



THE AFRICAN CAPACITY  
BUILDING FOUNDATION

FONDATION POUR LE RENFORCEMENT  
DES CAPACITES EN AFRIQUE

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## REQUEST FOR EXPRESSION OF INTEREST

### Provision of Individual Consultancy Services to Draft CERAPE'S Human Resources Policy

**(ACBF/REOI/005/24/SALCA/CERAPE)**

**MARCH 19, 2024**

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## **1. Background**

The African Capacity Building Foundation (ACBF) is implementing the "Strengthening African Leadership for Climate Change Adaptation" (SALCA) program, which aims to improve the performance of organizations working in the field of climate change adaptation for a sustainable climate change adaptation ecosystem on the African continent. The overall expected outcome of the program is to have a strong group of African-based and African-led organizations capable of shaping Africa's response to climate change through effective policy dialogue, advocacy, and the use of a common voice to raise awareness and influence policy.

More specifically, the SALCA program will strengthen the capacity of selected organizations to play a leading role in climate adaptation by improving their efficiency, effectiveness, relevance, and sustainability, while enhancing their ability to develop an organizational culture of excellence, with the overall aim of improving the continent's ability to undertake the actions needed to prepare for and adapt to the current and future impacts of climate change.

The program emphasizes a data- and evidence-based approach in its implementation, as well as gender sensitivity and social inclusion in the climate adaptation strategies of selected organizations. As part of its implementation strategy, the SALCA program supports target organizations including the Center for Studies and Research in Economic Analyses and Policies (CERAPE), in implementing the customized institutional capacity improvement plans (CICIPs). These plans aim to address priority capacity challenges faced by target organizations working with marginalized African communities to develop sustainable and resilient climate adaptation strategies.

The Center for Studies and Research in Economic Analyses and Policies (CERAPE) is a research Centre established in November 2002 and registered in the Republic of Congo, as a Non-Governmental Organization. Its mission is to conduct research on economic and social issues, including agriculture, to inform policy and practice. CERAPE has a regional presence, with country research units in Cameroon, the Central African Republic (CAR), and the Democratic Republic of Congo (DRC).

As part of this 4-year program, ACBF is supporting CERAPE to strengthen its capacity as a research institution contributing meaningfully to the climate adaptation agenda in Africa. The specific objectives of the intervention are:

- i) To enhance the organization's systems and processes for effective delivery of its mandate;
- ii) To strengthen human capacity; and
- iii) To enhance capacity for sustainable operations.

As a first step to support CERAPE, ACBF conducted a Capacity Needs Assessment (CNA) of the institution between September and November 2022 to understand its strengths and needs. The CNA of CERAPE focused on the following ten key institutional capacity areas: Governance and Leadership, Strategic Planning and Innovation, Human Resource management, financial management, Program Planning and Implementation, Results management and Quality Assurance, Communication, Knowledge Management, Resource Mobilization and Partnership and Infrastructure.

It is in this regard that the CERAPE Regional Coordination Unit, in collaboration with ACBF, seeks to commission an individual-level consultancy to support the development of a Human Resource Policy for CERAPE.

## **2. Objectives**

The objectives of this consultancy engagement are to:

- a) Develop CERAPE's Human Resources Management Policy
- b) Train relevant CERAPE staff members on Human Resource Management

## **3. Scope of work**

### **3.1 For the drafting of CERAPE's human resources policy, the consultant's responsibilities will be as follows:**

- a) Drawing up an initial report based on the terms of reference, describing a sound methodology for developing the human resources policy. As part of this process, the consultant will carry out a skills audit and job analysis, propose the implementation of a comprehensive performance management system, ensure the reinforcement of change management skills, and propose the creation and implementation of a unit/department dedicated to human resources management. To ensure a collaborative approach, this process will involve the active participation of CERAPE staff, management, board, partners, and other stakeholders. The initial report will present well-defined plans and strategies, including clear objectives, indicators, resources, and tools to be used in developing the human resources policy.
- b) Guide and lead the HRM context analysis and propose improvement strategies for the expected growth and transformation of CERAPE into a close and capable entity.
- c) Organize consultative meetings with CERAPE staff in Congo and in other countries to gather ideas for the drafting of the document.
- d) Analyse the information and produce a draft human resources policy.
- e) Organize a validation session to validate the draft human resources policy.
- f) Submission of a final report (developed HR policy document) after incorporation of all elements of the updated HR policy.

### **3.2 For HR training**

- a) Developing a training inception report based on the TOR and the HRM Context Analysis Report.
- b) Conducting a skills audit in HR management
- c) Develop a training module based on critical capacity gaps.
- d) Train relevant CERAPE staff in Congo, taking into account staff from the other three countries (*including financial staff currently dealing with HRM*) as a short-term measure.
- e) Sharing training/reference materials on HRM with the trainees and for the Institute's repository.

