

## Terms of Reference (ToR)

### Consultancy to Review and Strengthen-

- 1) Human Resources (HR) Policy of a Peer Humanitarian Partners (SANGRAM and MDPOD)
- 2) Service Rules of a Peer Humanitarian Partner (SANGRAM and MDPOD)

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The consultant reports to:<br>("Senior Coordinator") | Taslima Akter<br>Project Focal Point, ToGETHER 2.0 project<br>Centre for Disability in Development (CDD)<br>Phone: 01715462148                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Name of consultant/<br>Agency:                       | Consultant/Agency name, email address, phone                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Description of consultancy                           | <p>The consultant/agency will review and update the existing Human Resources (HR) Policy and Service Rules of two Peer Humanitarian Partners: <b>SANGRAM</b>, Barguna, and <b>MDPOD</b>, Manikganj.</p> <p>The assignment will assess existing documents and HR practices, consult relevant stakeholders, identify gaps, and recommend revisions reflecting applicable laws, organizational needs, and humanitarian and development contexts. It will address key areas including emergency staffing and deployment, staff safety and wellbeing, safeguarding and PSEAH, gender and disability inclusion, accountability, and non-discrimination.</p> <p>The consultancy aims to strengthen both organizations' HR systems through clear, practical, inclusive and legally compliant documents that promote fairness, transparency, staff wellbeing and effective people management in routine operations and humanitarian responses.</p> |

### Background

The Centre for Disability in Development (CDD) has been working since 1996 to promote the rights, inclusion and equal participation of persons with disabilities in Bangladesh. CDD works to strengthen disability-inclusive, people-centred development and humanitarian action, with a focus on strengthening local capacities and promoting inclusive and accountable practices.

In partnership with Malteser International (MI), CDD is implementing the ToGETHER 2.0 Project, which aims to strengthen local humanitarian organizations and contribute to more inclusive, accountable, locally led and effective humanitarian action. Under ToGETHER 2.0, CDD works with Peer Humanitarian Partners to strengthen their organizational capacity, systems and practices so that they can more effectively contribute to humanitarian preparedness, response and recovery.

As part of the Peer Mentoring component of ToGETHER 2.0, CDD is providing targeted institutional support to its Peer Humanitarian Partners to strengthen their organizational systems, policies and practices. The partners are actively engaged in development and humanitarian programming and may operate in complex and changing contexts that require appropriate, flexible and responsive organizational systems.

In this context, CDD intends to engage a qualified consultant/agency to review and update the existing Human Resources (HR) Policy, Service Rules and relevant Humanitarian HR Procedures of two Peer Humanitarian Partners: **Sangathita Gramunnyan Karmasuchi (SANGRAM)**, **Barguna**, and **Manikganj Disabled Peoples Organization to Development (MDPOD)**, **Manikganj**.

Both organizations have existing HR policies, Service Rules and related HR systems. The consultancy will therefore be strengthening on their existing frameworks rather than develop entirely new systems. The review will assess the relevance, completeness, consistency, practical application and compliance of the existing documents with applicable legal requirements, organizational policies and good HR practices.

The review will also consider the specific requirements of humanitarian HR management, including emergency and surge staffing, rapid recruitment and deployment, staff mobility, duty of care, staff safety and security, staff wellbeing, appropriate HR support during humanitarian response, and organizational resilience.

In addition, the consultancy will integrate key cross-cutting considerations including safeguarding and PSEAH, gender equality and social inclusion, disability inclusion, non-discrimination, diversity, ethical conduct, accountability and staff wellbeing.

The consultancy is intended to strengthen the HR systems of SANGRAM and MDPOD and ensure that their HR Policy, Service Rules and Humanitarian HR Procedures are current, practical, legally compliant, inclusive, user-friendly and responsive to their respective organizational, development and humanitarian contexts. The strengthened systems are expected to support effective people management and enable both organizations to maintain an appropriate and accountable workforce during routine operations, emergencies and humanitarian responses.

