

TERMS OF REFERENCE

Template for a Firm

For the Provision of Salary Survey Services for UNDP Country Offices

1. Background

UNDP RWANDA uses a broadband remuneration system for its Service Contract Holders. Individuals contracted under SC modality are considered as local personnel and not UN staff members. Therefore, they are not covered by UN Staff Regulations and Rules.

The Service Contract remuneration system and salary scales are distinctly different than UN staff salaries in purpose, design, comparator labour market and percentile within targeted labour market. The SC remuneration system is designed to provide for wide remuneration ranges which support flexibility in engagement and movement through service quality evaluation measures.

Engagement of personnel using the SC modality is not intended to support extended employment, nor create a career track. Individuals hired under Service Contracts are typically engaged only by UNDP for the duration of a project, and are therefore expected to return to the national labour market at the conclusion of the project or when the function is no longer required by the project.

The basis for the establishment of conditions of service for SC 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. It is therefore necessary to gather information on **local conditions** of employment in a structured manner to support construction of SC remuneration scales. In keeping with the objective of simplicity, SC remuneration scales must be designed to be comprehensive, inclusive of the value of typical allowances and benefits that are found in the local labour market. The objective here is not to manage separate allowances and benefits for SC holders. Rather, the value of these should be included in the remuneration scales such that these scales are broadly competitive with the total remuneration values for the desired market position

Given this, the remuneration package under the SC is set at the gross level and may include an additional lump sum for participation in national social insurance programmes that are mandatory.

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

UNDP RWANDA would like to update the current remunerations of Service Contract holders in accordance with the set standards and procedures in the UNDP **Handbook on Setting Remuneration for Service Contract Personnel herein referred to as Annex A.**

In this context, UNDP would like to engage the services of a reputable and technically qualified firm with extensive expertise in labour market analyses, compensation and benefits systems, management and organizational development to undertake the salary survey process.

UNDP therefore hereby solicits proposals from interested firms to conduct a salary survey and support UNDP in establishing a revised and reasonable salary scale for SC holders based on the latest prevailing market rates and in accordance with the policies and procedures provided in Annex A.

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2. Objectives

In accordance with the established UNDP policies governing Service Contracts (see Annex B); and based on the established UNDP methodology described in the Handbook on Setting Remuneration for Service Contract Personnel (Annex A), and existing SC salary scale (See Annex C); the selected firm will conduct an independent survey for the purpose of updating the current salary scale.

Upon completion of the survey, the results will be shared with other UN agencies applying similar contractual modalities to reach a consensus on the optimum rates that should be applied to SC holders.

3. Scope of Assignment

- a) The selected firm guided by the requirements of the Handbook shall compile and suggest to UNDP a list of employers which may be considered as comparators for the purposes of establishing SC remuneration. The list shall be subjected to final approval by UNDP. The comparator employers recommended must meet the criteria specified in the Handbook.
- b) Where the comparators are partners of UNDP, or known to UNDP, including other UN agencies, UNDP will assist the selected firm in determining the right contact persons in order to carry out the survey. However, knowledge of the local market and the ability to identify and reach out to appropriate comparator employers is a critical deliverable of the selected vendor.
- c) The firm shall collect the following minimum information from each of these Comparators:
 - i. Job descriptions of the positions similar to those identified in the Handbook for the purpose of Job matching on the nature, complexities and responsibilities of each compared position to existing SC levels;
 - ii. Collect and analyze the salary structures and associated benefits (including typical allowances and benefits package both monetary and non-monetary) of the selected comparators organizations for existing SC Job descriptions.
 - iii. Summary information on the comparator employer (size, number of employees, length of time present in the location etc. as specified in the Handbook)
- d) The Firm shall present a draft analysis report to UNDP RWANDA and make recommendations on the proposed salary scale. Taking into consideration other UN Agencies' scales for similar contractual (non-staff member) modalities.
- e) The firm shall prepare a Final Report, incorporating comments from UNDP, containing all of the items listed in Section 4 below.
- f) The firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of UNDP. Data from comparator employers will be shared with UNDP only and either in aggregate or without organization name designation.

4. Deliverables

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Based on the established UNDP Handbook on Setting Remuneration for Service Contract Personnel and within the time frame specified, the contracted firm 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 remunerations compared to UNDP RWANDA Service Contract salary scale;
- e) A proposal with options for a revised remunerations scale for SC holders as set out in the UNDP Handbook on Setting Remuneration for Service Contract Personnel (options at the 40th, 50th and 60th Percentile levels);
- f) A comparison of other UN salary scales for similar contractual modalities;
- g) All completed questionnaires together with relevant salary scales and all relevant documentations and correspondences received from the respective comparators;
- h) As and when required by UNDP, the firm shall conduct a presentation of the process and the results to any relevant audience that UNDP may organize.

5. Institutional Arrangement

The work of the firm that will be engaged shall be supervised by UNDP Operations Manager and/or the Head of the Human Resources Team in UNDP RWANDA . As such, submission of the firm'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 UNDP personnel.

The UNDP Operations Manager and/or the Head of the HR Team may bring in other parties within UNDP or 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 eight (8) weeks from the date of signing of the contract. The firm, therefore, is required to prepare and submit the entire plan in a way that allows the achievement of all deliverables within the 8-week period.

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7. Duty Station

The selected firm shall not be required to be present at UNDP office, and may work in its own office with coordinated visits to UNDP. As and when required by UNDP, it is also expected to visit comparators in the course of undertaking the assignment.

8. Qualification/Experience

The contracted firm shall meet the following minimum criteria:

- Proven track record in the area of compensation and benefit analysis, preferably for multinational companies and international organization.
- At least three (3) years of experience undertaking salary survey for nonprofit organizations will be an asset.
- Familiarity with labor market issues.
- Ability to render consulting services in the most professional, effective and efficient manner.
- Fluent in English and the local language.
- Excellent writing and presentation skills (all required reports shall be written in English).
- Familiarity with the UNDP rules and regulations and experience within UN system would be an advantage.

9. Recommended Presentation of Proposals

The details of the Technical and Financial proposals along with the evaluation criteria should be specified in the RFP as per UNDP established procurement standards at the time of the advertisement

Financial Proposals

The Financial Proposal shall contain the final and all-inclusive total price offer for the full range of services required, broken down into all major cost components associated with the services. Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

10. Payment terms

Payment under the contract will be output based and will be made upon satisfactory completion of the assignment or based on appropriate percentages corresponding to milestone accomplishments as may be proposed by the contracted firm to UNDP.

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Where an initial payment will be required by the contracted firm upon signing of the contract, only a maximum of twenty percent (20%) of the contract amount shall be allowed by UNDP.

11. Confidentiality

- a) It is mandatory that the contracted firm and its employees engaged with UNDP maintain the highest level of confidentiality with respect to all information provided before, during and after the completion of the assignment by UNDP and all comparator employers. The firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of UNDP. Data from comparator employers will be shared with UNDP only and either in aggregate or without organization name designation.

The contracted firm and its employee shall practice highest standard of professional and ethical values and norms in providing this consultancy services.

12. Annexes to this TOR

- A. [UNDP Handbook on Setting Remuneration for Service Contract Personnel](#)
- B. [UNDP Policies and Procedures Governing Service Contract](#)
- C. Current Service Contract Salary Scale of the UNDP Country Office to be provided by the country office.