

Comprehensive Salary Survey 2019

Request for Proposals (RFP)

Bid Reference

10/2018/5

Unit Name

EMRO/DAF/HRS

Purpose of the RFP:

[Consultancy Services for the Comprehensive Salary Survey 2019]

Closing Date:

[21 October 2018]



The World Health Organization (WHO) is seeking offers for Consultancy Services for the purpose of the Comprehensive Salary Survey 2019. Your Company Institution is invited to submit a proposal for the services in response to this Request for Proposals (RFP).

WHO is a public international organization, consisting of 194 Member States, and a Specialized Agency of the United Nations with the mandate to act as the directing and coordinating authority on international health work. As such, WHO is dependent on the budgetary and extra-budgetary contributions it receives for the implementation of its activities. Bidders are, therefore, requested to propose the best and most cost-effective solution to meet WHO requirements, while ensuring a high level of service.

1. Requirements

- **WHO requires the successful bidder, to carry out a Consultancy Services for the purpose of the Comprehensive Salary Survey 2019, guided by the established methodology, to be in compliance with:**
 - Should have a minimum number of employees (50) in jobs similar to United Nations General Service and National Officer jobs.
 - Should ideally have been established in Cairo, Egypt for a minimum of 5 years and be located within commuting distance of the UN Offices in Cairo, Egypt and have the required number of employees mentioned above;
 - Should represent a reasonable cross section of competitive economic sectors (public / non-profit and private), with no sector unduly dominating the sample. The public/non-profit sector employers should represent at least a minimum of 25 per cent of the employers retained. No individual sub-sector of the private sector should be represented by more than 25 present of the retained employers.
 - Should have systematic pay policies. It is also desirable that the employers have a system of job evaluation or a structure by which jobs are ranked.
 - Currently using the United Nations salary scale as the primary basis for setting its salaries are not eligible for consideration in this exercise.
 - The selected firm shall collect the following minimum information from each of the Comparators:
 - a. Summary information on the comparator employer (size, number of employees in jobs that are similar to the United Nations General Service, length of time present in Cairo, Egypt etc. as specified in the methodology).
 - b. The firm shall present a draft analysis report, incorporating comments from UN LSSC committee.
 - c. The firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of UN LSSC committee. Data from comparator employers for the purposes of this Terms of Reference shall be shared with LSSC committee only.

The information provided by the contracted firm shall support the preparatory and subsequent phases as described by the salary survey methodology.

See attached detailed Terms of Reference for complete information.

The successful bidder shall be a for profit / not for profit institution operating in the field of salary survey in Egypt with proven expertise in the Egyptian local labor market.

Bidders should follow the instructions set forth below in the submission of their proposal to WHO.



2. Proposal

The proposal and all correspondence and documents relating thereto shall be prepared and submitted in the English language.

The proposal should be concisely presented and structured to include the following information:

- Presentation of your Company / Institution (*please complete Annex 2*)
- Proposed solution
- Proposed Approach/Methodology
- Proposed time line
- Financial proposal - Currency.

Information which the bidder considers confidential, if any, should be clearly marked as such.

3. Instructions to Bidders

Bidders must follow the instructions set forth in this RFP in the submission of their proposal to WHO.

A prospective bidder requiring any clarification on technical, contractual or commercial matters may notify WHO via email at the following address no later than 3 working days prior to the closing date for the submission of offers:

Email for submissions of all queries: un_salary_survey@who.int
(*use Bid reference in subject line*)

A consolidated document of WHO's responses to all questions (including an explanation of the query but without identifying the source of enquiry) will be sent to all prospective bidders who have received the RFP.

From the date of issue of this RFP to the final selection, contact with WHO officials concerning the RFP process shall not be permitted, other than through the submission of queries and/or through a possible presentation or meeting called for by WHO, in accordance with the terms of this RFP.