## About the Partner Organizations

### 1. SANGRAM

Sangathita Gramunnayan Karmasuchi (SANGRAM) is a non-governmental development organization working with disadvantaged and marginalized communities, particularly in coastal and climate-vulnerable areas of Bangladesh. SANGRAM has experience in development programming and humanitarian response and is committed to community participation, inclusion and locally led development.

Given its engagement in development and humanitarian work, SANGRAM requires an HR framework that supports effective people management, staff accountability, organizational resilience, staff wellbeing and timely response to changing operational needs.

### 2. MDPOD

Manikganj Disabled Peoples Organization to Development (MDPOD) is a local organization based in Manikganj, Bangladesh, working to promote the rights, inclusion, participation and empowerment of persons with disabilities. MDPOD works with persons with disabilities and other vulnerable and marginalized groups through development and humanitarian initiatives.

As a local organization working closely with persons with disabilities, MDPOD is strengthening its institutional systems, organizational capacity and internal governance to support effective, accountable and inclusive programming.

The review and updating of its HR Policy and Service Rules will support consistent, transparent and fair people management and help ensure that its HR systems remain appropriate to its evolving program and operational needs.

### 1. Purpose of the Consultancy

The purpose is to review, strengthen and update the existing HR Policy and Service Rules of SANGRAM and MDPOD and review or develop relevant Humanitarian HR Procedures, so that the documents:

- Comply with applicable laws, rules and regulations of Bangladesh;
- Reflect each organization's current structure, staffing arrangements and operational practices;
- Are clear, practical, accessible and user-friendly;
- Promote fair, transparent and consistent HR management;
- Support staff development, performance, wellbeing and duty of care;
- Appropriately address gender equality, disability inclusion, diversity and non-discrimination;
- Align with safeguarding, child safeguarding where relevant, and PSEAH commitments;

- Address the requirements of development and humanitarian programming, including emergency response where relevant; and
- Reflect each organization's values and commitment to locally led, accountable humanitarian action.

The assignment is not intended to establish entirely new HR systems. It will focus on strengthening existing frameworks based on identified gaps, legal requirements, organizational practices and current needs.

## 2. Specific Objectives

- Review existing HR Policies and Service Rules of SANGRAM and MDPOD and identify outdated provisions, gaps, inconsistencies and areas requiring clarification.
- Assess consistency between each organization's HR Policy, Service Rules, relevant procedures and actual HR practices.
- Review relevant provisions against applicable Bangladesh labor laws and other regulatory requirements.
- Identify improvements needed to reflect current organizational structures, staffing patterns and operational requirements.
- Ensure appropriate provisions on recruitment and selection; employment categories and contracts; appointment, probation and confirmation; job descriptions; working hours and attendance; leave; salaries, benefits and allowances; performance management; learning and development; promotion and career development; staff welfare; grievances; discipline; separation and termination.
- Review provisions relating to safeguarding, PSEAH, Code of Conduct, gender equality, disability inclusion, non-discrimination, occupational health and safety, conflict of interest, confidentiality, data protection and whistleblowing.
- Assess whether HR frameworks support humanitarian and emergency operations, including surge staffing, rapid recruitment, temporary assignments, deployment, staff mobility, safety, security, wellbeing and continuity of critical HR functions.
- Develop organization-specific revised documents that are practical and proportionate to each partner's size, capacity and context.
- Facilitate orientation for relevant management and staff on the updated HR Policy and Service Rules to support understanding and implementation.

## 3. Scope of Work

### 5.1 Review of Existing Documents

Review relevant documents from both organizations, as available, including:

- Existing HR Policy and Service Rules/HR Manual
- Organizational organogram and structure
- Job descriptions and staffing arrangements

- HR forms, procedures and tools
  - Recruitment, appointment and performance management procedures
  - Leave, attendance, salary, benefits and allowance provisions
  - Grievance, disciplinary and staff separation procedures
  - Staff Code of Conduct
  - Safeguarding, PSEAH, gender and disability-related policies
  - Relevant finance, security, travel or emergency procedures that intersect with HR
- The consultant will build on existing documents and avoid unnecessary duplication or replacement of functioning provisions.

