

Terms of Reference (ToR): Consultant – Values & Alignment of HR

Background

IPPF is entering a significant organisational evolution following the adoption of the new IPPF Charter of Values on 20 November 2025 at the General Assembly in Bali. This Charter redefines the federation's shared identity and articulates seven core values that guide all aspects of our work: Dignity, Equality, Justice, Pleasure, Community, Integrity, and Resilience.

This bold framework is grounded in intersectional, anti-racist, anti-ableist, and feminist principles, and affirms that sexual and reproductive rights are universal, inalienable, and non-negotiable. Importantly, it establishes that pleasure is a right, emphasising IPPF's commitment to a sex-positive, people-centred approach that recognises the full spectrum of human experience.

Alongside this, IPPF will launch a values-led Capabilities Framework in June 2026, designed to embed the Charter of Values into behaviours, expectations, and people processes. This framework aims to strengthen organisational culture, ensure consistency in staff experience, and align HR systems with the federation's renewed identity.

To support this transformation, IPPF is seeking a consultant – ideally someone already familiar with the organisation's structure, culture, and existing HR ecosystem – to lead a comprehensive review and refresh of HR policies and tools. This work will ensure full alignment with the new Brand, the Charter of Values, and the Capabilities Framework ahead of its launch.

Purpose

The purpose of this consultancy is to update and rebrand IPPF's HR policies, processes, and tools so that they fully reflect and embody the new Brand and organisational values and are aligned with the Capabilities Framework launching in June 2026.

The overall purpose of this consultancy is to:

- Review all existing HR policies, guidance, and tools for alignment with the new Brand, values, and Capabilities Framework.
- Identify gaps, outdated references, or misalignment, and propose improvements.
- Produce refreshed, values-aligned, visually updated HR materials.
- Work in collaboration with internal and external communications teams to embed values across staff-facing platforms, including recruitment webpages and Focal Point.
- Ensure all outputs support a consistent, values-driven employee experience across the entire employee lifecycle.

Deliverables

The consultant, working closely with the project team, will be responsible for reviewing, advising and producing updated, rebranded, values-aligned versions of the following documents, templates and platforms:

HR Policies, Processes & Tools

1. Handbook review and refresh In line with Employment Law changes and IPPF Values
2. Recruitment, Onboarding and Induction materials
 - Review and refresh of job description templates
 - Review and refresh of job evaluation tools, guidance and questions
 - Review and alignment of key capabilities and values to existing roles
3. Review and suggestions made for HR policy incorporation
4. Capabilities Framework and Values Secretariat Launch
 - Design and development of Capabilities Framework soft-launch staff and manager materials
 - Design and development of Values Team guidance and comms
 - Design and development of training session content
 - Delivery support of training session content
5. Performance Review processes
 - Incorporation of the Capabilities Framework and values
 - Personal Development/Improvement Plan templates
 - L&D request forms
6. Misconduct and Underperformance Management Tools
7. Exit and Offboarding processes
8. Communications Integration
 - Collaborate with Internal and External Communications to embed values into the recruitment pages on IPPF's external website and internal Focal Point and other staff-facing platforms

Deliverable Timelines

- **Applications deadline:** 6 May 2026
- **Agreement of deliverables timeline:** 22 May 2026
- **Tranche 1 of deliverables due:** 19 June 2026
- **Tranche 2 of deliverables due:** 30 May 2026
- **Tranche 3 of deliverables due:** 10 July 2026
- **Tranche 4 of Deliverables due:** 25 August 2026

Budget

- £200 Day rate
- 2 days per week Mid-May - August 2028

Timeframe

- **Applications deadline:** 4 May 2026
- **Consultant selection & contracting** by 11 May 2026
- **Onboarding & start date:** 18 May 2026

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Qualifications

The ideal consultant will demonstrate:

- Affinity with IPPF, its values, structure, and HR ecosystem
- Proven experience in:
 - HR policy review and development
 - Embedding values in organisational processes
 - Training and development
 - Rebranding or aligning tools with organisational culture or competencies
- Excellent writing, editing, and policy-development skills
- Experience working with communications teams to integrate HR content across digital platforms
- Ability to deliver high-quality outputs within tight timelines

How to Apply

Interested applicants should submit the following to **jobs@ippf.org** by **4 May 2026**:

- CV and short cover letter detailing proposed methodology and work plan
- Confirmation of availability for the specified timeline