



REFERENCE TERMS

Consultancy: Review and adaptation of human resources policies

Profile	External consultant (M/F/X)
Consultancy subject	Avocats Sans Frontières would like to review and adapt its human resources management policies.
Intervention zones	Belgium
Date and duration of evaluation	Between April and August 2024

I. Context

Avocats Sans Frontières ASBL (hereinafter "ASF") was founded in 1992 and is an international NGO specialized in the promotion of human rights and access to justice. It implements projects in a dozen countries in Africa and Europe.

The organizational model was developed around the principles of decentralization and collaboration.

ASF currently employs around 125 people in 10 offices: Belgium, Italy, Niger, DRC, Tunisia, Morocco, Uganda, Central African Republic and Kenya.

In 2020, ASF began a process of decentralization and regionalization of its offices, resulting in the following organizational structure: an international coordination office (Brussels), regional offices (3) and country offices (7).

Its employees have different legal statuses: expatriate status, Belgian contracts for head office staff the organization's head office, and local national contracts for the majority of local national contracts.

The multiplicity of statuses and different labor laws in each country make it difficult to harmonize the harmonization of HR and salary policies. This can also lead to misunderstandings about salary policy, or to differences in treatment between colleagues as unfair.

The association's willingness to question its organization through the prism of decolonization international cooperation also reinforces the need to review the organization's HR policies to ensure greater equity, organizational efficiency and coherence between the between the organization's mission and its HR practices.

Certain issues have been identified (expatriate vs. national status, internal mobility, operationalization of decentralization, etc.). However, a more comprehensive inventory needs to be carried out, based on existing practices and policies, but above all on the perceptions and realities experienced by the various teams.

II. Consultancy objectives

ASF is looking for a consultant to assist in a process of review and improvement its human resources management practices and policies.

The organization's objectives are as follows:

- Improve the transparency, dissemination, understanding and knowledge of HR HR policies
- Evolve practices and policies to better reflect the principles of collaboration decentralization and internal decolonization
- Hear teams' perceptions of our HR culture
- Respond to needs shared by teams and promote a common HR culture

This review will be carried out in consultation with staff members. The process will involve consultation, analysis, proposed solutions and information.

This review process requires expertise in HR issues and a strong interest in social and anthropological issues, as well as cross-cultural understanding, which is why it is in the organization's interest to be accompanied by an external expert. The main roles of the consultant will be :

- a) Consult staff on their perceptions and expectations in terms of HRM
- b) Draw up an analysis of the needs expressed by the various teams
- c) Propose an action plan for the revision of identified policies
- d) Make recommendations to the organization to improve its practices

III. Methodological approach

The methodology proposed by the consultant must include the stages described below. For certain stages, the support of the ASF team or facilitators in the countries of intervention may be envisaged.

STEPS #	DESCRIPTION OF METHODOLOGICAL STEPS
1	Assessment of current HR policies and practices: identification of strengths and weaknesses, identification of missing or incomplete policies.
2	Informing employees about the results of the assessment and the next steps.
3	Consultation with employees regarding their perception of current practices and elements of HR policies that need to be reviewed. This stage will include round-table discussions with staff in 6 countries (Belgium, Tunisia, Morocco, DRC, CAR and Uganda), using a methodology developed with decolonial considerations in mind. This stage will enable the identification of cross-cutting priorities and specific regional regional and national specificities
4	Based on the priorities identified in phase 3, an action plan is drawn up to address the priorities for reviewing and improving HR practices and policies.
5	Formulation of recommendations and proposals for the revision of practices identified as priorities, and implementation of the action plan.

IV. Duration of consultancy

The consultancy will take place over 15 to 20 working days between March and August 2024.

V. Collaboration process

a) After signing the contract

ASF and the consultant will discuss in order to:

- Refine the proposed methodology
- agree on a list of available data/documents required for the proper execution of the assignment
- Refine the proposed agenda and timetable

b) At the beginning of the mission

ASF and the consultant will hold a start-up briefing aimed at :

- Validate the proposed timetable and detailed work plan
- Identify potential support needs for the execution of the mission.

c) During the mission

During the assignment, the consultant will be in regular communication with ASF for any support and/or information requests and sharing, as well as communicating potential obstacles encountered. In coordination with ASF.

d) Expected results/deliverables

The consultant will provide the following deliverables:

- a) An analysis of current policies and emerging needs
- b) A methodology for consulting the teams in the various countries, e.g. questionnaires to guide the round-table discussions, clearly demonstrating how these integrates decolonial considerations
- c) A report on the conclusions of the various roundtables, including important that emerge from the analysis
- d) An action plan outlining the priorities to be addressed
- e) Recommendations and content proposals for the priorities identified

e) Supervision

The consultant will be directly supervised by general management

f) Budget

Financial offers must specify :

- The amount of fees (excluding tax), per day and per person.

g) Profile required

- Solid and diversified experience in the specific field required, including experience in human resources management;
- A university degree in resource management or other relevant field;
- 5 years' experience in human resources management;
- Previous experience in an NGO is highly desirable;
- Good command of French and English.

h) Ethical principles

Consultancy must be carried out in accordance with the following ethical principles:

- **Anonymity and confidentiality.**

Consultancy must respect the rights of those providing information, guaranteeing their anonymity and guaranteeing their anonymity and confidentiality.

- **Accountability.**

The report must disclose any conflicts or differences of opinion that may have arisen between the consultant and staff.

- **Integrity.**

The consultant must highlight any issues not expressly mentioned in the ToR. mentioned in the ToR, in order to obtain a more complete analysis of the situation.

- **Independence.**

The consultant must remain independent of the organization, and must not be associated with its management or any part of it.

- **Incidents.**

If problems arise at any time during the consultancy, they must be reported to ASF immediately reported to ASF, failing which the existence of such problems cannot be used to justify the impossibility of obtaining the results envisaged by ASF in these terms of reference.

- **Validity of information.**

The consultant must guarantee the accuracy of the information gathered during the preparation and will be responsible for the information presented in his/her reports.

i) How to apply

To apply, please send your application marked "HR Consultancy" by e-mail before March 25, 2024, at 11:00 pm (Brussels time) to the e-mail address : job@asf.be

Your application must include the following documents:

- CV (maximum 3-page summary);
- Covering letter (1 page);
- At least 2 professional references (ideally similar experience);
- Complete technical, financial and methodological proposal;

Incomplete applications will not be considered.

Applications from women are strongly encouraged.

For reasons of limited human resources, only shortlisted candidates will be contacted by ASF. Thank you for your understanding.

ASF does not charge any fees during the recruitment process. If you are asked to pay a fee at any stage of the recruitment process, please contact: ethics@asf.be