

# United Nations Development Programme



On the ground in about 170 countries and territories, the United Nations Development Programme (UNDP) works to eradicate poverty while protecting the planet. UNDP helps countries develop strong policies, skills, partnerships and institutions so they can sustain their progress. Established in 1965, UNDP focuses on global development to achieve the Sustainable Development Goals (SDGs). It supports countries with solutions in three main areas: sustainable development, democratic governance and peacebuilding and climate and disaster resilience.<sup>1</sup>

*Empowered lives.  
Resilient nations.*

## **Contract types**

- Individual Contract
- Service Contract

## **Types of tasks and projects**

Consultants are usually hired to provide expertise (which is not available within the internal capacity of UNDP), skills or knowledge for the performance of a specific task or piece of work which is usually short-term.

The functions of a consultant are results-oriented and normally involve analysing problems, directing seminars or training courses, preparing documents for conferences and meetings, or writing reports on matters within their area of expertise.

## **Application and selection process**

An online application package (letter of motivation, CV, methodology for completing the task) must be uploaded. Short-listed candidates will be invited to submit a financial proposal.

Applicants are reviewed based on required skills and experience and selected based on technical evaluation criteria. Applicants are evaluated based on cumulative scoring. When using this weighted scoring method, the contract will be awarded to the individual consultant whose offer has been evaluated and determined as:

- Being responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and financial criteria/proposals weighs 30%.

A hiring panel recommends the best qualified candidate(s) and the hiring office's director makes the final decision.

## **Is the selection process competitive?**

Usually a competitive selection process is conducted, but under some circumstances a direct contracting procurement modality can be used, for example, if the contract value is under 5,000 USD.

<sup>1</sup> UNDP (2018): About us. URL: <http://www.undp.org/content/undp/en/home/about-us.html>

## Is advertising compulsory?

Consulting jobs of over 5,000 USD are usually advertised.

## Profiles of interest

UNDP advertises a broad range of consultancies (individual and consulting firms, technology/IT, business, security, environmental consulting etc.), with diverse expertise, academic and other requirements. Proficient written and spoken English is usually required.

## Chances of becoming staff

Consultancies offer an excellent opportunity to learn about the organisation and its work. This will enhance the candidate's CV and enable them to speak authoritatively in interviews. After a consultancy, a 6-month waiting period before being allowed to apply as staff is required.

## Salary and working hours

A consultant's remuneration consists of a daily fee commensurate with the complexity of the work and the level of expertise and experience. This may be in the form of a lump sum. Working hours are often more flexible for consultants, who may be able to work out of the office for most of the time during their assignment, which may not be closely related to or dependent on usual staff working hours.

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## United Nations Population Fund



The United Nations Population Fund (UNFPA) is the UN development agency established in 1969 to promote every person's right to health and equal opportunity. Active in over 150 countries, UNFPA's aims include improving health systems and access to health care, reducing maternal death and disability, and improved access to information. UNFPA

calls for the realisation of reproductive rights for all and supports access to a wide range of sexual and reproductive health services – including voluntary family planning, maternal health care and comprehensive sexuality education.<sup>2</sup>

## Contract types

- Individual Contract (IC)
- Service Contract (SC)

<sup>2</sup> UNFPA (2018): About us. URL: <https://www.unfpa.org/about-us>

## **Types of tasks and projects**

Individual consultants are retained to provide specialised non-staff related functions required by UNFPA on a short-term or intermittent basis to meet a particular requirement.

## **Application and selection process**

Interested candidates can apply online on [UNFPA's job portal](#) for vacancy announcements. The best candidate is determined by a hiring office selection panel, based on resume reviews, interviews, drafting tests and work sample reviews.

## **Is the selection process competitive?**

Usually the selection process is competitive but is not required only for:

- International individual consultancies below an aggregate value of 40,000 USD;
- Local individual consultancies below an aggregate value of 20,000 USD.

In these cases consultants can be directly recruited through the roster or other networks.

## **Is advertising compulsory?**

It is recommended to advertise consultancies, but not compulsory if the total annual remuneration is below 20,000 USD for local consultants and below 40,000 USD for international consultants.

