



Terms of Reference (ToR) **Consultancy for Development of Human Resource Manual** **and Code of Conduct for Shea Processing Unit**

Date of Issue	June 26 th 2023
Contract Title	Comprehensive business plan for a community-based shea butter processing unit in Agago District, Uganda
Closing Date and Time	July 7 th , 2023 5.00 PM (East African Time)
Contracting Authority	East African Women in Business Platform (EAWiBP)

1.0 Background to EAWiBP, UWEAL and ASCPPCCS

East African Women in Business Platform Ltd. (EAWiBP) is a forum that brings together businesswomen from across the East African Community (EAC). Its membership and board comprise of; national apex bodies/ associations/ networks of businesswomen (including associations of women formal and informal cross-border traders); professional women associations; and civil society organizations working to promote businesswomen and women’s socio-economic advancement.

EAWiBP received a grant from the Enhanced Integrated Framework (EIF) to fund the project “Generating increased pricing and new markets for the women engaged in the shea butter value chains of South Sudan and Uganda.” EAWiBP is the main implementing partner (referred to as “the client”) and is collaborating with Uganda Women Entrepreneurs Association Limited (UWEAL), as the national implementing partner.

Uganda Women Entrepreneurs Association Limited (UWEAL) is a National Women Entrepreneurs organization founded in 1987 to provide a platform for empowering women entrepreneurs to improve and expand their businesses to competently exploit business opportunities and create wealth. UWEAL’s Vision is “A wealthy woman, a wealthy nation” and the mission is “To promote women entrepreneurship, empower women to start and grow sustainable enterprises in Uganda.”

The Acoli Shea Collectors, Producers, Processors and Consumers Cooperative Society (ASCPPCCS) is a secondary cooperative formed by nine primary cooperatives participating in the above EIF-funded project. ASCPPCCS will host the shea processing unit referenced in this ToR.



1.1 Project Overview: East African Women in Business Platform Ltd (EAWiBP) in partnership with UWEAL are implementing a 2-year project titled “Generating increased pricing and new markets for the women engaged in the shea butter value chains of South Sudan and Uganda” The project will increase the participation of 7,400 women and men in the shea butter value chains of Uganda and South Sudan, resulting in improved product quality, new markets, increased exports, increased prices, increased foreign exchange earnings and increased participant incomes. The project will also result in the provision of decent work along with an improved means of earning a livelihood for participants. The project is being implemented in 24 districts across Northern Uganda’s Shea belt.

One of the major outputs of this project is construct shea nut processing and shea butter extraction facility. The shea processing facility (referred to as production unit) is expected to employ six members of staff for a start, to ensure effective and sustainable operation. The shea butter extractor will have a production capacity of 3.6 tonnes of shea butter per day.

1.2 Geographical Location: Whereas the project has benefited 24 districts across the shea belt, the shea processing facility is located in Agago District in Acholi Subregion.

2.0 Purpose of the Assignment

The purpose of hiring the services of the consultancy firm is to develop a Human Resource manual/procedures and related code of conduct compatible with the needs of a small scale production unit that will enable the Acoli Shea Cooperative have improved operational efficient and effective internal controls, transparency and accountability to facility participants, donors and stakeholders. The Consultant will also train newly recruited staff on the proper use of the HR Manual and the Code of Conduct.

2.1 Objectives and Specific Tasks to be Undertaken by the Consultant(s): The objective is to provide basic guidelines/standards to the shea facility which they can adapt and tailor according to their own organizational structure, operational context, vision and mission. The selected consultant(s) will develop guidelines, tools and procedures for on-the-job support to staff. The consultant will also train staff on the use of the tools.

2.2 Human Resource (HR) Manual: The overall objective is to develop a context-specific, Human Resource Management (HRM) manual in line with international best and local laws, as well as to consolidate HR policies, procedures and practices for a factory setting. These policies will be constituted into in a single document for ease of reference. The document will include user-friendly HR related forms, templates and procedures, to meet the HRM needs of the production unit.

