

Terms of Reference (ToR)

Hiring Human Consultant to **review, update and develop 1. Human Resources Policy and Operational Handbook, 2. Financial Policy and 3. Procurement Policy for Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS).**

1. BACKGROUND:

Mukti Foundation is a local Non-Governmental Organization (NGO) started its journey in the southwest part of Bangladesh since 1996 and subsequently registered with the NGO Affairs Bureau vide registration No 1391 dated 08/06/1999, Registered with the Society Act. Vide registration no. Satkhira-124 dated 11.04.2005, Registered with the Micro Credit Regulatory vide registration No. 0000381 dated 23.02.2009 and Registered with the Social Welfare, Reg. No. Satkhira-1092 dated on 10.11.2010. Mukti Foundation has been implementing a project name ToGETHER-2.0 Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response.

ToGETHER-2.0: "Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response" is funded by Malteser International, Germany. The goal of the ToGETHER-2.0 is to reduce the impact of disasters on local populations in countries of operation through localized, effective, rapid, and accountable humanitarian assistance. The vision of the project is to promote equal, complementary partnerships between local/national NGOs and international NGOs. The project objectives are to strengthen the leading role of local/national NGOs in the humanitarian system ("local leadership") and the localization agenda at an international level. The ToGETHER-2.0 program also aims to transcend organizational boundaries and enable all local and international partners involved to jointly develop approaches to humanitarian challenges that they would not have been able to realize on their own to this extent and with this added value.

Apart of the project capacity strengthening of the local Peer Humanitarian Partners (PHPs)-NGOs is a major activities of Mukti Foundation. Mukti Foundation on boarded 3 local Peer Humanitarian Partners NGOs in 2025 and planned to review, update and develop 1. Human Resources Policy and Operational Handbook, 2. Financial Policy and 3. Procurement Policy for Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS) partners of Mukti Foundation including orientation on the policies. Activities of the PHPs are the objectives laid down in PHP's constitutions. The PHPs work with the collaboration of GO, NGO and INGO to empower and establish rights of the less privileged, marginalized vulnerable communities, person with disabilities, ethnic community and surrounding environment through multidimensional development interventions.

Thereafter, according to the organizational development plan, Mukti Foundation is looking for qualified Consultants/Consultancy Firms to review, update and develop 1). Human Resources Policy and Operational Handbook, 2). Financial Policy and 3). Procurement Policy for Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS) including orientation on the policies.

2. OVERVIEW:

The consultancy will support each PHP **review, update and develop 1. Human Resources Policy and Operational Handbook, 2. Financial Policy and 3. Procurement Policy for Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS)** that reflect its mandate, governance structure, operational context and long term institutional priorities. The assignment will be undertaken through a participatory and consultative process involving

document reviews, organizational assessments, stakeholder consultations, validation workshops and orientation sessions (online/offline) to ensure ownership and practical application of the developed documents.

The above policies will provide each PHP with a clear institutional development roadmap. Together, these outputs will strengthen the institutional capacity, accountability, sustainability and external engagement of the PHPs and peer mentoring objectives of "ToGETHER 2.0" program.

3. OBJECTIVES OF THE ASSIGNMENT:

The broad objective of the consultancy is to strengthen the organizational capacity, strategic direction and institutional sustainability of the two Peer Humanitarian Partners (PHPs) named **Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS), Satkhira**, through the development and adoption of **Two organizational 1) Human Resources Policy and Operational Handbook, 2). Financial Policy and 3). Procurement Policy including orientation to management and staff on new policies and Human Resources Operational Handbook** align with PHP's vision, mission, its program/projects, policies, resource and present to the EC for approval.

Specific Objectives: The consultancy will specifically aim to

- Develop Human Resources Policy and Operational Handbook, 2). Financial Policy and 3). Procurement Policy including orientation to management and staff on new policies and Human Resources Operational Handbook **for each PHP** to provide a clear strategic vision, organizational priorities, implementation roadmap and institutional development framework.
- Ensure that all documents are developed through a participatory and consultative process, reflecting the mandate, governance, operational context and strategic priorities of each PHP.
- Facilitate validation and adoption of each policy through consultation with respective PHPs and Mukti Foundation.
- Conduct orientation sessions for the management and relevant staff of each PHP to promote effective implementation of the approved policies and support the transition from "**Paper to Practice.**"

4. METHODOLOGY:

The consultant/consultancy firm shall apply a participatory, evidence based and consultative approach to ensure the development of high quality, organization specific policies for each of the two Peer Humanitarian Partners (PHPs). The steps shall include the following:

- Inception Meeting and Work Plan development
- Assessment of existing practice on these issues
- Document Review
- Stakeholder Consultations
- SWOT Analysis
- Drafting of Documents
- Validation and Orientation
- Revision and Incorporation of Comments
- Final Submission and Approval.

