

Review ICA-Africa Human Resource Policy Manual:

Terms of Reference

December 2022

Review of the ICA-Africa Human Resource Policy Manual

1.0 INTRODUCTION

1.1 ICA-Africa

ICA-Africa strives to promote and strengthen the cooperative movement in the region and provide services such as capacity building training workshops, policy and advocacy engagements forums, knowledge sharing forums, study tours/exchanges among others. ICA-Africa has the following objectives: Promote the cooperative Movement in Africa; Promote and protect cooperative values and principles; Facilitate the development of economic and other mutually beneficial relations between its member organizations; Promote sustainable human development and to further the economic and social progress of people, thereby contributing to peace and security in Africa; Promote equality between men and women in all decision-making and activities within the cooperative Movement; Lobby for an enabling environment for cooperative development in Africa.

Its vision is to be “A hub for people’s socio-economic transformation” while the mission is “To promote a dynamic and inclusive cooperative movement through shared resources”.

Currently the ICA-Africa has a total membership of 43 organizations across 23 countries, addressing human development needs of existing and potential cooperatives in the region with special focus on engagement, sustainability, identity, legal framework and cooperative capital as reflected in the ICA A People-Centered Path to a Second Cooperative Decade 2020 - 2030. We also encourage our members to participate in the following regional sectoral organizations, committees and network: Alliance Africa Agricultural Organization (AAACO), African Association for Cooperative Housing organization, Law/Legal, Research, Gender and Youth Committees.

Background

ICA-Africa implements its mission through these programmes; -

- i) Capacity Building Services
- ii) Advocacy, Policy Development
- iii) Research and Knowledge Development and Dissemination
- iv) Collaborations, Networking and Partnerships

The proposed consultancy will evaluate the current HR policy manuals against the changing organizational needs legal framework, and market trends and guide the process of the development of the revised manual. ICA-Africa has also just launched its new strategic plan. The expected timeframe is 1.5 months effective 5th November 2022.

2.0 OBJECTIVES

The main Objectives of the consultancy are to:

- i. Review the current ICA-Africa Human Resource Manual, considering international bestpractices and the principles of ethics, merit, equality, fairness, transparency, diversity, inclusivity and responsiveness;
- ii. Develop revised Manual in line with the Strategic Plan with revised outputs in consultation with ICA-Africa management, in compliance with ICA-Africa policies.
- iii. Determine policy and procedural recommendations of improvement of HRM systems, namely selection/recruitment, promotion, transfer/posting, performance evaluation, leave and termination of employment.
- iv. Review and develop relevant HR policies.

3.0 SCOPE OF THE CONSULTANCY

The operational scope of this consultancy service will include:

- 1 Evaluating the existing ICA-Africa Human Resource policy manual. The assessment would be performed through desk review of existing legal and procedural frameworks, consultations/interviews of relevant staff and management of ICA-Africa and general observation of work practice.
- 2 Review the current staff welfare, remuneration and benefits structure against similar organizations and best practices
- 3 Review HR policies and make recommendations of realistic changes to be improved.
- 4 Highlight strengths and areas of improvement for consideration by the ICA-Africa leadership.

5 Provide to the management revised HR manual

4.0 DESCRIPTION OF TASKS

The process will be led by an independent consultancy firm or individual consultant(s) skilled in the field of Human Resource. The consultant will be guided by ICA-Africa management lead by the Regional Director and ICA-Africa Board.

5.0 METHODOLOGY

The consultant(s) will carry out a desk top evaluative review of ICA-Africa's current HR policy Manual, their effectiveness and efficiency in terms of organizational performance and the current trends in the NGO sector. Where relevant, the consultant may interview partner organizations.

The evaluation assessment report will be outlined under the following themes:

- **Relevance:** The extent to which ICA-Africa has responded and can respond to the needs and priorities of the staff and stakeholders.
- **Effectiveness:** The extent to which the current HR Policy manual facilitate ICA-Africa to achieve its timelines for requests.
- **Efficiency:** The extent to which ICA-Africa has exploited available opportunities to optimize its objectives.
- **Sustainability:** The extent to which the guidelines in the HR Policy manual can be used in future.