## **Profiles of interest**

Due to the widely varying needs of assignments, the means of sourcing individual consultants and related terms and conditions differ from vacancy to vacancy.

## **Chances of becoming staff**

Consultants are eligible to apply for staff positions and can be recommended for vacancies should they meet the criteria set in the announcement.

## **Salary and working hours**

Working hours vary and consultants can either work full- or part-time. Consultants' remuneration is usually a fee based on the level and qualifications required to perform the assignment as outlined in the Terms of Reference, and approximated with the grade level of regular staff performing duties at a comparable level.



**Name:** Christine Bendel  
**Age:** 61  
**Education:** MA in Social Work  
**Certified in:** Organisational Development, Management of Small- and Medium-sized Enterprises  
**Current position:** Chief of the Business Continuity Management Unit, UN Secretariat (New York)

### What kind of consultancies have you been involved in and why?

At the beginning of my career, I accepted a consultancy with UNFPA. I assume, I was hired thanks to my experience in human resources and promotion of health, specifically in dealing with HIV as well as my knowledge of French and English.

### What do you like and dislike about consultancies?

It is less about liking or disliking and more about making people aware of what a consultancy means: you are not an employee and therefore do not receive any social security or insurance benefits, which means you have to manage these yourself.

### Your advice for future consultants

Use a consultancy to (1) check if the UN is the right place for you to work (you need stamina to get things done, which sometimes takes longer than you would like), (2) build a reputation in your area of expertise, and (3) develop a network in the areas that interest you.

### Are consultancies a good entry into UN/IFIs?

Without the first consultancy with UNFPA I would have probably not had the chance to get a temporary appointment with UNDP. I have seen former interns obtaining consultancies which led to temporary appointments and fixed term positions. Therefore, I would say **yes, it is a good way into the UN.**

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«A consultancy with the UN offers you the opportunity to see whether you are a good fit for the UN and the UN a good fit for you. Try it out!»

Christine Bendel

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United Nations Children's Fund (UNICEF) works in 190 countries and territories to save children's lives, to defend their rights, and to help them fulfil their potential, from early childhood through adolescence. UNICEF focuses on five goal areas: Every Child Survives and Thrives, Every Child Learns, Every Child is Protected from Violence and Exploitation and Every Child has an Equitable Chance in Life.<sup>3</sup>

## **Contract types**

- Individual Contracts, administered by HR through the respective Country/Headquarter/Regional Office.
- Institutional Contracts as part of UNICEF's procurement process.

## **Types of tasks and projects**

Consultants must have specialized skills or knowledge, that is not readily available within UNICEF, and for which there is no continuing need in UNICEF. The assignment of an individual consultant is of a temporary nature; outputs are measurable and the tasks are to be performed and completed within a limited and specified period of time (usually less than a year).

## **Application and selection process**

Consultancies are announced on [UNICEF's job vacancy](#) website. To apply, a candidate needs to create a profile and submit an application through the UNICEF Talent Management System. The selection process is then administered through the respective Country/Headquarter/Regional Office. Only shortlisted candidates are contacted and the supervisor of the assignment, with the local HR, makes the final decision.

## **Is the process competitive?**

A competitive selection process is mandatory, either through rosters, advertising, or both.

## **Is advertising compulsory?**

Consultancies can either be advertised or filled through current rosters.

## **Profiles of interest**

The profile of the applicant will be measured based on the Terms of Reference or advertisement. Requirements, such as years of experience, education, language skills, etc. will vary based on the deliverables of the assignment.

## **Chances of becoming staff**

A consultancy contract may provide an opportunity to gain relevant working experience within UNICEF and may improve the chances of a successful staff position application.

<sup>3</sup> UNICEF (2018): About UNICEF. URL: <https://www.unicef.org/about-unicef>

## Salary and working hours

UNICEF consultancy contracts are based on the “best value for money” principle. Depending on the consultancy, the working hours may be similar to staff conditions. Other specific regulations would normally be included in the Terms of Reference.



