1. Background

On 1 January 2017, UNHCR issued a Guidance Note on Partner Personnel (Annex A) to inform Partners of the revised UNHCR policy, obligations, principles and financial contributions related to Partner Personnel who are employed by Partners under UNHCR-funded Partnership Agreements.

Given the diversity of National Personnel of Partners and their functions, UNHCR, in consultation with the NGO Network Organizations Group, did not consider feasible to set one global rate, unlike the Partner International Expatriate Personnel costs. UNHCR therefore decided to use local rates for its contribution towards National Personnel costs established either through UN Country Teams (not the UN staff salary scale) or, alternatively, through a salary survey commissioned by the UNHCR Country Office in consultation with Partners.

Since there are no local rates established in each UN Country Team, or the Humanitarian Country Team at the regional level, UNHCR intends to conduct a salary survey through a local labour 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 labour market and be consistent with the 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 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.

<table>
<thead>
<tr>
<th>National Personnel Category</th>
<th>Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Support (Guards, Helper, Driver, casual labour etc.)</td>
</tr>
<tr>
<td>B</td>
<td>Junior Assistants (Clerks, Data Entry, Secretaries, etc.)</td>
</tr>
<tr>
<td>C</td>
<td>Senior Assistants (Senior Finance Assistants, Programme Officers, Nurse, Social Workers, etc.)</td>
</tr>
<tr>
<td>D</td>
<td>Senior Officer (Senior Programme Officers, Doctors, Engineers, etc.)</td>
</tr>
<tr>
<td>E</td>
<td>Managers (Team Leaders, Senior Managers, Deputy Directors, Directors, Presidents, etc.)</td>
</tr>
</tbody>
</table>

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 labor market and required by the employment legislation of the different countries at the Region. 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 that are mandatory. The process for establishing the remuneration scale must be simple and transparent.

In this context, UNHCR Trinidad and Tobago would like to engage the services of a reputable and technically qualified contractor with extensive expertise in labor market analysis, management and organizational development to undertake the salary survey process. UNHCR Trinidad and Tobago would hereby like to solicit proposals from interested contractors 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.

2. Objectives:

In accordance with the established UNHCR policies and Guidance Note 07/FP/S2-3 on Partner Personnel (Annex B) and based on the current level of the UNHCR contribution towards Partner National Personnel costs within UNHCR, the selected contractor will conduct an independent survey for the purpose of proposing the best possible remuneration scale for the national personnel of different NGOs 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.

3. Scope of Assignment

a) The selected contractor shall be guided by the requirements specified in Annex 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.

b) Once selected, UNHCR shall provide to the contractor a list of its current funded Partners in Trinidad and Tobago as well as Partner Personnel Lists. The estimated number of NGOs (UNHCR Partners) in Trinidad and Tobago are 4. The geographical coverage of each Partnership Agreement is the island of Trinidad with occasional field missions to Tobago, however most partner personnel are based in Port of Spain.

c) The selected contractor shall review UNHCR Country Operation’s existing contributions for Partner National Personnel costs, job descriptions, existing job categories and salary structure.

d) At certain points of the service, coordination will be led by the Associate Programme Officer as a contract manager, however the communication will also include Project Control Officer in MCO Panama.

e) The contractor shall suggest to UNHCR a list of organizations among national and international 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 Trinidad and Tobago office.

f) 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 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.

g) The selected contractor shall collect and analyze the following information from each of the agreed Comparators:
   i. 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.
ii. 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 each Country Office labor law.

iii. Information on the Comparator employer (size, number of employees, length of time present in the location, etc.).

h) Before the final results of the survey and salary scale will be concluded, the selected contractor shall present a draft analysis report to the UNHCR office in Trinidad and Tobago. Consultations will be conducted with UNHCR and any relevant stakeholders including UNHCR-funded Partners.

i) 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 (Deliverables).

j) The selected contractor shall maintain 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.

4. Deliverables

Based on the established UNHCR policies and within the time frame specified, the contractor is expected to submit a report which includes, but not limited to, the following outputs:

a) The minimum and maximum remuneration values of all job matches obtained from the Comparators;

b) A report on final survey findings with comparison and analysis of the survey results, and with recommendations related to salary packages;

c) A report on relevant local labor conditions and laws;

d) A summary table of Comparator practices on salaries compared to UNHCR Country Office contributions towards Partner National Personnel Costs;

e) A proposal with options for a revised remunerations scale for Partner National Personnel;

f) All completed questionnaires together with relevant remuneration scales and all relevant documentations and correspondence received from the respective comparators;

g) 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; and

h) Giving the current situation amid COVID19, deliverables will be shared digitally.

5. Institutional Arrangements

The work of the contractor engaged shall be supervised by the UNHCR Associate Programme Officer based in Port of Spain, Trinidad and Tobago. She will work in consultation with the MCO Panama Programme and Project Control units. As such, submission of the above-mentioned reports shall be made through them. The confirmation of acceptability of the report content shall be undertaken by UNHCR under the oversight of the Implementing Partnership Management Committee, (IPMC).

Expected duration of Assignment

The task is expected to be completed within three months from the date of signing of the contract but no later than 31 March 2022. The contractor is required to prepare and submit a work plan in a way that allows the achievement of all deliverables within the three months period.

6. Duty Station
The selected contractor shall not be required to be present at the UNHCR office and may work independently with coordinated visits, only if required, to UNHCR and NGO Partners. Giving the current situation amidst COVID19, initially all the works can be delivered remotely.

7. Qualification/Experience

The successful contractor shall meet the following minimum criteria:

- Experience in the field of human resource management and labor-related issues (at least 3 years).
- Experience in undertaking salary surveys for non-profit organizations will be an asset.
- Familiarity with labor market issues.
- Ability to render consulting services in the most professional, effective and efficient manner.
- Fluency in English.
- Excellent writing and presentation skills (all required reports shall be written in English).
- Familiarity with the UNHCR rules and regulations and experience within the UN system would be an advantage.

8. Recommended Presentation of Proposals

The Proposal shall be presented in the following manner:

i. Company/Individual profile highlighting the qualifications that meet the minimum criteria stated in Section 7 above, and at least three (3) references;
ii. Statement on why the company/individual 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
iii. 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, and milestone payments corresponding to outputs shall be indicated in the proposal.

9. Payment terms

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

10. Confidentiality

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

11. Annex

- UNHCR Guidance Note 07/FP/S2-3 Partner Personnel issued on 1 January 2017