The purpose is to enhance the HR system for the facility in areas of domain of recruitment, selection and management. The HR policies should provide in-depth guidance on non-discriminatory and

equitable hiring processes that promote gender equality and hiring of qualified staff with the requisite knowledge, skills and credentials. In addition, the manual will provide templates that are required for the overall recruitment cycle and staff management, encompassing job descriptions, contracts, staff management, performance reviews and overall HR practices.

3.0 Expected Outputs

3.1 Develop a HR Manual with the following sections: recruitment and selection, compensation and benefits, training and development, disciplinary measures for misconduct, performance management system, termination of services and grievances resolution.

3.2 Develop standard templates/forms/tools for each function: Provide brief guidelines on how and when to fill each section of the standard templates. The client will then review the draft after which the Consultant will incorporate feedback and share the final version of all the templates. The templates to be developed among others include; job descriptions, probation evaluation form, interview assessment sheet, employee letter, employee contract form, leave application form, incident report form, performance appraisal form and exit interview form among others.

3.3 Develop an employee code of conduct: not limited to: standards of professionalism, discrimination/sexual harassment policies, use of company assets, conflict of interest, work hours, attendance, dress code and safety, and communication rules.

3.4 Conduct a training workshop on the use of the manual for recruited staff: The Consultant will orient the new staff involved with the production unit on the proper use of the HR Manual and the Code of Conduct. The training will be conducted for newly recruited production unit staff as well as the staff of the Acoli Shea Cooperative Secretariat.

4.0 Consultant Essential and Desirable Experience

- Institutional operational experience of consultancy services of at least seven (7) years.
- Previous proven experience in developing Human Resource manuals for manufacturing business entities.
- Requisite academic qualifications, preferably postgraduate in related field.
- Previous work experience recruiting staff for similar assignments.
- Understanding of local labour laws, safeguarding requirements (organizational code of conducts) and internationally accepted best practices and standards for factory setting.
- Fluency in the local language will be an advantage.

5.0 Supervision and Oversight Reporting:

The consultant (s) in all undertakings and processes related to this assignment shall report to the EAWiBP Secretariat.

6.0. Performance Evaluation

The consultant's performance will be evaluated based on timeliness, responsibility, initiative, communication, accuracy, and quality of the products delivered.

7.0 Payment Terms:

50% upon EAWiBP approval of the draft manual. 50% upon EAWiBP approval of the final report and completion of staff training.

8.0 Submission Process:

Interested candidates are requested to submit their electronic application to: procurement@eawibp.org no later than 4:00pm (East African Standard Time) on **7th July 2023**. Subject: **"Shea Facility Human Resource Manual and Code of Conduct"**. Only shortlisted applicants will be contacted.

Submission of Package

- i. Cover letter or Expression of Interest
- ii. A detailed CV of the Consultant (s) and the research assistants including their qualifications and outline of recent experience on assignments of a similar nature. For each assignment, the outline should indicate the duration of the assignment and Consultant's involvement.
- iii. Technical Proposal that clearly spells out interpretation and suggestions on the terms of reference (TORs), proposed methodology and work plan for performing the assignment (inception report, draft business HR Manual and Code of Conduct, Final HR Manual, Code of Conduct, Training outline and materials).
- iv. A financial proposal in a separate document. The financial proposal should specify a total lump sum amount per each deliverable. **The lump sum costs must be accompanied by a detailed breakdown of costs calculation.** The Financial Proposal should be presented in Uganda shillings (UGX).
- v. The names and contact information of 3 referees from assignments conducted in the last five years.

9.0 Selection Process and Criteria

The EOI will be evaluated through a competitive selection process. The following overarching criteria will be followed:

- Consultant (s) previous similar experience.
- Staff skills, credential and knowledge as reflected in the EOI and CVs.
- Justification and suitability as reflected in the EOI.
- Quality and relevance of previous work – as reflected in the assignment outline of previous contracts /reference letter submitted.

The client will review the Expression of Interest/CVs/previous experiences and only shortlisted consultants will be called for presentation/meeting (where required) to clarify the requirements and Scope of Work.