

Conducting of a survey on UNHCR Bosnia and Herzegovina partner personnel salaries

Terms of Reference

Overview

UNHCR Bosnia and Herzegovina (BiH) has identified the need for revising and adjusting the existing salary scales for the partner personnel, subject to the availability of resources and in accordance with the prevailing local market trends. Therefore, UNHCR BiH is seeking to hire an external contractor, who would perform survey in accordance with scope and objectives of this Terms of Reference (ToR).

Background

Given the diversity of national personnel of partners and their functions, UNHCR did not set one global rate, unlike as concluded for the Partner International Expatriate Personnel costs. UNHCR therefore uses local rates for the UNHCR contribution towards national personnel costs established either through UN Country Teams (not the UN staff salary scale) or through a survey commissioned by the UNHCR Country Office in consultation with Partners. Such a survey is based on local market research, including best practices of peer humanitarian and UN organizations.

The last survey of the same nature for UNHCR's partners in BiH was performed by BDO Jordan in 2019 in line with the applicable UNHCR's policy ("Administrative Instruction on Partner Personnel" with accompanying Implementing Partnership Management Guidance Note no.7). The BiH current salary scale has been based on the recommendations from that survey that obviously does not reflect the actual needs anymore. The operational context has changed in the meantime and the salary scale needs to be updated accordingly.

In the meantime, UNHCR's offices were allowed more flexibility when it comes to developing their internal, country-specific salary scales.

Scope

The engaged contractor is expected to undertake the following activities:

- 1) Survey of partners salary scales and policies on employee benefits;
- 2) Interviews with partners regarding salary survey, experience with UNHCR, experience with other donors, other related topics;
- 3) Interviews with UNHCR to form an understanding of plans, budgets, priorities, and constraints that affect future funding of partners;
- 4) Review of pertinent laws that govern salaries, social security, and employee benefits;
- 5) Desktop research on factors that affect employee compensation like currency fluctuations, cost of living etc.;

During the survey preparation, the following information should **also** be considered, and findings reflected in final document:

Country Economic Considerations

- Economic annual growth rate
- Country Gross Domestic Product
- Employment trends/rates
- Inflation rate
- Currency exchange rate (against US\$)

Employment Law and Taxation

- Employment tax
- Social Security
- Provident Funds
- Severance pay
- Income tax

This basic economic trends analysis should assist in multi-year strategic planning surrounding office resource and management plans, indicating trends of overall partnership costs.

Objective and Methodology

Prospective contractor will collate and compare previous partner personnel reports received by the operation to gain a clear understanding of the context-specific grades, titles and positions typically used by funded-partners, ahead of the survey.

This will enable supplier to develop a categorization of partner positions.

Typical categorization should be:

Table 1. Categorization of Positions	
Cat.	Titles & Positions
A2	PROGRAMME DIRECTOR/ Deputy Country Director- NGO Director/Chief Executive Officer
A1	HEAD OF PROGRAMME/ Deputy Director- Programme Manager/Chief Executive Officer
B2	MANAGERS (2): Project Manager for large scale project/ Finance Manager/ Admin Manager/ Supply Manager.
B1	MANAGERS (1): Project Manager for small scale project / Assistant project manager/ Technical advisor/ Head of Unit / Finance Manager/ Admin Manager/ Supply Manager/ Senior Officers.
C3	OFFICERS: Project officers / Senior Doctor
C2	SENIOR ASSOCIATE: Doctor / Engineer / Specialist / Team Leader/ Senior coordinators/ Senior Lawyer
C1	ASSOCIATE: Admin / Programme/ HR / Finance / Data Management / Social Counselor / Case Worker /Lawyer / Field Supervisor / Field Officer / Supervisor / Field Coordinator / Psychologist
D2	SENIOR ASSISTANT: Admin / Programme / HR / Finance / Data Management / Social Counselor / Case Worker / Data Collector / Lawyer / Field Supervisor / Field Officer/ Supervisor / Field Coordinator / Psychologist
D1	ASSISTANT: Admin / Programme / HR / Finance / Data Management / Social Counselor / Data Collector / Case Worker / Lawyer
E2	CLERK: Receptionist / Operator / Call Agent / Nurse / Data Entry/ Senior driver.
E1	DRIVER: Driver / Janitor / Security Guard / Cleaner

Table 2. Salary Categories			
Cat.	Titles & Positions	Lowest Grade (within category)	Highest Grade (within category)
A2	PROGRAMME DIRECTOR/ Deputy Country Director- NGO Director		
A1	HEAD OF PROGRAMME/ Deputy Director- Programme Manager		
B2	MANAGERS (2): Project Manager for large scale project/ Finance Manager/ Admin Manager/ Supply Manager.		
B1	MANAGERS (1): Project Manager for small scale project / Assistant project manager/ Technical advisor/ Head of Unit / Finance Manager/ Admin Manager/ Supply Manager/ Senior Officers.		
C3	OFFICERS: Project officers / Senior Doctor		
C2	SENIOR ASSOCIATE: Doctor / Engineer / Specialist / Team Leader/ Senior coordinators / Senior Lawyer		
C1	ASSOCIATE: Admin / Programme/ HR / Finance / Data Management / Social Counselor / Case Worker / Lawyer / Field Supervisor / Field Officer / Supervisor / Field Coordinator / Psychologist		
D2	SENIOR ASSISTANT: Admin / Programme / HR / Finance / Data Management / Social Counselor / Case Worker / Data Collector / Lawyer / Field Supervisor / Field Officer/ Supervisor / Field Coordinator / Psychologist		
D1	ASSISTANT: Admin / Programme / HR / Finance / Data Management / Social Counselor / Data Collector / Case Worker / Lawyer		
E2	CLERK: Receptionist / Operator / Call Agent / Nurse / Data Entry/ Senior driver.		
E1	DRIVER: Driver / Janitor / Security Guard / Cleaner		

Potential contractor might also revert to existing surveys, where available, conducted by other actors (including partners and other UN Agencies), surveys previously administered by UNHCR, surveys carried out through contracting a specialist/consultant, salary scale adopted by the government, or salary scales developed by professional entities.

Survey could be performed offline (paper-based) or online, and questionnaires/interviews developed should contain quantitative as well as qualitative questions.

Potential contractor should clearly indicate in its proposal:

1. Number of staff to be engaged on this survey and their qualifications
2. Number of NGOs to be approached/interviewed
3. Methodology to be used.

Deliverables

The potential contractor will analyze the results of the filled questionnaires, research, and market data and produce the Final Report based on this analysis.

The final report should be delivered in written form, clearly indicating approach, questionnaires and interview results and present the analysis and **recommendations for contribution scale** for non-expatriate personnel expenses at partners for the different personnel categories set by UNHCR.

Survey should be finalized within **four weeks** starting with the date of awarding of contract.