The bidder shall submit, in writing, the complete proposal to WHO, no later than **21 October 2018 at 12:00 noon Cairo, Cairo time** ("the closing date"), **in sealed envelopes** to the following address:

Dr Sady ELBILBASSY
A/ Regional Supply Officer
World Health Organization (WHO)
Eastern Mediterranean Regional Office (EMRO)
Abdul Razzak El Sanhuri Street-Opposite Children garden
P.O. Box: 7608
Nasr City, Cairo – 11371
EGYPT

(*use Bid reference in subject line*)

To be complete, a proposal shall include:

- A technical proposal, as described under part 2 above;
- A financial proposal, as described under part 2 above;
- Annex 2, duly completed and signed by a person or persons duly authorized to represent the bidder, to submit a proposal and to bind the bidder to the terms of this RFP.



Each proposal shall be marked Ref: 10/2018/5

WHO may, at its own discretion, extend the closing date for the submission of proposals by notifying all bidders thereof in writing before the above closing date and time.

Any proposal received by WHO after the closing date for submission of proposals may be rejected. Bidders are therefore advised to ensure that they have taken all steps to submit their proposals in advance of the above closing date and time.

The offer outlined in the proposal must be valid for a minimum period of 90 calendar days after the closing date. A proposal valid for a shorter period may be rejected by WHO. In exceptional circumstances, WHO may solicit the bidder’s consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. Any bidder granting such an extension will not, however, be permitted to otherwise modify its proposal.

The bidder may withdraw its proposal any time after the proposal’s submission and before the above mentioned closing date, provided that written notice of the withdrawal is received by WHO at the email address indicated above, before the closing date for submission of proposals.

No proposal may be modified after its submission, unless WHO has issued an amendment to the RFP allowing such modifications.

No proposal may be withdrawn in the interval between the closing date and the expiration of the period of proposal validity specified by the bidder in the proposal (subject always to the minimum period of validity referred to above).

WHO may, at any time before the closing date, for any reason, whether on its own initiative or in response to a clarification requested by a (prospective) bidder, modify the RFP by written amendment. Amendments could, *inter alia*, include modification of the project scope or requirements, the project timeline expectations and/or extension of the closing date for submission.

All prospective bidders that have received the RFP will be notified in writing of all amendments to the RFP and will, where applicable, be invited to amend their proposal accordingly.

All bidders must adhere to the UN Supplier Code of Conduct, which is available on the WHO procurement website at <http://www.who.int/about/finances-accountability/procurement/en/>.

4. Evaluation

Before conducting the technical and financial evaluation of the proposals received, WHO will perform a preliminary examination of these proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the proposals are generally in order. Proposals which are not in order as aforesaid may be rejected.

The evaluation panel will evaluate the technical merits of all the proposals which have passed the preliminary examination of proposals based on the following weighting:

Technical Weighting:	70 % of total evaluation
Financial Weighting:	30 % of total evaluation



The contracted firm shall meet the following minimum criteria:

1) Proven track record in the area of compensation and benefit analysis, preferably for multinational companies and international organizations.	30
2) Minimum five (5) years of proven experience in conducting salary surveys.	10
3) Familiarity with labor market issues.	20
4) Ability to render consulting services in a professional, effective and efficient manner.	20
5) Familiarity with ICSC Methodology II	20

The minimum pass criteria is **60 points out of 100** for an offer to be technically compliant. Maximum marks for technical evaluation is 100 points.

Please note that WHO is not bound to select any bidder and may reject all proposals. Furthermore, since a contract would be awarded in respect of the proposal which is considered most responsive to the needs of the project concerned, due consideration being given to WHO's general principles, including the principle of best value for money, WHO does not bind itself in any way to select the bidder offering the lowest price.

WHO may, at its discretion, ask any bidder for clarification of any part of its proposal. The request for clarification and the response shall be in writing. No change in price or substance of the proposal shall be sought, offered or permitted during this exchange.

NOTE: Individual contact between WHO and bidders is expressly prohibited both before and after the closing date for submission of proposals.

5. Award

WHO reserves the right to:

- a) Award the contract to a bidder of its choice, even if its bid is not the lowest;
- b) Award separate contracts for parts of the work, components or items, to one or more bidders of its choice, even if their bids are not the lowest;
- c) Accept or reject any proposal, and to annul the solicitation process and reject all proposals at any time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders and without any obligation to inform the affected bidder or bidders of the grounds for WHO's action;
- d) Award the contract on the basis of the Organization's particular objectives to a bidder whose proposal is considered to be the most responsive to the needs of the Organization and the activity concerned;
- e) Not award any contract at all.

