

## **HOPE'87 Guidelines on "Consultants"**

(with reference and gratitude to UNHCR)

### **I. INTRODUCTION**

1. HOPE'87's temporary use of individually contracted services of external consultants is governed by the HOPE'87 Basic Documents, especially the "Personal Manual" and the HOPE'87 Country Office Circulars

(i) Consultants are persons whom HOPE'87 requires from time to time to provide outside advisory services or assistance requiring expertise, special skill(s) or knowledge not normally possessed by regular professional staff, that is, not readily available in-house;

(ii) Consultants supplement or enhance available in-house resources temporarily; there is no continuing need for their services;

(iii) Consultants are engaged for services clearly related to priority activities; and

(iv) Consultants should not duplicate work or activities already done or planned by other departments, that is, they should not perform functions of regular staff.

2. The principal procedural and administrative measures governing the use of consultants are:

(i) The need for consultants' services to conform with the criteria outlined in the previous paragraph and, in addition;

(ii) Consultant's services must be for a set period during which the specified activities or functions, or the delivery of a final product, are defined in the consultant's Terms of Reference (TOR) attached to the contract;

(iii) Consultant's costs must be charged exclusively to budgets specifically allocated for the purpose;

(iv) Consultant's services will usually be limited to a maximum of six work months, Exceptionally extendable to nine work months. Contracts normally should be for a shorter period; however, the period must be set realistically so that the objectives are attainable within the set time-frame;

(v) Consultant's remuneration shall be on the basis of the nature of the services and the time required to perform them at an agreed daily, weekly or monthly rate of payment, or a lump sum, representing the assessed value of the services to HOPE'87;

(vi) The payment of fees can be made only upon satisfactory completion of specific phases, or the final delivery of the services, according to the evaluation and certification by the desk officer to whom the service was provided; and

(vii) Records of contracts and evaluations of services will be kept by the unit to which the service was provided.

### **II. ESTABLISHING THE NEED**

#### **A. Planning Cycle**

1. HOPE'87's annual planning cycle requires that the organization's human resources

requirements are identified well in advance. There are various staffing options: regular posts (created for over one year), temporary posts (for 12 months or less), temporary assistance (short-term contracts for a few months), secondments, use of implementing partners' staff, emergency response teams, staff on mission and consultants. The staffing often requires a mix of the above, according to budgetary resources, urgency, availability, in-country resources, expatriate expertise not available in-country and other considerations.

2. Based on the verified need for future consultancy services, the project planning process establishes specific budgetary allocations for such services.

3. In some circumstances, HOPE'87 also resorts to rapidly available consultants to fill in gaps in planned staffing deployments or to meet previously unidentified or under-estimated needs due to the unpredictable nature of a humanitarian emergency situations. These consultancies can be characterized as performing priority activities in the context of emergency deployment of urgently required expertise.

### **III. DEFINING THE REQUIREMENT**

#### **A. Terms of Reference**

1. The terms of reference (TOR) which define the functions to be performed by a consultant are intended to stipulate the services required and a time-frame for their completion. Where the service is an end product – such as a publication, or a final report or monitoring report or evaluation report, or e.g. the construction of a school – the TOR can be very specific in describing the service in quantitative and qualitative terms, as well as in delineating a delivery timetable. However, consultancies may also require a continuous or phased delivery of services over varying periods which may, or may not, be consecutive.

#### **B. Context**

1. Consultants' TORs rarely "stand alone"; usually they are part of a project or initiative which has much broader, and often changeable, parameters.

HOPE'87 has to ensure that the competent technical staff compiles or reviews the TOR and the consultant is provided with, and is fully aware of, the context in which his/her services are engaged. As such, HOPE'87 provides not only the TORs, but also all supporting documentation which puts the consultancy in context, as well as continuous technical supervision. This enables HOPE'87 to take early corrective or remedial actions and the re-orientation, extension or curtailment of a consultancy when circumstances have changed.

### **IV. SELECTION OF CANDIDATES/MAINTENANCE OF ROSTERS**

#### **A. Procedures**

1. The skills required by consultants are very diverse. Thus the responsibility for selection and evaluation of consultants rests with the HOPE'87 HQ or CO having the required expertise to assess out those tasks in a professional manner. This is also the case for the hiring of staff in these specialized fields. The best form of evaluation of a consultant is based on his/her prior track record with HOPE'87 and similar organizations or foundations and the assessment of his/her technical abilities. This assessment is given by those in HOPE'87 having the necessary professional expertise to judge whether a consultant should be rehired.

#### **B. Broader Selection Base**

1. HOPE'87 is aware of the need to broaden the basis for hiring consultants. Various parameters prevail, such as:

- (i) In the field, where no local consultants with the required expertise are available, an expatriate may have to be engaged;
- (ii) When the expertise required is of a very high level of specialization, a known expert with a proven track record providing the best cost/benefit may be engaged; and
- (iii) The consultants' gender may be taken into account when there are gender considerations in the nature of the work to be done or as part of HOPE'87's gender balance initiatives.

### **C. Recurrent Use**

1. Re-hiring of consultants in cases where the outside expertise required is in those technical areas in which HOPE'87 does not possess sufficient expertise is permissible. Thus a consultant with a proven track record, evidenced by previous successful assignments, may be a prime candidate for another consultancy in the same technical discipline, primarily because he/she has a proven ability to meet HOPE'87's requirements, standards and time schedules at a reasonable cost.
2. Rehiring the same consultant may also prove necessary due to the originally planned phases in which the services are required and/or the way a project is budgeted

### **V. FEE CALCULATION**

Fees are calculated 1. on the basis of yearly 220 working-days at 8 hours/daily or any part thereof and 2. on the document "United Nations Salaries, Allowances, Benefits and Job Classification / Salaries & Post Adjustment" in the valid version and communicated by the HOPE'87 HQ.