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TERM OF REFERENCE (ToR) FOR THE RECRUITMENT OF INDIVIDUAL CONTRACTOR (IC)

GENERAL INFORMATION

Services/Work Description:	Recruitment of Consultant for the revision of UN local consultancy rates.
Project/Program Title:	National Consultant
Post Title:	National Consultant (NC) Group of Individuals and/or Firms are not eligible for this consultancy assignment (only at an individual level)
Consultant Level:	Level C (Consultant)
Duty Station:	Accra
Expected Places of Travel:	Within Accra
Duration:	45 working days
Expected Start Date:	After Signing the Contract and inception meeting

1. BACKGROUND

Who is a UN consultant?

(a) A consultant is an individual who is a recognized authority or specialist in a specific field, engaged by the United Nations under a temporary contract in an advisory or consultative capacity to the Secretariat. A consultant must have special skills or knowledge not normally possessed by the regular staff of the Organization and for which there is no continuing need in the Secretariat. The functions of a consultant are results-oriented and normally involve analyzing problems, facilitating seminars or training courses, preparing documents for conferences and meetings or writing reports on the matters within their area of expertise on which their advice or assistance is sought;

(b) An individual contractor is an individual engaged by the Organization from time to time on a short-term basis to provide expertise, skills or knowledge for the performance of a specific task or piece of work, which would be short-term by nature, against the payment of an all-inclusive fee. The work assignment may involve full-time or part-time functions similar to those of staff members, such as the provision of translation, editing, language training, public information, secretarial or clerical and part-time maintenance services or other functions that could be performed by staff. An individual contractor need not work on United Nations premises.

Remuneration

- i. As a general principle, the fees payable to a consultant or individual contractor shall be the minimum amount necessary to obtain the desired outcome or services required by the Organization.
- ii. Fees payable will be guided by applicable market rates for the type, quality, complexity and volume of services required as clearly described in the Terms of Reference. The level of

education and number of years' experience required are also determinant factors for fees.

The basis for the establishment of conditions of service for national IC holders is the corresponding local labour market and must be consistent with prevailing levels of pay for similar services, similar contract conditions and comparable work in the local labour market.

The United Nations (UN) in Ghana is updating its consultancy fee scales for national consultants/individual contractors and would like to engage the services of a reputable and technically competent individual with extensive expertise in labour market analyses, management and organizational development to undertake the remuneration survey process. The UN therefore hereby solicits proposals from interested individuals to conduct a survey and support the UN in establishing a revised and reasonable remuneration scale for national consultants based on the latest prevailing market rate.

The process for establishing the consultant remuneration scale must be simple and transparent. The contents succeeding the section of this TOR is aimed at providing structural guidance that will make the process straight forward and consistent across duty stations in Ghana in a more structured approach.

2. OBJECTIVES

In accordance with the established UN policies governing ICs (consultants) and existing IC remuneration scale; the selected individual will conduct an independent survey for the purpose of updating the current scale for its Individual consultant/Contract holders in line with the prevailing local market rates for similar work of comparable quality, complexity and difficulty.

Upon completion of the survey, the results will be shared with the OMT and once endorsed will be presented to the UNCT for approval and subsequently shared with all UN agencies applying similar contractual modalities.

3. SCOPE OF ASSIGNMENT

- a) The selected individual shall compile and suggest to the UN a list of organizations which may be considered as comparators, for the purpose of the survey, the list shall be subjected to final approval by UNCT.
- b) The individual shall collect the following information from each of these Comparators:
 - i. Job descriptions or Terms of Reference of the positions similar to those identified in the TOR for the purpose of Job matching on the nature, complexities and responsibilities of each position of existing consultant levels,
 - ii. Collect and analyze the rates of the selected comparators organizations for existing consultant Job descriptions.

Guidelines:

- c) When setting the consultant's or individual contractor's rate of pay, the following factors should be considered:
 - i. Level of work in terms of responsibilities and complexity of the assignment;
 - ii. Degree of specialization required by the assignment;
 - iii. Knowledge, qualifications, experience and skills required;
 - iv. Fees paid to the consultant for previous assignments with the Secretariat (or other United Nations agency). (if applicable) or in the case of former staff

- member or retirees, the level of last job
- v. The individual shall present a draft analysis report to OMT
- vi. And make recommendations on the proposed new scale.

