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**TERMS OF REFERENCE**

**For Partner National Personnel remuneration survey in the UNHCR Country Office, Armenia**

1. **Background**

UNHCR has issued a Guidance Note on Partner Personnel, effective 1 January 2017 (Annex A) to inform Partners on the revised UNHCR policies, obligations and resource contributions related to Personnel who are employed by Partners under UNHCR -funded Partnership Agreements.

Despite the fact that UNHCR Armenia has conducted remuneration assessment among the partners for implementation and tried to harmonize and systematize the salary scales still the remuneration systems and salary scales are distinctly different among Partners and diverse in areas where they operate, in providing the basis for determining the level of the UNHCR contribution to Partner National Personnel costs engaged under UNHCR-funded projects. UNHCR can use either local rates for the UNHCR contribution towards National Personnel costs, if established and available through UN Country Teams (not the UN staff salary scale) or, alternatively, a survey commissioned by the UNHCR Country Office in consultation with Partners.

Since there are no local rates established through the UN Country Team, UNHCR Armenia will conduct a remuneration survey for Armenia through comprehensive local labor market research, involving various comparators that will be identified from the international and national humanitarian non-governmental and not-for-profit organizations. The remuneration scales should be established based on the local labor market and be consistent with the prevailing levels of pay for similar services, similar contract conditions and comparable work in the local labor market. It is therefore necessary to gather information on local conditions of employment in a structured manner to support construction of Partner National Personnel cost remuneration scales.

A standard categorization of the Partner National Personnel functions (whether employed by International or National Partners) in line with the UN functional classification is introduced for consistency amongst various types of Partners and Personnel. This functional categorization should guide the survey.

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| **National Personnel Category** | **Positions** |
| **A** | Support (Guards, Helper, Driver, casual labour etc.) |
| **B** | Junior Assistants (Clerks, Data Entry, Secretaries, etc.) |
| **C** | Senior Assistants (Senior Finance Assistants, Programme Officers, Nurse, Social Workers, etc.) |
| **D** | Senior Officer (Senior Programme Officers, Doctors, Engineers, etc.) |
| **E** | Managers (Team Leaders, Senior Managers, Deputy Directors, Directors, Presidents, etc.) |

The remuneration scales must be designed to be comprehensive, and inclusive of the value of typical allowances, benefits and taxes that are found in the local labour market and required by Armenian Labour Code and employment legislation. The value of the typical allowances should be included in the remuneration scales such that these scales are broadly competitive with the total remuneration values for the position.

The remuneration scale should be set at the gross level and may include an additional lump sum for participation in national social insurance programmes and /or medical insurance schemes that are mandatory or used by majority of employers. The process for establishing the remuneration scale must be simple and transparent.

In this context, UNHCR Armenia would like to engage the services – through a service contract - of a reputable and technically qualified contractor or a consultancy firm with extensive expertise in labour market analysis, management and organizational development to undertake the salary survey process.

UNHCR Armenia would hereby like to solicit proposals from interested contractors/ consultancy firms to conduct a salary survey and support UNHCR in establishing a reasonable remuneration scale for Partner National Personnel based on the latest prevailing market rates and aligned with UNHCR regulations.

1. **Objectives:**

In accordance with the established UNHCR policies and Guidance Note 07/FP/S2-3 on Partner Personnel (Annex A) and based on the current level of the UNHCR contribution towards Partner National Personnel costs within UNHCR Armenia (Annex B), the selected contractor will conduct an independent survey for the purpose of recommending a new remuneration scale for UNHCR Partner National Personnel engaged under UNHCR-funded Partnership Agreements (in line with the established standard categorization) and corresponding to prevailing local market rates for similar work of comparable quality, complexity and difficulty.