WHO has the right to eliminate bids for technical or other reasons throughout the evaluation/selection process. WHO shall not in any way be obliged to reveal, or discuss with any bidder, how a proposal was assessed, or to provide any other information relating to the evaluation/selection process or to state the reasons for elimination to any bidder.

NOTE: WHO is acting in good faith by issuing this RFP. However, this document does not oblige WHO to contract for the performance of any work, nor for the supply of any products or services.

At any time during the evaluation/selection process, WHO reserves the right to modify the scope of the work, services and/or goods called for under this RFP. WHO shall notify the change to only those bidders who have not been officially eliminated due to technical reasons at that point in time.

WHO reserves the right at the time of award of contract to extend, reduce or otherwise revise the scope of the work, services and/or goods called for under this RFP without any change in the base price or other terms and conditions offered by the selected bidder.

WHO also reserves the right to enter into negotiations with one or more bidders of its choice, including but not limited to negotiation of the terms of the proposal(s), the price quoted in such proposal(s) and/or the deletion of certain parts of the work, components or items called for under this RFP.

Within 30 days of receipt of the contract between WHO and the successful bidder (the "Contract"), the successful bidder shall sign and date the Contract and return it to WHO according to the instructions provided at that time. If the bidder does not accept the Contract terms without changes, then WHO has the right not to proceed with the selected bidder and instead contract with another bidder of its choice. The Contract will include, without limitation, the provisions set forth in Annex 3.

Any and all of the contractor's (general and/or special) conditions of contract are hereby explicitly excluded from the Contract, i.e., regardless of whether such conditions are included in the Contractor's offer, or printed or referred to on the Contractor's letterhead, invoices and/or other material, documentation or communications.

We look forward to receiving your response to this RFP.

Yours sincerely,



Nilgün Alp
LSSC Egypt, Acting Chairperson

Annexes

1. **Annex 1: Detailed Terms of Reference**
2. **Annex 2: Vendor Information Form**
3. **Annex 3 : Contractual provisions**
4. **Annex 4: Methodology**
 - i. http://www.un.org/Depts/OHRM/salaries_allowances/salaries/icsc2012.pdf
 - ii. http://www.un.org/Depts/OHRM/salaries_allowances/salaries/manual2013-02-20.pdf
5. **Annex 5 - Job inventory of UN jobs**
6. **Annex 6 - Benchmark generic job descriptions (Page 48 to 76 of methodology II)**



Annex 1: Detailed Terms of Reference

1. Scope of Assignment

- ii. The selected firm guided by the established methodology shall identify and propose potential comparator employers to be included in the survey. The selected firm must provide the identified potential comparators ensuring compliance with:
 - a. Employers should have a minimum number of employees (50) in jobs similar to United Nations General Service and National Officer jobs (Annex A and B).
 - b. Employers should ideally have been established in Cairo, Egypt for a minimum of 5 years and be located within commuting distance of the UN Offices in Cairo, Egypt and have the required number of employees mentioned in 2.i.a;
 - c. Proposed comparators should represent a reasonable cross section of competitive economic sectors (public / non-profit and private, as per Annex II of the methodology), with no sector unduly dominating the sample. The public/non-profit sector employers should represent at least a minimum of 25 per cent of the employers retained. No individual sub-sector of the private sector should be represented by more than 25 percent of the retained employers.
 - d. Proposed comparators should have systematic pay policies. It is also desirable that the employers have a system of job evaluation or a structure by which jobs are ranked.
- iii. Employers currently using the United Nations salary scale as the primary basis for setting its salaries are not eligible for consideration in this exercise.
- iv. The selected firm shall collect the following minimum information from each of the Comparators:
 - a. Summary information on the comparator employer (size, number of employees in jobs that are similar to the United Nations General Service, length of time present in Cairo, Egypt etc. as specified in the methodology).
 - b. The firm shall present a draft analysis report, incorporating comments from UN LSSC committee.
 - c. The firm shall maintain complete confidentiality of all data and documents provided by selected comparator employers and by that of UN LSSC committee. Data from comparator employers for the purposes of this Terms of Reference shall be shared with LSSC committee only.
 - d. The information provided by the contracted firm shall support the preparatory and subsequent phases as described by the salary survey methodology in Annex A.