Summary below: (details of the levels will be provided to the qualified consultant)

Level of Consultant	Professional classification Education and minimum relevant years' experience		
Principal consultant			
Senior consultant			
Consultant			
Junior consultant			

- e) The individual shall prepare a Final Report, incorporating comments from the UN (OMT and UNCT), containing all of the items listed in Section 4 below.
- f) The individual shall maintain complete confidentiality of all data and documents provided by selected comparator employers and hat of UN. Data from comparator employers will be shared with the UN only and either in aggregate or without organization name designation. The UN reserves sole right and authority over all data and reports. (Please design an Oath Form to be signed by the consultant.

4. DELIVERABLES

The contracted individual is expected to submit a report which includes, but not limited to, the following outputs:

- a) Details and Summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration package;
- b) The Minimum and Maximum Remuneration values of all job matches obtained from the comparators;
- c) A report on final survey findings with comparison and analysis of the survey results, recommendations related to remuneration packages.
- d) A summary table of Comparators practices on rates compared to UN rates.
- e) A proposal with options for a revised rate for locally recruited consultants with a matrix in the format given by the UN.
- f) As and when required by the UN, the individual shall conduct a presentation of the process and the results to any relevant audience that the UN may organize.

5. INSTITUTIONAL ARRANGEMENT

The work of the individual that will be engaged shall be supervised by the chair of the Operations Management Team (OMT) and the chair of the UN HR working group assisted by the OMT secretariat. As such, submission of the individual's reports shall be coursed through them. The confirmation of acceptability of report contents, the authorization of disbursement of payment, and evaluation of performance shall all be undertaken by these UN personnel.

The chair of the Operations Management Team and the chair of the UN HR working group may bring in other parties within the UN system to assist in the review of the outputs, as and when deemed necessary.

6. EXPECTED DURATION OF ASSIGNMENT

The task is expected to be completed within **45 workings days** from the date of signing of the contract and the inception meeting. The individual, therefore, is required to prepare and submit the entire plan in a way that allows the achievement of all deliverables within the time frame.

7. DUTY STATION

The selected individual shall not be required to be present at the UN office, and may work in his/her own office with coordinated visits to the supervisor's office. As and when required, he/she should visit comparators in the course of undertaking the assignment. The consultant should draw up a work plan (including scheduled visits to comparators) and get it agreed by supervisors. This will help monitor work in progress.

8. QUALIFICATION/EXPERIENCE

The successful offeror shall meet the following minimum criteria:

EDUCATION

- Minimum of advanced Degree in fields related to human resource management, statistics, Accountancy, Business Management, or related fields.

EXPERIENCE:

- Proven track record in the area of compensation and benefit analysis, preferably for international organizations.
- Minimum of 5 years' Experience in the field of human resource management
- Past experience in undertaking salary survey for nonprofit organizations will be an asset.
- Familiarity with labor market issues and dynamics in Ghana.
- knowledge of the local market and the ability to identify and reach out to appropriate comparator employers is a critical deliverable of the selected individual.
- Ability to render consulting services in the most professional, effective and efficient manner. Strong networking and influencing skills is required. Ability to analyze complex data from multiple sources is required.

LANGUAGE

- Fluency in written and spoken English as well as excellent technical writing skills and
- Computer literacy

FUNCTIONAL COMPETENCIES:

- Strong analytical skills with conceptual understanding;
- Strong, proven functional skills in analytical writing, and producing reports and, research and assessments;
- Excellent demonstrated ability to be flexible and work under tight deadlines in an independent working environment;
- High level of communication and interpersonal skills and experience in working effectively in a multi- cultural environment;
- Good understanding of UN common system and policies, including Delivering as One principles and functioning;

Core Competencies:

- Demonstrated excellent written and oral communication skills;
- Strong negotiating and managerial skills;
- Excellent networking with a demonstrated ability to build and maintain professional relationships;
- Cross-cultural management experience and sensitivity;
- Planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet changing deadlines;

- Well-developed interpersonal skills, including the ability to liaise effectively at senior levels;
- Analytical and problem solving skills, including the ability to formulate recommendations;
- Demonstrated capacity to work both independently and in a team environment; and
- A sound sense of judgment and commitment to the core values of the United Nations.