The second process will involve the Consultant(s) engaging ICA-Africa management to collect relevant information in regards to updating the HR Policy manual.

The third step will include sharing the draft HR Policy Manual including the new changes. The last step will include presentation of the final documents to management and Board.

6.0 EXPECTED DELIVERABLES AND OUTPUTS

The shortlisted consultant(s) is therefore expected to provide the following deliverables:

Deliverable 1: Summary of interpretation of the TOR and work plan.

Deliverable 2: An internal review exercise report written in English containing the following chapters:

- Executive Summary
- Introduction
- Report on the desktop research and evaluation of the existing Manuals

- Methodology, Findings (Relevance, Effectiveness, Efficiency and Sustainability) and Recommendations based on the findings.
- Annexes – those involved, schedule of activities and outcomes.

Deliverable 3: Draft Human Resource Policy Manual for review and inputs by ICA-Africa management, staff and board.

Deliverable 4: The final copies Revised HR policy Manual

7.0 CONSULTANCY TIME FRAME

The consultancy is expected to start on 1st December 2022. Final documents are expected to be submitted to ICA-Africa by 30th December 2022.

8.0 REQUIREMENTS OF THE CONSULTANT

1. Minimum of 3 years' experience of having carried out similar work.
2. Proven excellent communication skills.
3. Highly motivated and committed to the values of transparency and integrity.
4. Fluency in English.
5. Knowledge of ICA-Africa operations and working environment
6. Experience for having worked with similar organizations will be an added advantage.

Interested candidates should submit a concept note regarding this consultancy which should include the following:

1. Description of company/organization/personal profile.
2. Previous relevant experience – listing previous work relating to HR and development of HR manuals and policies. Attach 3 copies of similar work done/ contracts/ LPOs.
3. CVs of person(s) to carry out the assignment and their contact details. The staff should be members of the relevant professional body.
4. Current contact details of three referees. Preferably, referees who can attest to previous manuals developed.
5. Proposed methodology and proposed consultancy work plans.
6. Proposed cumulative consultancy fee.

ICA-Africa will use a combined scoring method where the technical proposal will be weighted 70% and the financial proposal at 30%.

9.0 CORRUPT OR FRAUDELENT PRACTICES

The call requires that the applicant observes the highest standards of ethics during the procurement process and execution of the contract. The following terms are defined as provided;

- a) “corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the procurement process or in contract execution; and
- b) “fraudulent practice” means a misrepresentation of facts in order to influence a procurement process or the execution of a contract to the detriment of the organization, and includes collusive practice among (prior to or after tender submission) designed to establish tender prices at artificial non-competitive levels and to deprive the Procuring entity of the benefits of free and open competition; The procuring entity will reject a proposal for award if it determines that the tenderer recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.

10.0 ROLE OF ICA-AFRICA

To facilitate the consultancy work, ICA-Africa will:

- Prepare a consultancy contract with the consultant.
- Make financial consultancy payments directly to the consultant(s) in accordance with the contract.
- Inform, and mobilize its Finance and Admin Officer, Regional Director, staff and key stakeholders to participate in the various stages of this exercise.
- Provide all relevant background documents or reference materials including, current manuals and working ICA-Africa policies to assist in the implementation of the consultancy assignment.
- Organize internal validation meetings of the review exercise and other meetings as agreed upon with the Consultant.

11.0 SUBMISSIONS OF THE PROPOSALS

Interested consultants are expected to submit two sets of proposals, one **Technical** and another **Financial**, clearly marked as such, and sent to: info@icaafrica.coop and copy chiyoqe.sifa@icaafrica.coop

Deadline for receiving submissions is 25th November 2022.

Only shortlisted candidates will be contacted.