1. **Scope of Assignment**
2. The selected contractor/consultancy firm shall be guided by the requirements specified in Annexes A and B. There is no direct linkage in approach or amount between the Partner National Personnel salary scale and the UN/UNHCR national staff salary scales;
3. UNHCR shall provide to the contractor/ consultancy firm a list of its current funded Partners in the given Country Operation(s) as well as Partner Personnel Lists which are annexed to the Partner Agreements with a condition of confidentiality.
4. The selected contractor/consultancy firm shall review UNHCR Country Operation’s existing contributions for Partner National Personnel costs, job descriptions, existing job categories and salary structure.
5. The contractor shall suggest to UNHCR a list of International NGOs and National NGOs and positions/jobs which may be considered as Comparators, for the purpose of establishing Partner National Personnel remuneration. The list shall be subject to final approval by the UNHCR Country Representative in consultation with the Multi-Functional Team (MFT).
6. Knowledge of the local market and ability to identify and reach out to appropriate Comparator employers are critical deliverables of the selected contractor. Where the Comparators are Partners of UNHCR, or known to UNHCR, UNHCR shall assist the selected contractor/consultancy firm in determining the right contact persons in order to carry out the survey. An entry conference with Partners may be facilitated by UNHCR for the contractor to explain the methodology and approach.
7. The selected contractor shall collect and analyse the following information from each of the agreed Comparators:
8. Job descriptions of the positions similar to those identified in the standard categorization for the purpose of job matching on the nature, complexities and responsibilities of each position in the existing Partner Personnel categorization;
9. The salary structures and associated benefits (including typical allowances and benefits package both monetary and non-monetary) of the selected Comparator organizations for existing Job Descriptions in compliance with standards defined by the Republic of Armenia Labour Code.
10. Information on the Comparator employer (size, number of employees, length of time present in the location, etc.).
11. Before the final results of the survey and remuneration scale are concluded, the selected contractor/ consultancy firm shall present a draft analysis report to UNHCR Armenia. Consultations will be conducted with UNHCR and any relevant audience including UNHCR-funded Partners.
12. The contractor shall make final recommendations on the proposed remuneration scale and shall prepare a Final Report, incorporating comments from UNHCR and NGOs, containing all of the items listed in Section 4 below.
13. The selected contractor shall maintain strict and complete confidentiality of all data and documents provided by selected Comparator employers and by UNHCR. Data from Comparator employers will be shared with UNHCR only.
14. **Deliverables**

Based on the established UNHCR policies and within the time frame specified, the contractor is expected to submit a report in English language (proofread version) which includes, but not limited to, the following outputs:

1. Details and summary of data collected from the Comparators showing TOR matches and the evaluation of their remuneration packages;
2. The minimum and maximum remuneration values of all job matches obtained from the Comparators;
3. A report on final survey findings with comparison and analysis of the survey results, and with recommendations related to remuneration packages;
4. A report on relevant local labour conditions and laws;
5. A summary table of Comparator practices on remunerations compared to UNHCR Country Office contributions towards Partner National Personnel Costs;
6. A proposal with options for a revised remunerations scale for Partner National Personnel;
7. All completed questionnaires together with relevant remuneration scales and all relevant documentations and correspondence received from the respective comparators; and
8. As and when required by UNHCR, the contractor shall conduct a presentation of the process and the results to any relevant audience that UNHCR may organize.

The following milestones to be considered:

* initial survey methodology and workplan submitted within 5 (five) working days after signing the contract;
* field work completed within 23 (twenty three) working days after the work plan and methodology are approved by the UNHCR;
* first draft of the report submitted to UNHCR for comments within 7 (seven) working days after completing the survey field work;
* final report submitted to UNHCR within 7 (seven) working days after receiving UNHCR’s comments;

All suggested durations are indicative and can be negotiated when signing the contract.

1. **Data protection notice**

It is important to note that (i) collection of personal data shall be limited to the objectives of the survey; (ii) any third party transfers of the collected personal data throughout the survey shall be approved by UNHCR prior such transfer; (iii) following the completion of the survey, the contractor or consultancy firm shall transfer to UNHCR all personal data collected as a result of the survey. After successful transfer of the collected personal data to UNHCR, the contractor or consultancy firm shall  delete all existing copies and submit to UNHCR a written signed confirmation that it has taken action to destroy the collected personal data, and (iv) in case of any breach of data protection, UNHCR should be immediately notified by the contractor or consultancy firm.