**Name:** Sonja Bruderhofer

**Age:** 27

**Education:** MA in Conflict, Governance and Development, University of York; BA in International Relations, University of Geneva

**Current position:** Project Coordinator at UNICEF Kyrgyzstan

### Your career path so far

- Project Coordinator, UNICEF, Kyrgyzstan
- Associate Child Protection Officer (UNV), UNICEF, Kyrgyzstan
- Coordination Associate, Terre des Hommes Suisse, Senegal
- Fundraising Trainee, ICRC, Switzerland
- Internships in international organisations and UN agencies

### How did you find your current consultancy?

I started my career in international cooperation through internships and traineeships in international and multilateral organisations before working with a Swiss NGO in Senegal. My field experience in the area of children’s rights led me to take up a UNV assignment in child protection with UNICEF in Kyrgyzstan. Following my enriching UNV experience, I am now coordinating a UNICEF project in Kyrgyzstan.

### What do you like and dislike about consultancies?

Consultancy and Individual Contractor contracts are a great opportunity to gain work experience with international organisations while making a real impact. However, being hired by public organisations as staff would give additional benefits (such as insurance schemes or social benefits) that are usually not applied to consultants/contractors.

### Your advice for future consultants?

Gaining experience through different opportunities at the UN (internships, UNV assignments, etc.) and making contacts may open doors for consultancies or staff positions. If you have a citizenship of another country, also check the national UN website and local job portals regularly, as national consultancies may be published locally only.

# United Nations Volunteers



The United Nations Volunteer (UNV) programme contributes to peace and development through volunteerism worldwide.

UNV has a dual mission: promoting volunteerism and mobilising volunteers worldwide. It hires professionals to work as UN Volunteers alongside UN staff for over 30 other UN organisations in over 100 professional areas. UNV works with partners to integrate qualified, highly motivated and well supported UN Volunteers into development programming and promote the value and global recognition of volunteerism. UNV is administered by the United Nations Development Programme.<sup>4</sup>

## Contract types

Individual contracts are used for procurement of services of national or international individuals to perform time-bound and non-staff tasks aimed at delivering clear and quantifiable outputs, which must be clearly identified in the contract and directly linked to payment.

## Types of tasks and projects

Individual consultants are engaged if the required services cannot be provided by utilising existing staff resources due to a lack of specialised knowledge or expertise, or if the assignment requires duties not normally performed by UNDP staff (non-staff duties).

## Application and selection process

Candidates will find all current consulting opportunities on the [UNDP jobs portal](#). All applications must be submitted electronically. Applicants are reviewed based on the required skills and experience and selected based on technical evaluation criteria. Applicants will be evaluated based on cumulative scoring. Using this weighted scoring method, the contract is awarded to the individual whose offer has been determined as:

- Being responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation where technical criteria weighs 70% and financial criteria/proposals weighs 30%.

## Profiles of interest

As each consultancy has different requirements, competencies and qualifications are set for each announcement.

## Is the process competitive?

Advertised consultancies follow a competitive selection process.

## Is advertising compulsory?

Consultancies are internationally advertised, but for contracts below 100,000 USD, consultants may be informally invited to bid.

<sup>4</sup> UNV (2018): Who we are. URL: <https://www.unv.org/about-unv/who-we-are>

## Number of consultants engaged

UNV typically recruits around 40-60 consultants per year, with around 250 staff worldwide.

## Salary and working hours

Consultants' working hours are not fixed, as they work on deliverables. The payment is also based on the deliverables.

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## UN Women



UN Women is the UN organisation dedicated to gender equality and the empowerment of women. A global champion for women and girls, UN Women was established to accelerate progress on meeting their needs worldwide. UN Women supports UN Member States as they set global standards for achieving gender equality and works with

governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide.<sup>5</sup>

## Types of tasks and projects

UN Women engages consultants to provide expertise, advisory services, skills or knowledge to perform a specific task or piece of work for a limited period of time. Consultants' responsibilities are results-oriented, non-core and deliverables based, and short-term in nature. UN Women hires consultants when the required services cannot be met from within existing staff resources for lack of specialised knowledge or expertise.

