submit an Expression of Interest (EOI) containing the following:

- Company profile and track record of similar assignments
- Detailed methodology and approach
- Proposed work plan and timeline
- Indicative costing or pricing structure
- References or contactable clients for past related work

7. Evaluation Criteria

Technical Evaluation Criteria:

- Relevant experience and expertise: 25%
- Clarity and feasibility of proposed methodology: 25%
- Alignment with objectives and deliverables: 25%
- Qualifications and experience of key personnel: 15%
- Past performance and references: 10%
- Proposal presentation: 5%

Total: 100%

Minimum qualifying score: 70%

Financial Evaluation Criteria:

- Cost effectiveness

10. PAYMENT SCHEDULE

- Inception report approved: 20%
- Job grading framework submitted: 20%
- Salary scale document submitted: 20%
- Benchmarking report approved: 30%
- Final report approved: 10%

11. SUPERVISION OF WORK

The consultant/s will work under the direct supervision of the **Human Resources Partner** of WBCG.

12. CONSULTANT/S PROFILE AND REQUIREMENTS

Interested consultants or firms must demonstrate the following qualifications and capabilities:

- Minimum of 5- 10 years of experience in salary scale development, job grading structure, and salary structure design.
- Familiarity with regional labour markets and benchmarking practices.
- Preferably have worked with public-private partnerships, non-profit organizations, or entities within the transport and logistics sector.
- Understanding of Namibian labor laws, HR regulations, and regional compensation norms.
- Demonstrated knowledge of HR best practices, job analysis methodologies, and job classification systems (e.g., Paterson, Hay Method, or similar frameworks).
- Ability to conduct salary benchmarking using reliable data sources.
- Proficiency in relevant tools or software for grading and salary modeling.
- A clear and comprehensive description of the approach to be used in delivering the assignment, including:
 - Data collection and analysis methods
 - Job grading process
 - Salary scale design
 - Benchmarking strategy
 - Stakeholder engagement
 - Recommendations for implementation and change management
- Sample or anonymized examples of previous deliverables (e.g., job grading matrix, salary structure reports)
- HR or compensation-related certifications (e.g., OD, SHRM, CIPD, or local equivalents)

13. ETHICS AND CONFIDENTIALITY

The consultant shall maintain strict confidentiality of all data, reports, and information received or generated during this assignment. Breach of this obligation may result in termination of the contract and legal recourse.

14. QUALITY ASSURANCE MECHANISM

The final salary scale, job grading and salary structure design must be reviewed and validated by the Board of Directors and Executive Management before final payment is issued.

15. DOCUMENTS TO BE SUBMITTED

Service providers are required to submit the following:

- (i) Certified copy of Certificate of registration or founding statement.
- (ii) Certified copy of shareholders' identification document;
- (iii) A valid certified copy of an affirmative action compliance certificate, or in its absence, proof from the Employment Equity Commission that a bidder is not a relevant employer or an exemption issued in terms of section 42 of the Affirmative Action Act 1998.
- (iv) A certified copy of a valid good standing certificate Social Security Commission, not older than (30) Thirty days;
- (v) A certified copy of a valid good-standing certificate from NAMRA;
- (vi) SME certificate compulsory for all entities that are SME's;
- (vii) Company profile consisting of ownership and management structure;

Should any one of the above-mentioned pieces of information and/or documentation not be attached, the EOI will be deemed non-responsive and disqualified from the prequalification process.

8. PROPOSAL SUBMISSION

The submission must be sealed in two separate envelopes, one technical proposal and one financial proposal clearly marked as either "Technical Proposal for Consultancy services for salary scale development, job grading and salary structure design for the Walvis Bay Corridor Group" or "Financial Proposal for Consultancy services for salary scale development, job grading and salary structure design for the Walvis Bay Corridor Group", and both envelopes must be hand delivered to:

**THE ACTING CHIEF EXECUTIVE OFFICER
WALVIS BAY CORRIDOR GROUP
31 GENERAL MURTALA MUHAMMED AVENUE, EROS
WINDHOEK
NAMIBIA**

All correspondence should be directed to:

Mrs. Diana Cloete

E-mail: hr@wbcg.com.na

Tel: +264 61 251 669

Closing Date: Tuesday, 25 August 2026 at 17h00 (PM).