

Terms of Reference (TOR)

for Revision of the Human Resource (HR) Manual of AFAD

## **1. Background**

AFAD (Association For Alternative Development) is a women-led non-profit organization based in northern Bangladesh, actively working since 1999 to empower women and girls for a world of equal opportunities and full potential. AFAD is a dynamic force for positive change, championing gender equality and women's empowerment. The organization addresses a wide range of critical issues, including gender equality, education, economic empowerment, disaster risk reduction (DRR), climate change resilience, WASH, livelihood, and the localization of humanitarian aid. AFAD is registered with the NGO Affairs Bureau (NGOAB) of the Prime Minister's Office of the People's Republic of the Government of Bangladesh, with registration number 2443. It also obtained registration from the Directorate of Women's Affairs (DWA). Simultaneously, AFAD is registered with the Directorate of Youth Development, Government of Bangladesh.

With the support of Malteser International, AFAD has been implementing a localization project titled "ToGETHER! - Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response" in Bangladesh since 2021. The project aims to transcend organizational boundaries, enabling local and international partners to develop approaches to humanitarian responses and create synergies during crisis response collaboratively. It also supports local actors in enhancing their capabilities in humanitarian response, preparedness, coordination, and advocacy. Additionally, the program aims to create opportunities for establishing complementary partnerships and promoting the roles of local partners. Capacity-strengthening and exchange measures are based on LHPs' self-defined needs and priorities, as well as the broader humanitarian context within their countries and contexts**. As part of the project's partner organizational capacity strengthening activities, AFAD is going to hire consultant/ Consultancy Firm to revise its Human Resource manual and create that HR manual in English.**

## **2. Overview:**

AFAD has a HR Manual that was developed in 2015 in Bangla version. However, no amendments have been made to it for quite some time. Human resource policies are essential for any organization, as they provide guidance on how to manage employees fairly and consistently. The revised policy should be aligned with the organization's mission, vision, and values, and should comply with all applicable laws and regulations. AFAD needs to develop a revised HR Manual that incorporates all necessary updates. This will ensure compliance with national and international standards and regulations. Top of Form

## **3. Objective:**

## The main objective of revising the organization's human resource manual is to establish a standard comprehensive, up-to-date, and easy to understand. It should also be aligned with the organization's current practices and goals.

There are some specific objectives as well.

* To develop an effective human resource manual is comprehensive and covers all relevant HR topics. This includes policies and procedures on recruitment, hiring, onboarding, compensation, benefits, performance management, discipline, and termination.
* To ensure that the manual is up-to-date and reflects the organization's current practices and goals. This may involve updating policies to comply with new laws and regulations, or to reflect changes in the organization's culture or values.
* To make the manual accessible to all employees. This may involve publishing the manual online, or providing printed copies to employees upon request.
* To provide orientation to the AFAD management team on implementation of the revised manuals and implication to the existing formats, tools and standards.

## **4. Scope of Work**

AFAD has a HR manual that was adopted in 2015. However, it has some limitations, which were identified through the Organizational capacity self-Capacity assessment & SWOT analysis. Due to these reasons, AFAD is in the process of standardizing its existing HR policy and manual to meet national and international standards and compliance. The specific scopes of work are as follows:

* To review the existing HR manual and identify areas for improvement.
* To edit and insert the content, processes, and requirements those are missing in the manual.
* To organize meetings with the management, Admin, HR as well as senior teams to discuss further implementation and challenges they are facing within the existing system and procedures.
* To prepare the first draft of the updated manual and share it with the management and staff members (Admin, HR, logistics, and program).
* To finalize the revised HR manual in English and provide orientation to the staff members for the implementation of the revised HR manual.

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**Supports from AFAD**

* AFAD will extend all necessary cooperation and support to the consultant for the proper execution of the assignment.
* AFAD will provide all necessary documents and information required by the consultant.
* AFAD will assign a focal person to liaise and coordinate with the consultant to accomplish the assigned task within the stipulated timeframe.

## **5. Duration of the assignment**

The contract period is from **20 January 2024 to 19 February 2024** (Maximum 30 days).

## **6. Deliverables**

* It is expected to prepare a revised HR Manual for AFAD in English, not exceeding 50 pages (recommended but not limited to).
* An orientation will be conducted with the concerned staff of AFAD on how to implement the manual.

## **7. Qualification Experience of Consultant/Consultancy Firm**

* At least master’s degree in human resources management, Social Science or relevant subject. ( For individual consultants)
* A minimum of 5 years of relevant work experience in HR or relevant areas, preferably in a consulting role.
* Proficiency in Bengali and English, with a focus on presentation/reporting skills
* Good communication and relationship-building skills

## **8. Duration and Implementation Schedule**

The total length of the concerned consultancy will not exceed 30 working days to be spread out from **15 January 2024 to 25 February 2023.**

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| **Activity** | **Duration** |
| Review of current HR manual | 5 days |
| Preliminary consultations with AFAD staffs | 2 days (In-person/ online) |
| Prepare draft HR manual and submit | 15 days |
| Feedback from AFAD and analysis | 3 days |
| Finalize HR manual and submission | 2 days |
| Presentation preparation for orientation | 2 days |
| Staff orientation by consultant | 1 day |

## **9. Terms of Payment**

The payment will be made through the A/C Payee Cheque in favor of the contract holder. All expenditures during survey will be taken care of by the consultant/ firm. AFAD will deduct TAX and VAT according to Regulation of the Government of Bangladesh. The payment will be made according to the following schedule:

* 1st Payment: 40 % upon signing of the contract.
* Final Payment: 60 % upon the submission of final revised & updated HR Manual and staff orientation, subject to its acceptance by AFAD.

AFAD will not settle any payment unless the consultancy institution accomplished all the tasks in a timely fashion.

## **10. Application Procedure**

Interested candidates/ should submit their application material by **05:00 pm, January 19, 2024**. Please mention “**AFAD-HR Manual Revision** ” in the email subject line. The proposal should be addressed to:

Email: [*yesminafad@gmail.com*](mailto:yesminafad@gmail.com) *,muzahid.afad@gmail.com*

Or drop the proposal by in-person / courier.

***AFAD Head office, R.K Road Khalilganj Bazar, Kurigram***

**For further information, please contact to,**

Name: Sayda Yesmin

Designation: Chief Executive, AFAD

Mobile: 01719691409

Email: *yesminafad@gmail.com*

The application itself should include the following components:

* Curriculum Vitae (CV) of Consultant/ Short description of Firm
* A technical proposal including proposed methodology and work plan.
* Financial proposal

The above areas might be re-arranged as follows: Interested applicants to send a technical and financial proposal for the work in line with the following guidance:

* **Capability statement:** How the consultant or firm is structured for the assignment, the role each member of staff will play including the CVs of the key personnel who will take part in the consultancy.
* **Technical Proposal:** The consultant’s understanding and interpretation of the Terms of Reference, a detailed methodology on how the data collection and analysis will be done and detailed implementation schedule for the baseline as well as any other proposed approaches the consultant may deem fit for this assessment.
* **Financial proposal:** Itemized budget proposal that should include the consultancy fees, operational costs, and all associated costs including VAT and tax. AFAD will select potential candidates and will invite them for an online interview after the application deadline.

## **11. Ethical Considerations and Data protection**

Any data, information, documents, and other materials related to the work shall remain the property of

AFAD and shall be kept confidential by the Consultant/ Consultant Firm. The Consultant is not allowed to transfer or divulge any information to any other person or organization without prior approval of AFAD.

## **12. Contact Information**

For inquiries or clarification, please contact:

Sayda Yesmin, Chief Executive, AFAD

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