## **4. Methodology**

The assignment will be conducted using various methods such as but not limited to:

- a) Conduct desk review of relevant documents of CERAPE, etc.
- b) Conduct interviews with CERAPE staff at the HQ and in other country offices, and with identified partners and other relevant stakeholders on matters related to HR management.
- c) Assess the changing landscape of HRM (gender and social inclusion).
- d) Make qualitative analysis of data/information from various sources.
- e) Prepare and present an HR policy in a face-to-face or virtual or a hybrid session and gather comments, observations, and additions.
- f) Assess the HR management skills and knowledge gaps.
- g) Prepare Training materials and train relevant staff of CERAPE on HRM.
- h) Provide reference materials that can build staff skills and knowledge on HRM.
- i) Use other methodology deemed appropriate.

## **5. Key Deliverables**

At the end of the assignment, the following deliverables are expected:

- a) Inception report detailing the approach/methodology that the consultant will follow in drafting the HR policy and training the staff on HRM.
- b) Workshops to discuss elements of the HR policy and for training needs assessment.
- c) Draft HRM policy and training modules on HRM.
- d) Organize workshops to review and validate the draft outputs.
- e) Provide training on HRM for selected CERAPE staff.
- f) Develop and share standard training and reference materials on HRM.
- g) Incorporate all comments and additions from the review process; and produce final HRM Policy.

## 6. Academic Profile, Experiences, Skills

The evaluation criteria will be based on the Consultant's Qualifications Selection Method

The evaluation committee shall evaluate the technical Proposals based on their responsiveness to the Terms of Reference, applying the evaluation criteria, and point system specified below.

The minimum technical score required to pass is: 70 Points and above. A technical proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated.

The financial proposal will be evaluated based on the most competitive rate given by the compliant bidder.

Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals are given below:

No	Evaluation Criteria	Score
1	Hold a master's degree in HRM, Humanities and Social Sciences or other related disciplines with over 5 years of working experience in human resources management and the development of human resources strategies.	10
2	Professional certifications in HR management would be advantageous.	5
3	Demonstrable previous experience of development of high quality HRM policy manuals for regional or international institutions	15
4	Familiarity with international best practices and relevant legal frameworks for HR.	10
5	Demonstrate knowledge of HR principles, labour laws, and best practices to ensure compliance.	15
6	Extensive experience with of participatory approaches to management and operations	10
7	Excellent writing and oral communication skills in French, Knowledge of English is an asset.	10
8	Experience in assessing gaps and identifying gaps in skills and competencies of employees and experience in designing new training programs and delivering tailored training programs.	5
9	Experience of preparing training manuals and developing training plans and providing training for middle and senior level staff members in HRM.	10
10	Strong training administration, communication, facilitation, and time management skills.	10
	<b>Total Points</b>	100

## 7. Duration of the Assignment and Remuneration

The provisional start date of this assignment is on 30th April 2024, with the expected end date being the 15th of July 2024. The consultant will submit a financial proposal along with other documents listed under Table 1 below. The consultancy fee excludes travel expenses and per diems which will be paid by ACBF.

## 8. Content, Timing and Submission

The outputs must match quality standards. The text of the strategies and the training materials should be illustrated as appropriate, with graphics. The final deliverable of the policy documents for HRM and the training materials for the HRM training along with all other relevant attachments is expected to be submitted on the 15th of July 2024.

The deliverables and tentative timeline are presented in the table below.

Table 1. Deliverables

No.	Milestones	Timeline	Consultancy Fees US\$
1	Submission of Inception Report Including Draft Report Outline	10 <sup>th</sup> May 2024	
2	Conclusion of Consultation Missions and Draft Report	25 <sup>th</sup> May 2024	
3	Submission of policy documents and training materials	15 <sup>th</sup> June 2024	
4	Provide training materials and train selected staff on HRM	30 <sup>th</sup> June 2024	
5	Submission of final revised policy document	15 <sup>th</sup> July 2024	

**\*\*NOTE: Include the above table as part of the financial proposal**

## 9. Location and working arrangements.

This assignment will be predominantly carried out remotely with some travel missions primarily to Congo Brazzaville. The Consultant may work from his own office or that of the CERAPE regional coordination office in Congo Brazzaville. The Consultant will be given access to the relevant information required to carry out the tasks set out in this assignment. The Consultant will be required to provide his/her own workstation (laptop, Internet, telephone, scanner/printer, etc.) and have access to a reliable Internet connection.

1. CERAPE will review draft reports for quality assurance and provide feedback on the deliverables. Approval of the documents and reports by CERAPE as deliverables will be a prerequisite before any payment to be made to the consultant.

## **10. Language**

All reports should be written in French, single spacing font size 11, Times New Roman and submitted as both word and pdf versions.

## **11. Submission**

Interested Consultants should apply with the following:

- CV including experience gained in similar projects and at least 3 references.
- Financial proposal

## **12. Submission Address**

Candidates who meet the required profile are requested to submit their applications no later than **12th April 2024** to the following address: [procurement@acbf-pact.org](mailto:procurement@acbf-pact.org) no later than **17:00 (Harare local time)** with the subject line: **Expression of interest for Individual Consultancy "Recruitment of individual consultant to draft CERAPE's human resources policy under the SALCA Programme"**.