2. Deliverables

- i. Based on the established methodology, and within the timeframe specified in this TOR, 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 with proven compliance with the minimum requirement of the ICSC methodology.
 - b. A summary table with minimum 30 highly competitive Comparator companies available to be surveyed with a cross sectoral comparison, as described in the methodology.
 - c. Contact information of respective remuneration specialists within each Comparator.



- d. Secured participation of the comparator employers to participate in the UN Comprehensive Salary Survey for April 2019, which requires employers to provide specific information on salary ranges and ideally salary scales, variable pay components and benefits.
- e. Secured commitment of comparator employers to participate in this process for a minimum of 5 years.

3. Implementation timeframe:

The task is expected to be completed within **fifteen (15) working days** from the date of signing of the contract.


Annex 2: Vendor Information Form

Company Information to be provided by the Vendor submitting the proposal			
UNGM Vendor ID Number: <i>If available – Refer to WHO website for registration process*</i>			
Legal Company Name: <i>(Not trade name or DBA name)</i>			
Company Contact:			
Address:			
City:		State:	
Country:		Zip:	
Telephone Number:		Fax Number:	
Email Address:		Company Website:	
Corporate information:			
Company mission statement			
Service commitment to customers and measurements used <i>(if available)</i>			
Organization structure (include description of those parts of your organization that would be involved in the performance of the work)			
Relevant experience (how could your expertise contribute to WHO's needs for the purpose of this RFP) – <i>Please attach reference and contact details</i>			
Staffing information			

* <http://www.who.int/about/finances-accountability/procurement/en/>

Annex 3: Contractual Provisions

Within 30 days of receipt of the contract between WHO and the successful bidder (the “Contract”), the successful bidder shall sign and date the Contract and return it to WHO according to the instructions provided at that time. If the bidder does not accept the Contract terms without changes, then WHO has the right not to proceed with the selected bidder and instead contract with another bidder of its choice. The Contract will include, without limitation, the provisions set forth below (with the successful bidder referred to below as the “Contractor”):

1. **Compliance with WHO Codes and Policies.** By entering into the Contract, the Contractor acknowledges that it has read, and hereby accepts and agrees to comply with, the WHO Policies (as defined below).

In connection with the foregoing, the Contractor shall take appropriate measures to prevent and respond to any violations of the standards of conduct, as described in the WHO Policies, by its employees and any other persons engaged by the Contractor to perform any services under the Contract.

Without limiting the foregoing, the Contractor shall promptly report to WHO, in accordance with the terms of the applicable WHO Policies, any actual or suspected violations of any WHO Policies of which the Contractor becomes aware.

For purposes of the Contract, the term “WHO Policies” means collectively: (i) the WHO Code of Ethics and Professional Conduct; (ii) the WHO Policy on Sexual Exploitation and Abuse Prevention and Response; (iii) the WHO Code of Conduct for responsible Research; (iv) the WHO Policy on Whistleblowing and Protection Against Retaliation; and (v) the UN Supplier Code of Conduct, in each case, as amended from time to time and which are publicly available on the WHO website at the following links: <http://www.who.int/about/finances-accountability/procurement/en/> for the UN Supplier Code of Conduct and at <http://www.who.int/about/ethics/en/> for the other WHO Policies.

2. **Zero tolerance for sexual exploitation and abuse.** WHO has zero tolerance towards sexual exploitation and abuse. In this regard, and without limiting any other provisions contained herein:

(i) each legal entity Contractor warrants that it will: (i) take all reasonable and appropriate measures to prevent sexual exploitation or abuse as described in the WHO Policy on Sexual Exploitation and Abuse Prevention and Response by any of its employees and any other persons engaged by it to perform any services under the Contract; and (ii) promptly report to WHO and respond to, in accordance with the terms of the Policy, any actual or suspected violations of the Policy of which the contractor becomes aware; and

(ii) each individual Contractor warrants that he/she will (i) not engage in any conduct that would constitute sexual exploitation or abuse as described in the WHO Policy on Sexual Exploitation and Abuse Prevention and Response; and (ii) promptly report to WHO, in accordance with the terms of the Policy, any actual or suspected violations of the Policy of which the Contractor becomes aware.