1. **Institutional Arrangements**

The work of the contractor/ consultancy firm engaged shall be supervised directly by the UNHCR Programme Associate, Mr. Nver Sargsyan, in supervision of the Assistance Programme Officer, Ms. Elen Hovhannsiyan. As such, submission of the above- mentioned reports shall be made through them. The confirmation of acceptability of report contents, the authorization of disbursement of payments, and evaluation of performance shall all be undertaken by these UNHCR respective colleagues. They may bring in other parties within UNHCR, (i.e. UNHCR Armenia’s Implementing Partnership Management Committee, IPMC), and Partner organizations, to assist in the review of the outputs, as and when deemed necessary.

UNHCR Armenia will issue a supporting letter to facilitate flow of the required information for the completion of the tasks.

1. **Expected duration of Assignment**

The task is expected to be completed within 2 months from the date of signing of the contract, but a definitive time period can be assigned based on the proposals received by contractors/firms. The contractor is required to prepare and submit the entire plan in a way that allows the achievement of all deliverables within 3 weeks period.

1. **Duty Station**

The selected contractor may work independently with coordinated visits to UNHCR and the Partners. As and when agreed by UNHCR, the contractor should visit Comparators in the course of undertaking the assignment.

1. **Qualification/Experience**

The successful contractor/consultancy firm shall meet the following minimum criteria:

* Expertise in RA Labour Code.
* Experience in the field of human resource management.
* Previous experience in undertaking salary surveys.
* Familiarity with labour market issues.
* Ability to render consulting services in the most professional, effective and efficient manner.
* Fluency in English and Armenian languages.
* Excellent writing and presentation skills (**all required reports shall be written in English**).
* Past experience in undertaking salary surveys for non-profit organizations will be an asset.
* Familiarity with the UNHCR rules and regulations and experience within the UN system would be an advantage.

1. **Recommended Presentation of Proposals**

The Proposal shall be presented in the following manner:

1. Personal/company profile highlighting the qualifications that meet the minimum criteria stated in Section 9 and Section 13, and at least three (3) references;
2. Statement on why the candidate /the company is the most suitable contractor for the work, and a brief methodology on how he/she/company will approach and conduct the work (with the methodology clearly explained); and
3. The Financial Proposal containing the final and all-inclusive total price offer (professional fees, all envisaged travel costs, living allowances, insurance, etc.) 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 in AMD, and milestone payments corresponding to outputs shall be indicated in the proposal.
4. **Payment terms**

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

1. **Confidentiality**

It is expected from the selected contractor to maintain the highest level of confidentiality on the information provided before, during and after the completion of the assignment. The company shall practice the highest standard of professional and ethical values and norms in providing this consultancy service.

1. **Evaluation criteria**

* Best value for money; quality, quantity and total cost of ownership.
* The interest of the organization.

1. **Basis of Contract Award**

The contender meeting the technical requirements, as determined by the technical evaluation committee, and having the best value for money and the lowest cost, will be awarded the contractor.

1. **Annexes to this TOR (to be provided upon award of the contract)**
2. UNHCR Guidance Note 07/FP/S2-3 Partner Personnel issued on 1 January 2017
3. Current Level of UNHCR contribution towards Partner Personnel Costs within UNHCR Armenia and the list of current UNHCR-funded Partnership Agreements with Partner Lists

**Submission of Proposals:**

If you wish to be considered for this call, please submit your proposal, **as stated in Section 10 above,** by e-mail clearly stating **“For Partner National Personnel remuneration survey in the UNHCR Country Office, Armenia”** in the subject line to: armyeprg@unhcr.org **by the closing date.**

**Only complete applications/documentation in English language will be considered. No late proposals will be accepted. Only those which meet the minimum criteria will be contacted.**

UNHCR is committed to diversity and welcomes applications from qualified candidates regardless of disability, gender identity, marital or civil partnership status, race, colour or ethnic and national origins, religion or belief, or sexual orientation.

**Deadline for submission of the Proposal**

**17 July 2020 by 17:00 (Yerevan time) – all e-mail receipts will be confirmed.**