5. SCOPE OF WORK:

Under the overall supervision of Mukti Foundation, the consultant/consultancy firm shall undertake all activities necessary to develop **organization specific** Human Resources Policy and Operational Handbook, 2). Financial Policy and 3). Procurement Policy including orientation to management and staff on new policies and Human Resources Operational Handbook for the two Peer Humanitarian Partners (PHPs) named **Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS), Satkhira**. Each document shall be tailored to the respective PHP's mandate, organizational structure, operational context and strategic priorities while aligning with relevant national regulations, humanitarian principles and international good practices. The consultant/consultancy firm shall be responsible for the following:

- o Develop Human Resources Policy and Operational Handbook, 2). Financial Policy and 3). Procurement Policy including orientation to management and staff on new policies and Human Resources Operational Handbook **for each PHP**, incorporating the organization's vision, mission, core values, strategic objectives, priority interventions, implementation framework, monitoring arrangements and sustainability considerations.
- o Conduct consultations with respective PHPs and Mukti Foundation throughout the assignment to ensure that the documents accurately reflect each organization's needs and priorities.
- o Prepare and submit an inception report, followed by the first draft of all documents for technical review by the Mukti Foundation and PHPs.
- o Revise the draft documents based on the comments and recommendations received from PHPs.
- o Facilitate validation sessions and orientation workshops (online or in person, as agreed) to present the finalized policy and support their adoption and implementation by the respective PHPs.
- o Submit all final deliverables in both editable (MS Word) and PDF formats, together with any supporting materials developed during the consultancy.

Support from Mukti Foundation: To facilitate the successful completion of the assignment, Mukti Foundation will

- o Provide overall coordination, technical guidance and oversight throughout the consultancy.
- o Facilitate communication and coordination between the consultant and the two PHPs.
- o Arrange meetings and consultations with the management, governing bodies and relevant staff of the PHPs, as necessary.
- o Designate a focal person to liaise with the consultant, coordinate feedback and support the timely completion of the assignment.

6. DURATION OF THE ASSIGNMENT:

The contract period is from **25 August 2026 to 24 October 2026. (Maximum 60 days)**.

7. EXPECTED DELIVERABLES:

The consultant/consultancy firm shall produce the following deliverables during the assignment:

Sl.	Deliverable	Description
a.	Inception Report	An inception report outlining the consultant's understanding of the assignment, detailed methodology, work plan, implementation schedule, consultation approach, and deliverables.
b.	Organizational Assessment Findings Report	A concise report summarizing the findings of the organizational assessments, document review, stakeholder consultations and SWOT analysis for each of the two PHPs. The report shall identify key organizational strengths, gaps, opportunities and recommendations that will inform the policy.
c.	Draft Policies and hand book	Draft organization specific each policy, submitted for technical review and feedback by the respective PHPs.
d.	Policies and handbook	Finalized all policies submit to the respective PHP.
e.	Orientation to the PHPs	Consultant/Consultancy Firm will provide orientation to the PHPs on newly developed policies.
f.	Submit an Orientation Report	A brief report on the orientation sessions submit to the authority.

8. SUBMISSION REQUIREMENTS:

- o All reports, Policies and Handbook shall be submitted in **editable Microsoft Word and PDF** formats.
- o All draft and final deliverables shall be prepared in **English**, unless otherwise agreed by Mukti Foundation.
- o Final deliverables shall be considered complete only after review and formal acceptance by respective PHPs and Mukti Foundation, incorporating all agreed comments and recommendations.

9. SUPERVISION:

The individual Consultant/ Consultancy Firm will be supervised by the Mukti Foundation and assigned Officer from PHPs. Regular updates and meetings will be scheduled to ensure alignment with PHP's objectives.

10. DURATION AND IMPLEMENTATION SCHEDULE:

The total length of the concerned consultant/consultancy firm will not exceed 65 days to be effective from 25 August 2026 to 24 October 2026. (60 days) after issuing the work order.

Activity	Duration
Preliminary consultations with Mukti Foundation and PHPs staff	6 days (In-person)
Submission of Inception Report	3 days after consultation
Prepare and submit the 1 st draft of policies and submit	30 days

Feedback from Mukti Foundation and PHPs with analysis	8 days
Finalize the Policies and submit for validation	8 days
Conduct Orientations by consultant	4 days
Other	1 day
Total	60 days

11. TERMS OF PAYMENT:

The Consultant/ Firm is to receive payment from Mukti Foundation in 3 instalments:

1st Payment	25 % upon signing of the contract and after submitting the inception report with invoice.
2 nd payment	25 % upon submission of 1st draft of all policies and Handbook sharing of the contract after submitting invoice.
Final Payment	50 % upon the submission of final All policies and Handbook for Peer Humanitarian Partners (PHPs) named Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS), Satkhira and It is subject to its acceptance by Mukti Foundation and PHPs.
o Payments shall be made in BDT by bank transfer/account payee cheque to the consultant's bank account as indicated by the consultant.	
o Mukti Foundation will not settle any payment unless the consultancy institution accomplished all the tasks in a timely manner. The basis for payment scheduling is to be determined during contract negotiations.	