## 5.2 HR Systems and Gap Assessment

Assess each organization's HR framework and practical application, distinguishing, where appropriate, between policy gaps, procedural gaps and implementation or practice gaps. Areas include recruitment, employment conditions, staff records, performance, learning, staff welfare, complaints, discipline, separation, safety, inclusion, safeguarding and humanitarian readiness.

## 5.3 Legal and Compliance Review

Review relevant provisions against applicable laws and regulations of Bangladesh, including the Bangladesh Labour Act, 2006 (as amended), Bangladesh Labour Rules, 2015 (as amended), and other applicable legal or regulatory requirements. Identify provisions requiring revision or clarification. The consultant should flag any matters requiring specialist legal advice.

## 5.4 Stakeholder Consultation

Conduct consultations with selected representatives from both organizations, as appropriate, including:

- Board or governing body representatives
- Senior management
- HR and administration personnel
- Programme and operations staff
- Other relevant staff identified by each organization

Consultations should explore practical HR challenges, staff perspectives, humanitarian operational needs and opportunities to improve the documents. Consultation methods should be inclusive and protect confidentiality.

## 5.5 Safeguarding, Inclusion and Staff Wellbeing

Ensure the HR frameworks appropriately reflect each organization's commitments to safeguarding, PSEAH, child safeguarding where relevant, gender equality, disability inclusion, non-discrimination, respectful workplace practices, Code of Conduct, staff wellbeing, duty of care, occupational health and safety, and confidential reporting and

complaints mechanisms. These provisions should complement not duplicate standalone policies.

### 5.6 Humanitarian HR Procedures

Review the adequacy of existing humanitarian HR arrangements and recommend or prepare practical procedures, as relevant to each organization, covering:

- Emergency and surge recruitment, including temporary or short-term staffing
- Rapid recruitment, selection and onboarding during response
- Staff deployment, reassignment, mobility and field assignments
- Role clarity, supervision and reporting during emergency operations
- Staff safety, security, occupational health and duty of care
- Staff wellbeing, rest, leave and support during demanding response periods
- Relevant travel, accommodation and field deployment arrangements
- Continuity of critical HR functions during emergencies
- Documentation, approvals and records for emergency HR decisions

The consultant should identify which provisions belong in the core HR Policy or Service Rules and which are better presented as separate procedures, checklists or tools.

## 4. Review and Update of HR Policy

Based on document review, assessment and consultations, revise the existing HR Policy of each organization. The updated policy should, as relevant, address:

- Recruitment and selection; employment categories and contracts; appointment, probation and confirmation; job descriptions
- Working hours, attendance, leave, salary, benefits and allowances
- Performance management, learning and staff development, promotion and career development
- Staff welfare, wellbeing, duty of care and occupational health and safety
- Code of Conduct, conflict of interest, confidentiality, data protection and privacy
- Safeguarding, PSEAH, gender equality, disability inclusion, non-discrimination and respectful workplace practices
- Grievance, complaints, whistleblowing and disciplinary procedures
- Humanitarian and emergency staffing, deployment and staff support, where applicable
- HR records, separation, resignation, retirement where applicable, and termination
- Other relevant provisions identified through the review

The policy should be proportionate to each organization's size and capacity and should avoid duplicating standalone policies.

## 5. Review and Updating of Service Rules

Review and update the existing Service Rules of each organization to ensure consistency with the revised HR Policy and applicable laws. The Service Rules should provide clear, practical guidance on staff responsibilities and conduct, working hours and attendance, leave, travel and field deployment, workplace conduct, staff safety, performance expectations, grievance and disciplinary procedures, appeals, resignation, retirement where applicable, termination and other relevant employment conditions.

Ensure that the HR Policy and Service Rules are complementary, internally consistent and free from unnecessary duplication or contradiction.

