



Call for tender

Consultancy support to develop an HR strategy

Deadline: 3rd September 2023

ECOS Procurement and Purchase Policy

This tender complies with the ECOS Procurement and Purchase Policy adopted by the ECOS Executive Committee, and last updated in October 2021. This policy covers general principles relating to transparency and fairness, value for money, and non-discrimination. It specifies thresholds relating to a competitive negotiated procedure with at least a specified number of candidates either with tender or selection and sets out the procedure to be followed by ECOS.

About ECOS

ECOS is an international NGO with a network of members and experts advocating for environmentally friendly technical standards, policies, and laws. We ensure the environmental voice is heard when they are developed and drive change by providing expertise to policymakers and industry players, leading to the implementation of strong environmental principles. More at www.ecostandard.org.

ECOS also works towards a more inclusive, open and transparent standardisation system, internationally and at the European and national levels, whilst at the same time ensuring the appropriate use of standards in support of environmental legislation and policy.

Background

ECOS has expanded rapidly since its inception and the team has grown over the last few years and now numbers 40 employees.

ECOS employees are at the heart of our organization, and it is thanks to them if ECOS has been able to be that successful. We would therefore like to develop an HR Strategy which formalises human

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resources as ECOS core, which defines which type of employer ECOS wants to be, and that can be a lever through which ECOS can rally its employees around a unified vision.

As the current organisational strategy of ECOS is coming to an end, we are undertaking a strategy review process at the organisational levels, which includes:

- The development for the ECOS global strategy (2025-2030)
- A GESI (Gender Equality and Social Inclusion) strategy.
- An HR strategy.

Those strategies will have some elements in common and they will complement each other. ECOS global strategy dictates how ECOS will achieve its goals and grow in both the near- and long-term. The GESI Strategy will help us mainstreaming gender and inclusion across ECOS work and operations. An HR Strategy complements these two strategies by creating the internal infrastructure that can effectively activate its people and processes to reach those strategies goals.

Objective of this tender

ECOS seeks to subcontract an external consultant to facilitate the development of the ECOS HR Strategy.

To do this, the consultant will:

- Work with ECOS staff and leadership to define ECOS values.
- Develop an HR Strategy and Workplan that will provide a roadmap for how ECOS can intentionally integrate organisation's values, people and processes.
- Provide recommendations for the definition and revision of relevant HR policies and processes.
- Provide recommendations for a proper communication plan that would enable ECOS to drive engagement through communication.

We expect the HR Strategy to be a long-term plan and tool which dictates HR practices that would ensure ECOS to attract the best talents, to motivate staff to stay, and to enable staff to grow.

The work will be overseen by ECOS HR Manager, supported by the ECOS Management Group and with involvement of ECOS staff as much as needed. The consultant will be expected to work collaboratively with them, co-developing the principles, methodology and key outputs, and providing regular updates.

The work will go in parallel with the ECOS Global Strategy revision and GESI Strategy, hence the consultant will need to ensure consistency of the HR Strategy with the other 2 strategies.

Scope

The assignment will entail 4 steps.

1. Facilitate the process of identifying ECOS Values.

This **first step** would help us in identifying which kind of employer ECOS wants to be. The consultant will work with ECOS staff and leadership to define ECOS Values, aligned with the overall organisational strategy. This could include a workshop and one-to-one sessions.

2. Based on the identified values, develop an HR Strategy and Workplan fine the HR Strategy areas where the values should be appearing.

The **second step** will involve developing an HR Strategy and Workplan that are aligned with the identified ECOS Values, the GESI Strategy and the high-level organisational strategy that is currently under development. The HR Strategy and Workplan will outline objectives and HE areas/elements to prioritise to fully realise ECOS mission, vision and values. The consultant will work with ECOS staff to identify and deliver the HR Strategy.

3. Definition and revision of relevant HR policies and processes

This **third step** is aimed at shaping the HR Strategy components for ECOS, and according to this, defining relevant processes and policies that needs to be developed, and improving existing ones. The consultant will facilitate this process and work with the HR Manager and ECOS staff to identifying HR elements to prioritize and focus on.

4. Provide recommendations for an HR Strategy communication plan

The **fourth step** will see the consultant sharing recommendations on the most effective communication plan that would enable ECOS to drive engagement through the most appropriate communication around the HR Strategy and its components.

Timeline

The scope of the assignment will be refined in discussion with the ECOS HR Manager and team, but it is expected that the tasks will include the following:

- Early September 2023: hiring of the consultant and work with the management team and HR manager to clearly define the objectives and scope, and determine synergies and sequencing with other ongoing strategy development processes.
- October 2023: workshop with the team and other relevant stakeholders to shape the ECOS Values and produce a report following this workshop to present to the management team.
- November/December 2023: HR Strategy definition
- January/February 2024: identification of HR policies and processes to improve or develop, support in planning their communication and implementation.
- February 2024: support in planning the communication and implementation of the HR Strategy and its components.

Consultant qualifications

Required

- Demonstrated experience in Human Resources and organisational strategy in fast growing organisations.
- Demonstrated knowledge of human resources in an international NGO context.
- Ability to synthesise and present complex information in a systematic and accessible manner.
- Comfortable influencing and negotiating with senior-level stakeholders.

Desirable

- Experience and knowledge of the environmental NGO sector
- Experience with gender equality and social inclusion questions

Budget

The budget available for this work is in the range of 10.000-12.000€ (including VAT). The consultant can work remotely, but one or two trips to the ECOS office in Brussels will be required. The consultancy is expected to begin in September 2023 and conclude in February 2024.

Tender Assessment

Assessment of the tenders will be made by an appointed selection committee, using a pre-agreed evaluation template. Only short-listed tenderers will be contacted.

The selection criteria associated with the tenderer include:

- Experience and Qualifications of Contractor (supported by relevant project references) in relation to overall project execution according to the scope outlined above.

The award criteria associated with the proposal are:

- Experience and Qualifications
- Quality of service, e.g. specific assurance measures and quality checks
- Composition of audit teams and assurance of continuity of the services provided.
- Cost (NGO specific)

Only shortlisted tenderers will be contacted.

How to apply

Tenderers are requested to submit a proposal by 23:59 CET 3rd of September 2023 to info@ecostandard.org outlining:

- CVs of the proposed consultant.
- A brief proposal responding to these ToRs (maximum six pages), detailing methodology and suggested workplan, total number of days needed to respond to the TORs, daily rate expectation and availability.
- Budgeting for each element of the work and proposed payment schedule

The fact of publishing a procurement procedure does not oblige ECOS to award the contract to a tenderer simply because its tender fulfils those criteria. It also reserves the right to decide not to award the contract to any tenderer and to cancel the procedure at any time before award.