



Consultancy to Review ACROSS Human Resource Key Documents and Practices

Terms of Reference

15th November 2023



1.0 INTRODUCTION:

1.1 ACROSS is an Interdenominational Church base organization which strives to provide humanitarian assistance (including emergency/relief, rehabilitation, and development work) to local communities, internally displaced persons, refugees and other vulnerable communities including persons living with disabilities to enable them to realize their purpose and value as human beings.

1.2 The proposed service consultancy will evaluate ACROSS HR Key documents/manuals in line with the labour laws of South Sudan, review staff performance management, propose effective disciplinary procedures that are aligned to the existing national labour laws, recommend practical staff retention strategies, suggest realistic non-financial staff motivators, carry out salary benchmarking and establish merit-based staff remuneration and determine HR key strengths and areas which require improvements.

2.0 Objectives of the consultancy:

The main objectives of the consultancy are to:

1. Review ACROSS HR key documents (HR Manual in line with Labour law and other existing statutory labour obligations).
2. Review staff performance management (plans, on-going coaching, appraisal and recommend adoption of best practices).
3. Suggest effective labour law compliance disciplinary procedures.
4. Establish staff retention best practices in use by most if not all organisations in the country.
5. Suggest practical, realistic, and workable non-financial motivation strategies.
6. Conduct salary benchmarking and establish merit-based staff remuneration and compensation systems to guide ACROSS Leadership Team (ALT) in decision making.
7. Identify key HR strengths and areas of improvement for consideration by ALT.

3.0 SCOPE OF THE CONSULTANCY

The scope of this consultancy service will include:

- 1) Evaluate ACROSS HR key documents (HR Manual in line with Labour law and other existing statutory labour obligations).

- 2) Review staff performance management (plans, on-going coaching, appraisal and recommend adoption of best practices.
- 3) Suggest effective labour law compliance disciplinary procedures.
- 4) Determine staff retention best practices in use by most if not all organisations in the country.
- 5) Propose practical, realistic, and workable non-financial motivation strategies.
- 6) Carryout salary benchmarking and establish merit-based staff remuneration and compensation systems to guide ACROSS Leadership Team (ALT) in decision making.
- 7) Identifying and highlighting the key HR strengths and areas of improvement for consideration by ALT.

4.0 Description of Tasks

The process will be led by an independent consultancy firm or individual consultant(s) skilled and possess extensive experience in the field of Human Resource. The consultant will be guided by ACROSS Senior HRO or designate headed by the Head of Finance.

5.0 METHODOLOGY

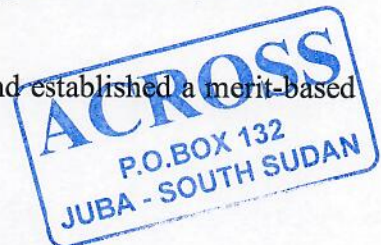
The consultant(s)/firm will carry out a desk top evaluation review of ACROSS current key HR Manual, determining their effectiveness and efficiency in terms of organizational performance and the currents trends in the NGO sector and its alignment to the existing national Labour laws.

The consultant will conduct benchmarking with partner organizations. The evaluation assessment report will be outlined under the following themes:

- a) **Relevance:** The extent to which ACROSS has responded and can respond to the needs and priorities of the staff and stakeholders, if ACROSS HR key documents are in alignment with all national labour laws.
- b) **Effectiveness:** The extent to which the current manuals facilitate ACROSS to achieve its vision and mission.
- c) **Efficiency:** The extent to which ACROSS has what it takes to motivate and retain staff within its means.

The second process will involve the Consultant(s) engaging ACROSS management (ED, HOP, HOF, PMs, HR) to collect relevant information in regard to staff performance management-ranging from planning, review, and appraisal.

The third step will include a survey, benching on salary scales and established a merit-based remuneration.



6.0 EXPECTED DELIVARABLES AND OUTPUTS

The consultant is expected to produce and deliver a detailed report containing the Consultant's evaluation and recommendations on:

- i) ACROSS HR key documents (HR Manual in line with Labour law and other existing statutory labour obligations).
- ii) Staff performance management.
- iii) Disciplinary procedures that are in line with the labour provisions.
- iv) Best staff retention practices in use in the country.
- v) Effective Non-financial motivation strategies.
- vi) Salary scales and merit-based staff remuneration and compensation systems that will be used to inform ALT in decision making.
- vii) HR strengths and areas of improvement.

And present key findings and recommendations to the meeting of ALT, PMs & HR.

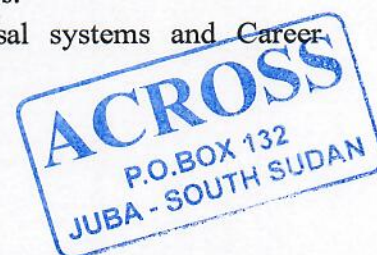
7.0 CONSULTANCY TIME FRAME

The consultancy is expected to start work on the date of award of assignment. Final document is expected to be delivered to ACROSS by **22nd December 2023**.

8.0 REQUIREMENTS OF THE CONSULTANT

Minimum Education & Experiences required:

- MBA HR option from a reputable business school/institution is essential.
- At least 10 years of leadership experience in the HR field out of which 4-5 years of minimum experience in quality HR consultancy works.
- Experience of working in an international/national organization, focusing on HR best practices and HR diversity, inclusivity, transparency etc.
- Experience in change management & HR transformation projects, is highly desirable.
- Experience of working with a start-up Companies, is highly desirable.
- Experience of writing HR books/Manuals in various non-profit making sector companies, is desirable.
- Excellent Communication Skills – verbal – written – presentation and cultural understanding.
- High level of achievement motivation and organization awareness.
- Experience with the implementation of performance appraisal systems and Career progression policy.
- Strong analytical skills, including legal analysis.



9.0 Evaluation/ Criteria

The criteria for evaluation and selection of the consultancy firm will be based on the following headings on a percentage split between the quality aspect of your technical and financial proposals.

S/N	Evaluation Area	Score
1	Technical competency and experience in developing and reviewing HR Manuals for NGOs. Provide evidence	25%

2	At least 10 years of leadership experience in the HR field out of which 4-5 years of minimum experience in quality HR consultancy works.	25%
3	MBA HR option from a reputable business school/institution. Certifications.	20%
4	Legal registration certificate.	20%
5	Consultancy fee	10%
	Total	100%

10.0 Service Consultancy fee:

The total fee payable to the service consultant will attract 20% tax to be remitted to NRA account and full payment will be made after issuance of certificate of satisfactory work.

11.0 Submission of Proposals

Bids should be sent via email to procurement@across-ssd.org CC headoffinance@across-ssd.org, seniorhr@across-ssd.org making reference in the subject line as follows: **deadline for submission is 23rd/Nov/2023 12:00PM.South Sudan local time.**

Important to Note:

ACROSS has a zero-tolerance approach to conduct such as fraud, sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination, corruption, and bribery. All selected firms/individuals will be expected to abide and adhere to ACROSS' standards of conduct and will therefore sign self-declaration of good conduct and code of conduct. Selected firm/individuals will also be required to provide additional information as part of the verification exercise. Misrepresentation of information provided during the selection process or discovered during the conduct of the consultancy service may lead to automatic disqualification.

END