## Application and selection process

Consultancy opportunities are currently advertised on the [UN Women employment page](#). Hiring processes are managed by the respective hiring units in consultation with Human Resources.

## Is the selection process competitive?

Selection for consultancy assignments is done on a competitive basis – which could involve interviews, written assessments, desk review, etc.

## Is advertising compulsory?

It is not mandatory to advertise consultancy vacancies. Different sourcing methods, such as rosters or referrals, etc., may be used to identify applicants.

<sup>5</sup> UN Women (2018): About UN Women. URL: <http://www.unwomen.org/en/about-us/about-un-women>

## Profiles of interest

Profiles related to UN Women's core mandate and mission are of special interest. Competencies and qualifications required, such as education level, years of experience, etc. vary depending on the position.

## Chances of becoming staff

A consultancy helps to gain a better understanding of the organisation and the work and also provides valuable experience. A number of current UN Women staff members started their UN Women journey as consultants.

## Number of consultants engaged

In 2017, a total of 949 consultants were engaged globally at different periods for various types and lengths.

## Salary and working hours

As a guiding principle, consultancy fees are based on the minimum necessary to obtain quality services. The principle consideration is the nature of the assignment; the complexity, difficulty, and extent of the work; and the degree of expertise required to accomplish the assignment.



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# Glossary

This glossary defines the types of contracts mentioned in the brochure.

## **Time-Based Contract**

This contract is applicable where it is difficult to define the scope and length of services, either because of variations in the completion period of related activities, or because the input of the consultants required to attain the objectives of the assignment is difficult to assess. Payments are based on agreed hourly, daily, weekly, or monthly rates for staff (who are normally specified in the contract) and on reimbursable items using actual expenses, agreed unit prices, or both. Staff rates include salary, social costs, overheads, fee (or profit) and, where appropriate, special allowances. This contract includes a maximum of total payments to be made to consultants.

## **Retainer and Contingency (Success) Fee Contract**

Retainer and Contingency Fee Contracts are used when consultants (banks or financial firms) are preparing companies for sales or mergers of firms, notably in privatisation operations. The remuneration of the consultant includes a retainer and success fee, the latter normally expressed as a percentage of the sale price of the assets.

(The Green Climate Fund adds: "In addition to the regular time-based fee, the remuneration of the consultant includes a retainer fee to ensure the consultant's availability when the need for her or his sporadic services arise").

## **Indefinite Delivery Contract (Price Agreement)**

These contracts are used when Borrowers need "on call" specialised services to provide advice on a particular activity, the extent and timing of which cannot be defined in advance. The contract normally runs for a year or longer. The Borrower and the firm agree on the unit rates to be paid for experts, and payments are made based on the time actually used.

## **Lump Sum Contract**

Lump Sum Contracts are used mainly for assignments in which the content, duration and required output of the consultants are clearly defined. Payments are linked to outputs (deliverables), such as reports, drawings, bills of quantities, bidding documents, and software programmes. Lump Sum Contracts are easy to administer because payments are due on clearly specified outputs.

**Performance-Based Contract**

A Performance-Based Contract is used to enhance the delivery of consulting services outputs, thereby improving value for money. Payments to the consultant are triggered on achieving selected milestones signifying that certain project deliverables (e.g. an outcome or outputs defined in the project design and monitoring frameworks) have been completed.

**Percentage Contract**

These contracts are commonly used for architectural services and for procurement and inspection agents. Percentage Contracts directly relate the fees paid to the consultant to the estimated or actual project construction cost, or to the cost of the goods procured or inspected. The contracts are negotiated on the basis of market norms for the services, estimated staff-month costs for the services, or competitively bid.

**Individual Contract**

Individual Contracts are used for procurement of services of national or international individuals to perform time-bound and non-staff tasks aimed at delivering clear and quantifiable outputs which must be clearly identified in the contract and directly linked to payment.

**Service Contract**

Service Contracts are intended for engaging individuals who are national personnel or legally authorised to work in the respective country for long-term projects (e.g. 3 years).