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## **TERMS OF REFERENCE**

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# **REVIEW OF THE CCARDESA HUMAN RESOURCES POLICY & PROCEDURE MANUAL**

## **Introduction**

CCARDESA is a Sub-Regional Research Organisation created by SADC member states to coordinate agricultural research and development in the SADC region. Established in 2010 and formally launched in July 2011, partnering with national, regional, and continental institutions CCARDESA advances the regional agricultural research agenda.

To achieve the organisation's strategic objectives, performance at CCARDESA is guided by strategic policies that establish guidelines and protocols and set clear expectations on how employees should carry out their tasks effectively and efficiently.

As a matter of fact, regular and proactive policy reviews are an important part of every policies and procedures management plan to keep the organization up to date. In addition, it is a general rule that policies must be reviewed periodically.

It is in this regard that CCARDESA is intending to engage a reputable and technically qualified consultant to review the organisation's Human resources policy and procedures manual to align it with the organisation's mission, vision, goals, technological advancements and the rapidly changing workforce trends.

### **Objectives of the exercise:**

- To review the current CCARDESA Human resources policy and procedures manual to fulfil organisational needs and adapt to contemporary Human resource management practices.
- To ensure that the Human resources policy and procedures manual is effective enough to promote the current desired organisational strategic objectives.
- To ensure that the Human resources policy and procedures manual is consistent and fair to all employees to attract and retain diverse talent.
- To ensure that the Human resources policy and procedures manual is in tandem with global diversity, equity and inclusion initiatives.

### **Scope of work:**

Liaise with the review committee and policy coordinator.

- Start by evaluating the current Human resources policy and procedures manual to ascertain its effectiveness in terms of strategic congruence, validity, reliability, specificity and acceptability.

- Modify the objectives of the Human resources policy and procedures manual to the current mission and vision of the organisation.
- Relate to changes in legislations for the host country and relevant international labour conventions.
- Draft the new Human resources policy and procedures manual and present it to CCARDESA executive management for recommendation to the Board of Directors.

**Deliverables:**

The consultant will be required to produce the following:

- Inception report with detailed scope of work and work plan with time line.
- Report incorporating all comments from internal stakeholders and external registered professional bodies.
- Draft revised Human resources policy and procedures manual and proof that it meets all the requirements of strategic congruence, validity, reliability, specificity, acceptability and provision of feedback.

**Duration of assignment and location** The assignment is expected to take a total of 15 working days, spread over a number of calendar weeks, ending not later than 30<sup>th</sup> January 2024.

**Payment schedule:**

Upon submission of the accepted and approved deliverables, the following payment schedule is proposed for the assignment.

<b>Item</b>	<b>Description</b>	<b>Deliverables</b>	<b>Percentage of total cost</b>
1.	Conduct consultative meeting with CCARDESA policy committee and policy coordinator.	Submission of detailed scope of work and work plan with time line	10 %
2.	Conduct consultations with internal and external stakeholders and carryout proper analysis of acquired	Submission of detailed report with comments from internal stakeholders and external registered	10 %

	data.	professional body.	
3.	Draft revised Human resources policy and procedures manual.	Submission of revised draft of the Human resources policy and procedures manual.	30 %
4.	Draft final revised Human resources policy and procedures manual reflecting all corrections.	Submission of final revised Human resources policy and procedures manual approved by the CCARDESA.	50 %
	<b>TOTAL</b>		<b>100 %</b>

### **Location(s) of assignment and process**

The assignment will be a combination of home-based tasks and times when the consultant will be required to travel to the CCARDESA Secretariat in Gaborone Botswana. At the beginning of the assignment, the Consultant is expected to travel to Gaborone for consultations with the Secretariat. Follow up meetings may also be needed through virtual facilities such as skype, whatsapp, go-to-meeting etc. The Consultant will then operate from his/her home to study the literature, condense the views from the consultation process with CCARDESA staff and draft a revised manual.

The consultant shall report to the Interim Head of HR. All reports/documents submitted by the consultant shall be subjected to internal quality review within CCARDESA Secretariat. The consultant shall be requested to adequately attend to the comments and meet the required quality standards before proceeding to the next stage or receiving payment. In this regard, payments to the consultant shall be made only after approval of the reports/documents.

Throughout the period of executing this assignment, the consultant will be required to provide regular updates to CCARDESA on the progress towards attainment of the deliverables. The specific reporting schedule shall be agreed at the start of the assignment. This schedule shall appear in the inception report.

## **Qualifications and Experience:**

- A Master's degree in Human Resources Management, Industrial Psychology, Organisational Development or Business Management with At least 5 years of working/consulting experience in areas of Human resources management, Industrial relations and Labour Law.
- A Bachelor degree in Human Resources Management, Organizational Development, Industrial Psychology or Business Management with At least 10 years of working/consulting experience in areas of Human resources management, Industrial relations and Labour Law.
- A minimum of three (3) similar assignments in the last 5 years.
- Understanding and experience of working internationally, across different countries and cultures.
- Demonstrated experience in review and development of strategic Human resources policies.
- The Consultant must be fluent in written and spoken English.

## **Disclaimer**

CCARDESA reserves the right to determine the structure of the process and reserves the right to withdraw from the proposal process. CCARDESA also reserves the right to change the timeline at any time without notice and reserves the right to withdraw this assignment anytime, without prior notice and without liability to compensate and or reimburse any party.