

TERMS OF REFERENCE

CONSULTANCY TO SUPPORT THE REVIEW OF CARE UGANDA'S HUMAN RESOURCE MANUAL

About CARE International

CARE International has been active in Uganda since 1969 and working in the country continuously since 1979, implementing a diverse portfolio of programs and projects ranging from emergency services to economic development and civil society building. Our current programming targets Women, Girls and youth as well as vulnerable groups such as the extreme poor, internally displaced people, refugees, children to provide assistance and opportunities for empowerment and sustainable development through addressing the underlying causes of poverty grounded on careful and thorough analysis of power relations between different groups in society and the local context in which they live and work. Our programming is guided by our core values of transformation, Integrity, Diversity, Equality and excellence

Background

CARE International in Uganda has not updated its HR manual (currently referred to as Chapter 5 of the operations manual) for a long time. The manual details the various Human Resources policies and procedures of the Country Office. Most of the out dated policies or procedures that have been changed overtime have been adjusted using memos “the ALL Uganda Staff (ALLUGs)” and or emails and these have not been incorporated into the main manual. An attempt was made by the outgoing Country Director to edit the manual but this was never finalized. Since then, more changes were made. Therefore it is on this basis and the need to make our manual user-friendly that this consultancy is sought and that CARE Uganda is urgently sourcing for a professional HR / Legal consultancy firm / individual to support the review and update of CARE Uganda’s HR manual.

Objectives/expected outcomes of the consultancy:

1. Review the current manual in its current form and ALL Uganda staff HR related memos in order to advise / recommend on the best structure and content of the manual; Most specifically, conduct this review and make these recommendations drawing from best practice for such manuals in the INGO sector in Uganda and in other CARE Country Offices in the ECSA region (East, Central, Southern Africa Region). The current manual quotes various aspects / clauses of the relevant HR and labor Acts (e.g. Employment Act Cap 2006) and policies of Uganda. A major revision that CARE Uganda expects is that the new manual be in accordance with the relevant legal and policy framework, without repeating these instruments.
2. Once the above structure and content of the manual is agreed upon, the consultant(s) will be expected to write the new manual. While some sections of the current manual will still be of use, a major rewriting and consolidating exercise is expected here;

3. Support the HR department to sensitize staff on the new manual to ensure it's accepted and appreciated by all.

Approach:

- An initial briefing with the Human Resource manager and the CO's Country Director is expected to ensure full comprehension of the expected exercise;
- Review of existing CARE Uganda manual and various ALL Uganda memo;
- Review of 3 other peer INGO's HR Uganda manuals to inform the structure and content of CARE Uganda's manual; These will all be INGOs working in Uganda and recently updated manuals; The consultant will agree with CARE Uganda on the INGOs' manuals to be reviewed;
- Review of 3-5 recently updated HR manuals of ECSA CARE Country Offices, particularly of East African countries (e.g. Kenya, Tanzania, Rwanda) or a highly recommended CO, in consultation with CARE's HR Regional Team;
- Presentation of the proposed structure and content of the new manual to CARE Uganda's Senior Management Team (SMT) for approval;
- Sharing draft of revised manual for feedback by CO SMT;
- Finalization of manual based on SMT feedback;

Deliverables:

1. Within 4 days of signing the consultancy agreement, a document outlining the structure and content of the HR manual will be submitted for approval;
2. Within 10 days following the approval of the content and structure of the manual, a first draft of the manual and related annexes will be submitted;
3. Within 4 days upon receipt of the CO feedback on the manual, a final manual with related annexes will be submitted.

Timeline:

From the time of signing of the consultancy agreement, CARE anticipates this to be an 18 to 20 days consultancy. There might be days during this period when the consultant is not working as it is awaiting feedback on submitted documents.

Profile of consultant / firm:

1. CARE is looking for a professional HR/Legal firm with proven experience in writing and reviewing Organisational HR Policies & Procedures for the NGO sector in Uganda;
2. Experience conducting a similar review for International NGOs is strongly preferred;

How to apply

The application file should contain the following documents:

- A capacity statement demonstrating how the consultant / firm is capable of doing the job based on past professional experience and these TORs.
- A financial proposal detailing the various costs associated with the delivery of the above services.
- Be aware that in accordance with Ugandan tax laws, CARE will be deducting 6% withholding taxes from individuals/ firms who cannot prove their official exemption

Interested candidates/firms are requested to submit their application no later than 28th March, 2018, in a sealed envelope to the attention of the Administration / Procurement department, with the mention “HUMAN RESOURCE MANUAL 2018 OFFER” at the CARE Kampala office, 2nd Floor, Kalamu House, on Plot 1B Kira Road , or by email to the attention of Nolah.Anderu@care.org