

Terms of Reference (ToR): Hiring of an HR Policy Expert for reviewing ISA's Draft Human Resources Policies and Guidelines

Publication Date	15-01-2026
Application Closing Date	29-01-2026
Title	HR Policy Expert
Grade	Short Term Consultant
Duration of Appointment	2 months (60 working days)
Duty Station	International Solar Alliance (ISA) Headquarters, India (the ISA Secretariat in Gurgaon, or at the ISA's facility in Delhi, India or any other facility deemed necessary by the ISA.)
Expected Date of joining	As soon as possible
Web-link	https://isa.int/career

We are at the cusp of creating history by steering the globe out of its fossil fuel dependency! Are you able demonstrate quality through an evidence-based analysis on institutional mechanisms for advancing the development of markets for renewables? Then please read on... ISA is looking for professionals with a 'Can do' attitude, who are skilled, proficient, and competent, can contribute, strive, thrive and excel with the organisation.

1. Your New Organisation

The International Solar Alliance (ISA) is an intergovernmental organisation of 125 Member Countries working to accelerate the deployment of solar energy to achieve universal energy access, energy security, and a sustainable, low-carbon future. Co-founded by India and France under the Paris Agreement, ISA serves as a platform for cooperation among solar-rich nations to mobilise investments, build capacity, and promote innovation in solar energy deployment across the Global South. Its mission is to unlock solar investments by 2030, while reducing technology and financing costs. Through initiatives across agriculture, health, transport, and power generation, ISA Member Countries are driving change by shaping policies, sharing best practices, setting standards, and mobilising investments.

2. Your role

As an HR policy expert, your role will be to conduct an independent assessment of the relevance, effectiveness, efficiency, and sustainability of the ISA HR Policies and Guidelines. The evaluation is aimed at assessing existing draft HR policies, guidelines and SOPs developed by the ISA Secretariat, compare the same with international best practices, including looking at the relevant UNOPS guidelines, undertaking targeted stakeholder consultation where relevant, making necessary changes in the draft HR policies, guidelines and SOPs, providing actionable recommendations to inform HR leadership and Director General ISA. The evaluation outputs shall be practically oriented and focus on enabling a more coordinated and cohesive Secretariat team working towards an action-oriented vision of the International Solar Alliance.

3. Scope of Work (including but not limited to)

The ISA Secretariat appoints General Service, National Officer, and International Professional staff. Following the General Assembly's endorsement of the recruitment and selection framework outlined in the Manual of Regulation, ISA has established a comprehensive recruitment strategy and

action plan. ISA primarily recruits staff from its Member Countries, ensuring that its international workforce reflects its global nature.

With new leadership in place, ISA sharpened its institutional capacity to keep pace with the increasing scale and complexity of its operations. As of 31st December 2025, ISA employed 43 staff officials, with women comprising 35% per cent of the workforce.

To ensure accountability, transparency, shared purpose and develop a cohesive working culture, ISA is conducting a review of its draft HR policies and guidelines by experts, in accordance with international evaluation standards and norms. The review and evaluation will be conducted under the Human Resource department at the ISA Secretariat.

3.1. Objectives:

- (a) Reviewing existing draft HR policies, guidelines and SOPs developed by the ISA Secretariat,
- (b) Compare and benchmark the same with international best practices, including looking at the relevant UNOPS guidelines,
- (c) Undertaking targeted stakeholder consultation where relevant,
- (d) Making necessary changes in the draft HR policies, guidelines and SOPs,
- (e) Providing actionable recommendations to inform HR leadership and Director General ISA

3.2. Timeframe: The review will be conducted from February – March 2026.

3.3. Coverage: The assessment will cover all Batch 1 and Batch 2 draft policies and regulations (including SOPs) that have been prepared by the ISA Secretariat. The expert will be working closely with the HR Lead at ISA.

3.4. Focus Areas: The review will focus on the following areas:

- (a) Relevance – extent of alignment to ISA mandate, global HR best practices of similar organisations
- (b) Effectiveness – aspects contributing to effective operation of the Secretariat and those constraining progress
- (c) Efficiency – aspects of policies and regulations contributing to economic, timely and appropriate use of financial and institutional resources
- (d) Impact – talent retention, skills development, institutional capacity
- (e) Sustainability – likelihood of HR governance framework established through these policies and guidelines to be sustained in the medium to long term

3.5. Methodology: A mixed-methods approach will be adopted, combining qualitative and quantitative data collection and analysis, including:

- (a) Document review (ISA Assembly documents, Manual of Regulation, ISA Evolving Vision Pillars, relevant HR documents, draft policies & regulations);
- (b) Key informant interviews (ISA Secretariat Staff, Consultants, ISA National Focal Points);
- (c) Focus group discussions with DG ISA and EDM members.

3.6. Deliverables and Timelines (1 February – 31 March 2026)

Deliverable	Due Date
Review of first 7 draft policies/ guidelines and submission of modified drafts along with brief observations report	15 February 2026
Completion of review of all Batch 1 draft HR policies/ guidelines	28 February 2026
Presentation to DG ISA and EDM members	3 March 2026
Completion of review of all Batch 2 draft HR policies/ guidelines	20 March 2026
Presentation of findings to DG ISA	30 March 2026

3.7. Ethical Considerations: The evaluation must adhere to ISA policies on ethical conduct and conflict of interest, including:

- (a) Informed consent and voluntary participation;
- (b) Respect for confidentiality and anonymity;
- (c) Avoidance of intentional harm or bias;
- (d) Disclosure and management of conflicts of interest;
- (e) Cultural sensitivity, inclusion, and non-discrimination; and
- (f) Secure storage and responsible use of all evaluation data solely for evaluation purposes.

4. Profile and Qualifications

4.1. Technical Expertise required

- (a) At least 15-20 years of proven experience working with international organisations and governments as an HR Policy design and review expert;
- (b) Proven expertise in designing and implementing mixed-method review of HR processes and governance structures;
- (c) Understanding of ISA's theory of change and HR policies and processes of multilateral organisations is a plus;
- (d) Work experience in LDCs and emerging economies is a strong asset.

4.2. Communication and Stakeholder Engagement Skills

- (a) Excellent written and oral communication skills in English;
- (b) Ability to facilitate multi-stakeholder consultations and interviews;
- (c) Capacity to produce concise, evidence-based reports for HR processes;
- (d) Proficiency in virtual collaboration tools and online data collection methods.

4.3. Education required: Master's degree in HR, development studies, economics, public policy or related fields.

Please apply to recruitment@isa.int with your latest CV & cover letter mentioning last drawn salary or consulting fee*.

* *Submission of experience letters, references, Salary Slip/documentation of last drawn salary/ compensation/ consulting fee, & other relevant documents required on selection.*