## 6. Validation, Orientation and Finalization

- Present draft revised documents to the management of each organization.
- Facilitate validation and consultation with relevant stakeholders and document feedback.
- Incorporate agreed revisions and check consistency across the HR Policy, Service Rules, Humanitarian HR Procedures and relevant organizational policies.
- Facilitate orientation sessions for relevant management and staff of SANGRAM and MDPOD on the updated HR Policy and Service Rules, explaining key revisions, staff rights and responsibilities, relevant humanitarian HR provisions, safeguarding and inclusion requirements, and practical application.
- Provide an opportunity for questions and clarification; record participation and key issues raised.
- Submit final, organization-specific documents in editable and PDF formats, together with a brief completion note.

The final documents must be prepared separately for SANGRAM and MDPOD and reflect their respective organizational structures, practices and needs.

## 7. Expected Deliverables

1. Inception Report: methodology, documents to be reviewed, consultation approach and detailed work plan.
2. HR Review and Gap Assessment: findings, policy and practice gaps, compliance issues and recommendations for each organization.
3. Draft Revised HR Policies: separate revised HR Policies for SANGRAM and MDPOD.
4. Draft Revised Service Rules: separate revised Service Rules for SANGRAM and MDPOD.
5. Humanitarian HR Procedures: revised or newly developed practical procedures, as agreed, addressing relevant emergency staffing and deployment needs.

6. Validation: presentation and consultation process, feedback log and incorporated revisions.
7. Orientation: sessions for relevant management and staff of both organizations, with brief records of participation and key topics.
8. Final Documents and Completion Note: final editable and PDF versions of the documents and a brief summary of key changes and recommendations.

## 8. Timeframe and Level of Effort

The consultancy is expected to require approximately 30 working days, commencing on 15 October 2026, the date of contract signing, and to be completed by 15 December 2026, within the agreed consultancy period.

| Activity                                                                                   | Days      |
|--------------------------------------------------------------------------------------------|-----------|
| Inception meeting and review planning                                                      | 1         |
| Submission of Inception Report                                                             | 1         |
| Review of existing HR Policies, Service Rules and relevant documents of both organizations | 6         |
| Stakeholder consultations with both organizations                                          | 6         |
| HR, legal compliance and organizational gap assessment                                     | 3         |
| Drafting/revision of HR Policies, Service Rules and relevant Humanitarian HR Procedures    | 6         |
| Validation and incorporation of feedback                                                   | 3         |
| Online orientation on updated HR Policies and Service Rules for both organizations         | 2         |
| Finalization and submission of documents and completion note                               | 2         |
| <b>TOTAL</b>                                                                               | <b>30</b> |

The detailed schedule may be adjusted in consultation with CDD, SANGRAM and MDPOD based on organizational availability and the consultant's proposed methodology. Any substantial change to scope, deliverables, duration or fee must be agreed in writing.

## 9. Required Consultant Profile

- Master's degree in Human Resource Management, Business Administration, Public Administration, Law, Management, Organizational Development or a relevant discipline.
- At least 5 years of relevant professional experience in HR management, organizational development, institutional strengthening or related areas.

- Demonstrated experience reviewing, developing or updating HR Policies, Service Rules, HR Manuals or similar institutional documents.
- Strong knowledge of applicable Bangladesh labor laws and regulations.
- Experience working with NGOs, development organizations and/or humanitarian organizations.
- Understanding of humanitarian HR needs, including emergency staffing, deployment, duty of care and staff wellbeing.
- Understanding of safeguarding, PSEAH, gender equality, disability inclusion and non-discrimination.
- Experience in organizational assessment and stakeholder consultation.
- Strong analytical, policy-drafting and facilitation skills.
- Strong written and verbal communication skills in English and Bangla.
- Ability to complete the assignment within the agreed timeframe.

Experience working with local organizations, Organizations of Persons with Disabilities (OPDs), and strengthening locally led development or humanitarian systems will be considered an advantage.

## 10. Evaluation Criteria for Consultant Selection

Proposals will be evaluated through a combined technical and financial assessment, in accordance with CDD's applicable procurement procedures.

