



Urgent Action Fund for Women's Human Rights Asia & Pacific

Terms of Reference

Contractor – Human Resources Audit

Urgent Action Fund Asia & Pacific (UAF A&P) is a Rapid Response Fund that resources the resilience of women and non-binary human rights defenders in Asia and the Pacific and to further support this, we strive to strengthen and sustain feminist networks to ensure safety and care in these regions. We have registered offices in Australia (Melbourne) and in the Philippines (Manila), and are currently nine team members strong. Led by feminist activists and human rights defenders who are our Co-Leads, the team works remotely from across four countries, Australia, Cambodia, Fiji and the Philippines.

Role Description and Key Result Areas

UAF A&P seeks an experienced Human Resources (HR) professional or a specialist firm that can, under the overall guidance and direction of the two Co-Leads, conduct an audit and assess our HR policies in a manner that is sensitive to diverse genders, including non-binary individuals, and which upholds policies that also recognise people living with disability.

The selected contractor will ensure the delivery of the following key functions:

- Review and assess existing HR policies; and
- Recommend revisions and/or amendments

Scope of the assignment

1. Review and assess existing employment policies that will entail:

- Conducting interviews and surveys among team members in Australia, Cambodia, Fiji and the Philippines
- Assessing existing HR policies to identify gaps, particularly those pertaining to women and non-binary people, as compared to best practices in areas such as, but not limited to, equal opportunity for recruitment, equal pay for work of equal value, incentives calculation, safe work environment, equal access to training and career advancement and social protection / insurance;



- Conducting a market comparison of salaries, by band and scale, for similar positions in the non-profit sector in Asia and the Pacific; and
- Reviewing job descriptions.

2. Based on the assessment, propose revisions of existing HR policies and procedures that respond to:

- Equal opportunity for recruitment;
- Clear payroll scale for each position and fair remuneration package which includes devising an alternative method to existing COLA method to help factor in any salary adjustment, based on the different locations where each team member works;
- Equal access to training, development and career advancement;
- Incentives based on productivity and promotions scale by developing clear KPIs and performance appraisal forms;
- Disciplinary procedures;
- Grievances and redressal systems;
- Motivation scheme, and
- Succession planning and hand-over procedures.

3. Submit a report on the agreed principles of recruitment, conditions and employment after incorporating feedback from the UAF A&P team.

Required skills and qualifications

Education	A degree in Business Administration from a globally accredited university with Human Resources Management as a major. Relevant experience and/or post-graduate diploma in HR would be an asset.
Experience	Minimum of 10 years in conducting HR audits and assessments. Working knowledge and experience of employment laws of Australia and the Philippines is an essential requirement.
Language Requirements	Fluency in written and spoken English



Timeframe and payment schedules

UAF A&P seeks contractors or a specialised HR firm that would be able to begin work by mid September 2019.

Deadlines and Payment schedules for the following deliverables:

Deliverables	Description	Deadlines	Payment
1	Assessment report that includes gap analysis for the applied policies within the target group	First week of October 2019	50%
2	Recommend a revised manual on HR policies and procedures	By 14 October 2019	15%
3	Submit report based on team feedback for Board approval	First week of November 2019	15%
4	Submit final report incorporating Board feedback	By 15 November 2019	20%

How to apply and timelines

UAF A&P seeks a proposal outline detailing how the contractor or team would undertake this exercise, with a clearly defined set of deliverables and proposed timeline, including suggested methodology, and budget for the assignment, with breakdown costs per milestone. The estimated budget submitted with the proposal should also cover contractor/team's professional fees, transportation and accommodation costs. The application docket submitted must also contain samples of work and materials/ manuals/ tools developed for similar assignments. We also seek three professional references that recommend why the contractor/team is suitable for undertaking this assignment.

Interested candidates/team may send in their proposal outline, budget and the resume of the lead contractor along with a cover letter clearly citing their interest in this assignment, latest by **9 September 2019** to info@uafanp.org. Interviews with shortlisted contractor/teams will be conducted **in the following week**.

We strongly encourage interested candidates to create and/or use a [Protonmail account](#) to send us their proposal dockets to ensure compliance with our strict security protocols.