

URGENT ACTION FUND + AFRICA

FOR WOMEN'S HUMAN RIGHTS

CONSULTANCY TERMS OF REFERENCE/ EXPRESSION OF INTEREST (EOI)

HUMAN RESOURCES MANUAL REVIEW PROCESS

Advertised: Tuesday 21 April 2026

Submission Deadline: Thursday 29 May 2026

Who we are

Urgent Action Fund-Africa (UAF-Africa) is a consciously feminist and women's human rights pan- African Fund, registered in Kenya and Zimbabwe. Operating as a virtual organisation, the Fund boasts of strategic presence in Africa's three sub-regions- East Africa: Nairobi- Kenya, Kampala-Uganda; Southern Africa: Harare- Zimbabwe, Lilongwe- Malawi, Antananarivo- Madagascar, Johannesburg, Pretoria & Cape Town- South Africa, Gaborone- Botswana; and Central Africa: Yaoundé & Douala - Cameroon. Recognising the need to move resources rapidly on a continent where opportunities and threats arise and decline quickly, UAF-Africa uses a Rapid Response Grant making mechanism to support unanticipated, time sensitive, innovative, and unique initiatives that promote women's agency in democratic governance, economic, environmental and climate justice, natural resources governance and conflict transformation while protecting their personhood, integrity, and rights.

Consultancy Overview

UAF-Africa invites Kenya based qualified and experienced Human Resources consultants to review and update the second edition of its Human Resources Manual. The purpose of this engagement is to ensure that the HR Manual remains relevant,

responsive, and aligned with current organisational needs, evolving labour frameworks, and international HR best practices.

Scope of Work and Key Responsibilities

The selected consultant will be expected to undertake a comprehensive review of the existing manual, with a particular focus on strengthening policy provisions, improving clarity and usability, and ensuring alignment with contemporary HR standards. A key priority of this assignment is the integration of emerging trends in human resource management, including the ethical, responsible, and effective use of Artificial Intelligence (AI) in HR processes such as recruitment, performance management, employee data management, and decision-making.

Through this process, the organisation seeks to develop a forward-looking HR Manual that supports operational efficiency, promotes fairness and inclusion, and equips the organisation to navigate the evolving future of work.

Key Deliverables

The consultant will be expected to deliver the following:

1. Comprehensive Review and Consolidation of Existing Policies

- Review of the 2nd Edition HR Manual (2021).
- Identification, revision, and incorporation of all existing addendums, amendments, and current policies approved since 2021.
- Harmonisation and merging of policies into a single, coherent, and updated HR Manual.

2. Draft and Finalise the 3rd Edition HR Manual

A fully revised draft manual that:

- Integrates international HR best practices, including the ethical and responsible use of AI in HR processes.
- Aligns policies to support a multigenerational, virtual, and geographically dispersed workforce.
- Reflects a forward-looking, innovative, and agile work environment.
- Embeds feminist principles, and strengthens diversity, equity, and inclusion across all policy areas.

- Uses clear, accessible, and reader-friendly language, while addressing existing gaps and ambiguities.
- A polished and Board/Management-ready version of the 3rd HR Manual.
- A fully edited, formatted, and structured manual for ease of use and future updates.

3. Abridged Version of the HR Manual

- A concise and user-friendly version of the manual for quick reference.
- Adapted for multimedia use (e.g., onboarding materials, digital platforms, and staff orientation).
- Designed to appeal to new and younger staff, including Millennials and Gen Z.

4. Validation and Review Workshop

Facilitation of a participatory workshop with staff and leadership to:

- Present the draft 3rd Edition HR Manual.
- Validate content and ensure shared understanding.
- Build alignment on interpretation and application of policies.

5. Final Assignment Report

- A comprehensive report detailing the process undertaken, key revisions made, and recommendations for ongoing HR policy management and future updates.

Qualifications

- Advanced degree (Master's or PhD) in Human Resources, Industrial/Organisational Psychology, Labour Relations, Business Administration, or a related field.
- Professional certification in HR is an added advantage.
- Additional training in organisational development, employment law, or HR policy design is desirable.

Skills and Experience

- A minimum of 10–15 years of progressive experience in human resources management, including HR policy development and review, preferably within international development, non-profit, or human rights sectors.
- Demonstrated expertise in developing, reviewing, and updating HR policies, manuals, and frameworks, including codes of conduct, disciplinary procedures, and employee relations guidelines.
- Proven experience reviewing and strengthening HR systems and frameworks in complex, multi-country or multi-portfolio organisation.
- Strong knowledge of Kenya employment and labour laws, with the ability to ensure compliance across different jurisdictions (regional experience is an advantage).
- Experience aligning HR policies with organisational strategy, culture, and values, including diversity, equity, and inclusion principles.
- Demonstrable understanding of feminist HR principles and their application in women’s rights, gender justice, or human rights organisations.
- Excellent policy writing, editing, and communication skills, with the ability to produce clear, practical, and user-friendly HR manuals for diverse audiences.
- Strong stakeholder engagement skills, with experience consulting leadership, staff, and boards during policy review processes.
- Experience in capacity building and mentoring, including supporting HR teams to operationalise policies.
- Familiarity with HR systems and tools (e.g., HRIS platforms, performance management systems) is an added advantage.

Duration of Consultancy

The consultancy is expected to be conducted over three months from 1 July- 30 September 2026.

Remuneration

UAF-Africa will negotiate the consultancy rate with the selected consultant based on competitive rates and similar work carried out in other spaces.

How to Apply

If interested in this consultancy, please send your proposal including budget and availability via the below link:

<http://uafahrrec.peopleshr.com/>

No phone calls, please.