



**African Forum  
for Agricultural  
Advisory Services**

Knowledge & Novelty  
for Africa's Livelihoods

AFAAS Secretariat  
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## **Terms of Reference**

### **Consultancy to update the Human Resources Manual (HRM) for AFAAS Secretariat**

**Contract Reference: AFAAS/ICS/2017/009**

**Item 3.1.9(a) of the Approved Procurement Plan**

#### **1.0 Introduction**

African Forum for Agricultural Advisory Services (AFAAS) is a Continental body that brings National Agricultural Extension and Advisory Services (AEAS) under one umbrella. The AFAAS' goal is to enhance utilization of improved knowledge and innovations by agricultural value chain actors for improving productivity oriented towards their individual and national development objectives. AFAAS desires to ensure enhanced competency of AEAS providers to enable them better address the increasing needs and demands of various value chain actors. Agricultural extension is a key component of the innovation system, plays a pivotal role in promoting productivity, increasing food security, strengthening rural communities, and underpinning agriculture as the engine of pro-poor economic growth and one of the key pillars for transforming rural livelihoods and contributing to Africa's agenda 2063. AFAAS as a CAADP institution, rallies behind the realization of the provisions of the 2014 Malabo Declaration.

The AFAAS's Vision is to have Agricultural Advisory Services that effectively and efficiently contribute to sustained productivity, profitability and growth of African agriculture for poverty reduction. In striving to achieve its vision, AFAAS hired the services of a consultant to develop the Human Resource Manual in 2010. This manual was developed by consultants before the effectiveness of the second AFAAS Multi Donor Trust Fund (MDTF II) and therefore not in tandem with current operations.

Human resources are the most valuable asset of any establishment and its effective management is key to achieving better performance. Although the existing HR Manual has the policies, procedures, rules, regulations and conditions of employment for AFAAS staff, it is generic in nature and in some cases does not address the specific issues.

In order for AFAAS to strengthen its Human Resource Management system, the HR manual needs to be reviewed, updated and tailored to suite the current environment at AFAAS Secretariat.

Therefore, AFAAS is seeking the services of an experienced HR Individual consultant well-motivated and with experience of working with international Non-Governmental Organisations to review and update the AFAAS Human Resource Manual.

#### **2.0 Objective of the Assignment:**

To review and update the Human Resources Manual of AFAAS and develop improved processes in line with international best practices and consolidate all HR policies, procedures and practices in one document for ease of reference.

### **3.0 Scope of Work:**

The Human Resource Consultant will support the Secretariat to develop a comprehensive structure for the AFAAS Human Resource Manual. The detailed roles and responsibilities of the consultant will be to support AFAAS to:

- a) Review the existing HR Manual and identify gaps and weaknesses compared to international best practice;
- b) Based on the review, propose and develop comprehensive HR Policies, Procedures and Practices;
- c) Obtain and integrate comments from management, Board and World Bank.
- d) Consolidate all HR policies, procedures and practices in one document for ease of reference.

### **4.0 Input provided by AFAAS**

AFAAS will provide the Consultant with office space, administrative support including communication facilities, and assistance in making appointments, organising meetings, distributing documents, and any other logistical support necessary to facilitate his/her work.

### **5.0 Expected outputs from the consultancy**

The consultant will be required to provide the following outputs during the execution of the assignment

- Inception report detailing the proposed methodology and agreed workplan submitted within 5 days from the date of signing the Contract.
- Draft consolidated HR Manual with views of Management and Board.
- Final consolidated HR Manual after integrating WB comments in one document in Hard and soft copy on CD in both MS Word and PDF Format.

### **6.0 Reporting relationship**

The consultant will report to the Executive Director through the Finance and Administration Officer (F&A Officer). The F&A Officer will serve as the first contact person for the consultancy.

### **7.0 Assignment Period**

The assignment will be undertaken within 22 working days.

### **8.0 Terms of payment**

The Proposed Payment Schedule linked to the deliverables is as follows:

- a) 20% upon submission of acceptable inception report
- b) 40% upon submission of the draft Consolidated HR Manual with views from Management and Board
- c) 40% upon submission of the final Consolidated HR Manual after integrating WB Comments.

### **9.0 Qualifications and experience required**

The Consultant will have not less than 10 years experience in Human Resource Management or Public Administration. Educational and professional qualifications will include:

- A Master's degree in either HRM, Management, Organizational psychology, Business administration or any other relevant social sciences.

- Demonstrated experience in developing HRM Manuals for International NGOs
- Knowledge of strategic Human Resource Management and an understanding of organizational theory and practice with regard to International NGOs;
- Excellent skills in project management demonstrated in previous jobs;
- Computer proficiency in standard office applications (Spread sheets, word processing, Internet Explorer);
- Excellent communication Skills.
- Fluency in English.

## 10.0 APPLICATIONS

Please send (via e-mail) comprehensive curriculum vitae, together with the names, addresses, e-mail addresses, telephone and fax numbers of three referees to:

**Dr. Silim M. Nahdy**

Executive Director, AFAAS,

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Further information may be obtained from AFAAS procurement Unit: email [pwanzala@afaas-africa.org](mailto:pwanzala@afaas-africa.org) and/or Partnerships Unit: email: [molupot@afaas-africa.org](mailto:molupot@afaas-africa.org)