Important Note:

The Consultant is required to have the above mentioned professional and technical qualifications. **Only the applicants who hold these qualifications** will be shortlisted and contacted.

VIII. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
 - a. Technical Criteria weight is **70%**
 - b. Financial Criteria weight is **30%**

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (if required))	70%	100pts
▪ Advance degree in related field (preferably human resource management)		15
▪ Experience relevant to assignment		35
▪ Experience of working for projects funded by the UN		10
▪ Technical approach and methodology		25
▪ Work plan		15
Financial (Lower Offer/Offer*100)	30%	30
Total Score	Technical Score * 70% + Financial Score * 30%	

Evaluation criteria explained

Technical Criteria 70%****

Qualification and Experience (60 marks) [evaluation of CV]:

- General Qualification (15 marks);
- Experience relevant to the assignment (35 marks);
- Experience of working for projects funded by UNDP (10 marks).

Technical Proposal (40 marks)

- Technical Approach & Methodology (25 marks) – This explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. The Applicant should also explain the methodologies proposed to adopt and highlight the compatibility of those methodologies with the proposed approach.
- Work Plan (15 marks) – The Applicant should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan

RECOMMENDED PRESENTATION OF PROPOSALS

The Proposal shall be presented in the following manner:

- i. Personal Curriculum Vitae highlighting the qualifications that meet the minimum requirements stated in above, and at least three (3) references;
- ii. Explaining why he/she is the most suitable contractor for the work, and a brief methodology on how he/she will approach and conduct the work (1-2 pages only since the methodology is already described in the Annex); and
- iii. The Financial Proposal containing the final and all-inclusive (professional fees, all envisaged travel costs, etc.) total price offer for the full range of services required, broken down into all major cost components associated with the services.

The total price shall be in a fixed lump-sum amount, and milestone payments corresponding to outputs shall be indicated in the proposal.

12. Contract Award

Lowest evaluated offer of technically qualified applicant will be awarded the contract.

IX. PAYMENT MILESTONES AND AUTHORITY

No.	Deliverables	% of payment
1	Upon submission and acceptance of inception report	20%
2	Upon submission of data analysis and draft report to OMT	30%
3	Upon submission and acceptance of data analysis and draft report by OMT/ UNCT	30%
4	Upon submission and acceptance of final report	20%
5	Total	100%

XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

This TOR is approved by:

Name: Susana Manu

Designation: Human Resource Specialist (UNOPS)/OMT Co-chair

Signature: _____

Date Signed:

9. Recommended Presentation of Proposals

The Proposal shall be presented in the following manner:

- iv. Personal Curriculum Vitae highlighting the qualifications that meet the minimum requirements stated in Section 8 above, and at least three (3) references;
- v. Explaining why he/she is the most suitable contractor for the work, and a brief methodology on how he/she will approach and conduct the work (1-2 pages only since the methodology is already described in the Annex); and
- vi. The Financial Proposal containing the final and all-inclusive (professional fees, all envisaged travel costs, etc.) total price offer for the full range of services required, broken down into all major cost components associated with the services.

The total price shall be in a fixed lump-sum amount, and milestone payments corresponding to outputs shall be indicated in the proposal.

10. Payment terms

Payment under the contract will be output based and will be made upon satisfactory completion of the assignment.

11. Confidentiality

It is highly expected from the selected individual to maintain the highest level of confidentiality to the information provided before, during and after the completion of the assignment. He/she shall practice highest standard of professional and ethical values and norms in providing this consultancy services.

13. Contract Award

Lowest evaluated offer of technically qualified applicant will be awarded the contract.