

Terms of Reference for Human Resources Consultant in FORUM-ASIA

I. Background and context

The Asian Forum for Human Rights and Development (FORUM-ASIA) was established in 1991 with the mission to promote and protect all human rights, including the right to development, through collaboration and cooperation among human rights organisations and defenders in Asia. It is a membership-based, non-governmental organisation with 85 members in 23 countries. FORUM-ASIA has consultative status with the UN Economic and Social Council (ECOSOC Status) and a consultative relationship with the ASEAN Intergovernmental Commission on Human Rights (AICHR).

The main office or Secretariat is responsible for overall project implementation, including regular follow-up for quality control, monitoring, and evaluation. The Jakarta office works at the ASEAN level focusing on standard-setting and institution building of the ASEAN human rights systems, while the Geneva office monitors and follows up on Asian human rights issues and links them to global debates on human rights, and monitors developments at the international level and feeds FORUM-ASIA members and other concerned emerging trends and priorities at the global level. The Kathmandu office provides a presence to strengthen and consolidate human rights movements through effective collaboration with its member and partner organisations in South Asia.

The overall organisational objective is to *“strengthen the promotion and protection of human rights and democracy in Asia and beyond by consolidating Asian human rights movements through effective collaboration with members and partners on international solidarity action as well as engagement with states and other stakeholders at national, regional and international levels.”*

To effectively lead the regional human rights agenda in Asia and beyond, FORUM-ASIA has, over the years, recognised the need and value of continuously investing in organisational, policy and strategic developments. To this end, the Organisation recognises the importance of strengthening and improving its Annual Performance Management processes and its Staff Handbook.

The Annual Performance Management process is owned by the staff members and facilitated by their respective supervisors. The Performance Management process is conducted in a participatory manner and includes opportunities for self-reflection, self-assessment as well as ongoing, open two-way communication and feedback between the supervisee and the supervisor. FORUM-ASIA aims to make its Performance Management System more inclusive and eventually migrate to a 180- and/or 360-degree feedback mechanism.

FORUM-ASIA is currently working on the revision of the Staff Handbook, which was last updated in 2018, to be in line with ' international labour standards adopted by the International Labour Organisation (ILO). In particular, the revision of the Staff Well-being policy is also ongoing to update the existing policy. The revised policy aims to set out how FORUM-ASIA's management will promote the well-being of employees, including by but not limited to creating a working environment where potential triggers of work-related stress are avoided, minimised or mitigated; crafting staff-friendly working practices and/or Human Resources policies; encouraging the adjustment of working culture; and providing opportunities for staff development.

FORUM-ASIA as an employer and as an organisation working on the protection and promotion of human rights and development always strives to ensure the physical and emotional health, safety and welfare of its employees.

II. Objectives

The purpose of this consultancy is to:

- Develop a more inclusive and transparent Performance Management process, including the development and implementation of 360/180-degree performance evaluation of all staff;

- Revise the Staff Handbook and the Staff Well-being policy in consultation with all staff;
- Align the Human Resources policy of the Organisation with the revised Staff Handbook and Well-being policy and advise changes to be more in line with international human rights standards and labour laws;
- Provide mentoring and coaching to Administration staff and Supervisors on HR functions; and
- Revise grievance redressal process and procedures in the Staff Handbook.

III. **Description of tasks and deliverables**

The consultant is to undertake the following tasks:

- To review the current and previous Performance Management processes and advice appropriately on the most suitable processes/systems for the organization in consultation with all FORUM-ASIA staff;
- To oversee the implementation and thereafter the analysis of 360-degree or 180-degree, as agreed with all staff;;
- To review in a consultative manner with the whole Secretariat its comments on the revision of the Staff Handbook, and draft recommendations addressed to the Management and Executive Committee of FORUM-ASIA on ways forward on the revision of the Staff Handbook;
- To review in a consultative manner with the whole Secretariat its comments on the Staff Well-being policy and draft recommendations addressed to the Management and Executive Committee of FORUM-ASIA on the implementation of the Staff Well-Being policy;
- To review other Human Resources policies of FORUM-ASIA, including recruitment, induction policies as well as the guideline for Fellows and Interns, to make them aligned with the revised Staff Handbook and the Staff Well-being policy; and
- To conduct knowledge sharing sessions on the revised Staff Handbook and all Human Resource policies of the organisation to all staff and the members of the Executive Committee (EC) of FORUM-ASIA.

The assignment will have the following deliverables:

IV. **Timeframe**

A maximum of 55 working days is expected. The assignment will tentatively start in July 2022 and end in November 2022.

V. **Working relationship and contractual arrangements**

- The consultant will be working under the overall supervision of the Management and in consultation with all staff, including the Staff Representatives of FORUM-ASIA
- FORUM-ASIA is responsible for the contractual arrangement. The SMT/IMM will provide additional guidance on the assignment where needed.
- The consultant is under the obligation of confidentiality. Information, data, database, and knowledge resources in the forms of briefings and reports issued by FORUM-ASIA remain the property of the organisation.

VI. **Qualifications and requirements**

- A degree in Human Resources Management, staff well-being, human rights, Psychology or related fields;
- Proven and demonstrable expertise in developing staff performance management, Human Resources policies and action plans for the non-profit sector;
- Proven and demonstrable work experience in Human Resources Management and/or Development;
- Ability to work in a multicultural context;
- Excellent command of spoken and written English;
- Experience in multi-stakeholder consultations;
- In-depth knowledge of labour laws and Human Resources best practices; and
- Background knowledge/experience in human rights, development.

VII. **Budget**

The budget for the assignment includes a fee of USD 13, 750. Other costs incurred in relation to fieldwork, if required, including costs for economy-class travel, local airport transfers and local transportation in the home and destination countries, standard accommodation costs, phone credit, and per diem, will follow FORUM-ASIA's Financial Rules and Regulations.

VIII. Key reference documents

The consultant will have full access to all relevant documents as needed to undertake the assignment namely:

- The current and previous Performance Management systems documents;
- The Staff Handbook
- Staff Well-being policy
- Governance Manual
- FORUM-ASIA's organisational evaluation reports
- FORUM-ASIA's Environmental Impact Policy
- Any other relevant documents

Interested applicants are requested to fill in the [Job Application Form](#) and return it by email together with a cover letter and CV to applications@forum-asia.org before **13 May 2022, midnight Bangkok Time (UTC+7)**, stating "**HR Consultant Application Name**" in the subject line. Please note that late applications will not be considered. CV of the interested applicant should contain a full description of relevant qualifications and professional work experience.

Only short-listed candidates will be invited to an interview **between 23 and 27 May 2022**.