### 12.1 Technical Evaluation (80 marks)

| Criteria                                                                                                                          | Marks     |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------|
| Understanding of the assignment, objectives and scope                                                                             | 15        |
| Methodology, including document review, gap assessment, consultation and policy revision                                          | 20        |
| Relevant experience in HR Policy, Service Rules and institutional policy review/development                                       | 15        |
| Knowledge of Bangladesh labour laws and relevant regulatory requirements                                                          | 10        |
| Experience in NGO/humanitarian HR, including emergency staffing, deployment, safeguarding, PSEAH, gender and disability inclusion | 10        |
| Work plan, timeline, and approach to validation and staff orientation                                                             | 10        |
| <b>TOTAL TECHNICAL SCORE</b>                                                                                                      | <b>80</b> |

## 12.2 Financial Evaluation (20 marks)

| Criteria                                                                                                     | Marks     |
|--------------------------------------------------------------------------------------------------------------|-----------|
| Reasonableness, clarity and completeness of the financial proposal in relation to the scope and deliverables | 20        |
| <b>TOTAL FINANCIAL SCORE</b>                                                                                 | <b>20</b> |

Total combined score: 100 marks. Only consultants achieving at least 56 out of 80 marks (70%) in the technical evaluation will proceed to financial evaluation. The final selection will be based on the combined technical and financial scores, subject to CDD procurement procedures and satisfactory verification of qualifications and references.

## 11. Consultancy Fee

The total consultancy fee for this assignment is inclusive of applicable VAT and taxes. The consultancy fee will be provided by CDD through the ToGETHER 2.0 Project, subject to the agreed terms and conditions of the consultancy.

The agreed amount will cover the professional services required to complete the assignment and deliver the outputs specified in this ToR, unless otherwise agreed in writing. Applicable VAT and taxes will be deducted at source in accordance with prevailing Government of Bangladesh rules and regulations.

## 12. Payment Schedule

The consultancy fee shall be paid in two instalments. Forty percent (40%) of the total consultancy fee shall be paid upon signing of the consultancy agreement and commencement of the assignment, subject to submission of the agreed inception/assessment deliverables. The remaining sixty percent (60%) shall be paid upon satisfactory completion of the assignment and acceptance by CDD of all final deliverables, including the revised HR Policies and Service Rules, completion of the required orientation/validation sessions, and submission of the consultancy completion note. All payments shall be subject to applicable VAT and taxes in accordance with the prevailing laws and regulations of Bangladesh.

## 13. Safeguarding, PSEAH and Confidentiality

The consultant/consulting firm will comply with CDD's applicable safeguarding, PSEAH and Code of Conduct requirements throughout the assignment; maintain confidentiality and protect sensitive information; uphold professional and respectful conduct; obtain appropriate consent during consultations; declare any conflict of interest; report safeguarding concerns through appropriate channels; and ensure that the consultancy process does not expose any stakeholder to unnecessary risk or harm.

## 14. Application Procedure

Interested individual consultants or consulting firms are invited to submit:

### Technical Proposal

- Cover letter;
- Understanding of the assignment;
- Proposed methodology and approach;
- Work plan;
- CV/profile of consultant/agency (s);
- Evidence of relevant previous assignments; and
- At least two professional references.

### Financial Proposal

- Total consultancy fee;
- Professional/day rate;
- Travel or other applicable costs, if any; and
- VAT and Tax details.
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### Required documents:

Valid Trade license, TIN Certificate with proof of up-to-date income tax filing, BIN Certificate, VAT Registration (if available), Bank solvency certificate, previous working experience with photocopy of work orders, and profile of the business organization.

Applications should be submitted to:

**Email: [cddjobsac@gmail.com](mailto:cddjobsac@gmail.com)**

**Deadline: 10/10/2026**

**Subject: *Consultancy for Review and Strengthening of HR Policy and Service Rules***

CDD reserves the right to contact shortlisted applicants for clarification, further discussion and/or negotiation of the proposed methodology, timeline and financial proposal.

### Contact Address

Centre for Disability in Development (CDD)  
A-18/6, Genda, Savar, Dhaka-1340