3. **Tobacco/Arms Related Disclosure Statement.** The Contractor may be required to disclose relationships it may have with the tobacco and/or arms industry through completion of the WHO Tobacco/Arms Disclosure Statement. In the event WHO requires completion of this Statement, the Contractor undertakes not to permit work on the Contract to commence, until WHO has assessed the disclosed information and confirmed to the Contractor in writing that the work can commence.



4. **Anti-Terrorism and UN Sanctions; Fraud and Corruption.** The Contractor warrants for the entire duration of the Contract that:

i. it is not and will not be involved in, or associated with, any person or entity associated with terrorism, as designated by any UN Security Council sanctions regime, that it will not make any payment or provide any other support to any such person or entity and that it will not enter into any employment or subcontracting relationship with any such person or entity;

ii. it shall not engage in any illegal, corrupt, fraudulent, collusive or coercive practices (including bribery, theft and other misuse of funds) in connection with the execution of the Contract; and

iii. the Contractor shall take all necessary precautions to prevent the financing of terrorism and/or any illegal corrupt, fraudulent, collusive or coercive practices (including bribery, theft and other misuse of funds) in connection with the execution of the Contract.

Any payments used by the Contractor for the promotion of any terrorist activity or any illegal, corrupt, fraudulent, collusive or coercive practice shall be repaid to WHO without delay.

5. **Breach of essential terms.** The Contractor acknowledges and agrees that each of the provisions of paragraphs 1, 2, 3 and 4 above constitutes an essential term of the Contract, and that in case of breach of any of these provisions, WHO may, in its sole discretion, decide to:

i. terminate the Contract, and/or any other contract concluded by WHO with the Contractor, immediately upon written notice to the Contractor, without any liability for termination charges or any other liability of any kind; and/or

ii. exclude the Contractor from participating in any ongoing or future tenders and/or entering into any future contractual or collaborative relationships with WHO.

WHO shall be entitled to report any violation of such provisions to WHO's governing bodies, other UN agencies, and/or donors.

6. **Use of WHO Name and Emblem.** Without WHO's prior written approval, the Contractor shall not, in any statement or material of an advertising or promotional nature, refer to the Contract or the Contractor's relationship with WHO, or otherwise use the name (or any abbreviation thereof) and/or emblem of the World Health Organization.

7. **Assurances regarding procurement.** If the option for payment of a maximum amount applies, to the extent the Contractor is required to purchase any goods and/or services in connection with its performance of the Contract, the Contractor shall ensure that such goods and/or services shall be procured in accordance with the principle of best value for money. "Best value for money" means the responsive offer that is the best combination of technical specifications, quality and price.

8. **Audit.** WHO may request a financial and operational review or audit of the work performed under the Contract, to be conducted by WHO and/or parties authorized by WHO, and the Contractor undertakes to facilitate such review or audit. This review or audit may be carried out at any time during the implementation of the work performed under the Contract, or within five years of completion of the work. In order to facilitate such financial and operational review or audit, the Contractor shall keep accurate and systematic accounts and records in respect of the work performed under the Contract.

The Contractor shall make available, without restriction, to WHO and/or parties authorized by WHO:

- i. the Contractor's books, records and systems (including all relevant financial and operational information) relating to the Contract; and
- ii. reasonable access to the Contractor's premises and personnel.

The Contractor shall provide satisfactory explanations to all queries arising in connection with the aforementioned audit and access rights.

WHO may request the Contractor to provide complementary information about the work performed under the Contract that is reasonably available, including the findings and results of an audit (internal or external) conducted by the Contractor and related to the work performed under the Contract.

9. **Publication of Contract.** Subject to considerations of confidentiality, WHO may acknowledge the existence of the Contract to the public and publish and/or otherwise publicly disclose the Contractor's name and country of incorporation, general information with respect to the work described herein and the Contract value. Such disclosure will be made in accordance with WHO's Information Disclosure Policy and shall be consistent with the terms of the Contract.