12. VAT AND INCOME TAX:

Mukti Foundation will deduct Tax and VAT at source according to the Government policy and deposit the said amount into government treasury and A Challan will be provided to the consultant/Consultancy Firm after depositing the vat and tax amount.

13. LOGISTICS:

Expenditure related to secretarial services shall be borne by the consultant. However, PHPs will provide relevant documents necessary for the assignment, including the existing policies (if available), PHPs annual reports, and others necessary documents. Mukti Foundation will act as a bridge and will coordinate between consultant/firm and PHPs to smooth the implementation.

14. CONFIDENTIALITY OF INFORMATION:

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All information to which the consultant/consultancy firm shall receive access to shall at all times be treated as the property of Palli Chetana, Uddipto Mohila Unnayan Sangstha (UMUS) and Mukti Foundation and shall not be disclosed saved for where express permission has been granted as such.

15. QUALIFICATIONS AND SKILLS:

- Master's degree in any of the following field: Finance, Human Resource Management, Public administration, NGO management.

- At least five years' experience in human resources, Financial and Logistic policy including development of human resources strategies for national and international NGOs.
- Experience in undertaking human resources evaluations.
- Experience in strategic planning and organizational development.
- Excellent organizational and time management skills.
- Excellent report writing skills.
- Excellent spoken and written English.
- Availability to fulfil the role and tasks within the stipulated timeframe.
- Demonstrated experience of having undertaken similar assignments.
- Ready to meet deadlines.
- Available to commence work immediately.

16. EVALUATION CRITERIA:

Proposals will be evaluated based on the following criteria:

- Relevant experience and qualifications.
- Clarity and feasibility of the proposed methodology.
- Cost-effectiveness of the financial proposal.
- Strong references from previous clients, particularly NGOs or similar organizations.

17. APPLICATION PROCEDURE:

Interested and qualified individual Consultant/ Consultancy Firm should submit their applications which should include the following:

1. Expression of interest: Expression of interest will be in 3 pages maximum.
2. Technical proposal with work plan: Technical proposal will be not more than 7 pages and signature, seal, date will be put in the proposal of the consultant/ consultancy firm.
3. Financial proposal: Financial proposal will be separate with signature, seal and letter pad of the consultant/consultancy firm. All kind of cost like training, conveyance, consultant cost including relevant others. Mukti Foundation has right to issue a work order to the individual consultant/consultancy firm based on technical evaluation and financial evaluation for PHPs' Policy.
4. Detailed Curriculum Vitae: Detailed curriculum Vitae will be not more 3 pages for per CV. Maximum 3 CVs is allowed
5. The applied individual Consultant/Consultancy Firm will submit their copy of TIN Certificate, BIN and update Trade certificates.

Technical evaluation will be evaluated on the above-mentioned procedure. Those who will not fulfill the requirements will not allow for financial evaluation. Mukti Foundation reserves the rights to change or cancel the application at any stage of the selection process.

The above areas might be re-arranged. Interested and qualified consultants/consultancy firms should submit their EOI (Expression of Interest) which should include the following:

- o **Technical Proposal:** The consultant/consultancy firm understands and interpretation of

the Terms of Reference, a detailed methodology on how updating all above mentioned policies and Handbook for 2 Peer Humanitarian Partners (PHPs) will be done and detailed implementation schedule as well as any other proposed approaches the consultant/consultancy firm may fit for this assignment award.

- o **Financial proposal:** Itemized budget proposal that should include the consultancy fees, operational costs, training cost and all associated costs including VAT and Tax. Mukti Foundation will select potential candidates and will invite them for an online interview after the application deadline.
- o CV(s) of the consultant(s)/firms including evidence of relevant experience.
- o A sample of previous policy development or similar work (if available).
- o Names and contact information of at least two references.
- o VAT and/or Tax certificate (if available).

Address of submission of Proposal: Director, Mukti Foundation, Tala, Satkhira or email to:
mfoundation_tala@yahoo.com

with a copy to

joseph.muktifoundation@gmail.com

OR

Drop the proposal in-person/courier to the Mukti Foundation Head office, Tala, Satkhira.

For any service provider requiring clarification regarding the scope of work, contact can be made at the above-mentioned address.

Please quote ***developing individual policy*** for 2 Peer Humanitarian Partners (PHPs) named Palli Chetana and Uddipto Mohila Unnayan Sangstha (UMUS), Satkhira.

18. DEADLINE FOR PROPOSAL SUBMISSION:

Proposals must be submitted by 17 August, 2026 at 5.00 P.M Bangladesh time.

Only short listed individual Consultant/Consultancy Firm will be contacted.

N.B: Mukti Foundation reserves the absolute right to amend, suspend, withdraw or cancel this circular, in whole or in part, at any stage of the recruitment process without prior notice, if considered necessary to the best interest of the organization.