

TERMS OF REFERENCE FOR DEVELOPMENT OF HR PLAN

1. **Background:** The Royal Society for Protection of Nature (RSPN) was established in 1987 under the Royal Command of His Majesty the Fourth King of Bhutan as a Citizen-based Non-Governmental Organization (NGO) devoted to the conservation of the Kingdom's environment. His Majesty the King was the Royal Patron of the Royal Society for Protection of Nature from 1999 to 2012. Her Majesty, the Queen of Bhutan is the Royal Patron. RSPN is governed by seven seven-Board Directors, the Executive Director is the head of the organization.
2. **Objectives:** The primary objective of this consultancy is to develop a Strategic HR plan tailored to the goals and specific needs of the Royal Society for the Protection of Nature (RSPN). The HR Plan should achieve the following key objectives:
 - a. Assess existing governance and management structures, HR policies, practices, and procedures
 - b. Comprehensively identify gaps issues and areas of improvement in the existing HR policies, practices, procedures, and frameworks.
 - c. Recommend relevant capacity-building strategies and activities with indicative budgets and time frames (5 years of implementation).
 - d. Develop strategies to enhance employee recruitment, retention, and engagement.
 - e. Identify and recommend initiatives to foster a positive organizational culture.
 - f. Propose measures to address any HR-related challenges or issues.
 - g. Provide actionable recommendations for the implementation of the HR Plan.
3. **Scope of work:** The consultant will undertake the following activities as part of the HR plan development process:
 - a. Conduct a thorough review of existing HR documentation including policies, procedures, and organizational structure.
 - b. Engage with key stakeholders, including Governance, Management, HR personnel, Department and Division heads, and senior management, through interviews, focus groups, or surveys to gather insights into HR challenges and priorities.
 - c. Make comparisons among workforce demographics, best practices, trends, and performance metrics to inform HR strategy formulation.
 - d. Benchmark the Royal Society for Protection of Nature (RSPN) against the organization's best practices and relevant standards to identify areas of improvement.
 - e. Develop a comprehensive HR Plan with actionable strategies, initiatives, and timelines
 - f. Engage with key stakeholders, including HR personnel, department and division heads, and senior management, through interviews, focus groups, or surveys to gather insights into HR challenges and priorities. *(the information gathered should include but not be limited to Climate Change, Financial governance and investment, Communication, and Resource Mobilization)*

Terms of Reference for development of HR Plan

11. **Confidentiality:** The consultant shall treat all information obtained during the consultancy as confidential and shall not disclose it to any third party without prior written consent from RSPN.
12. **Amendment of Terms:** Any changes or modifications of these terms of reference shall be agreed upon in writing by both parties.

Royal Society for Protection of Nature reserves the right to accept or reject any proposal and is not bound to select the lowest-priced proposal