**TERMS OF REFERENCE FOR THE DEVELOPMENT OF A HUMAN RESOURCES MANAGEMENT POLICY AND PROCEDURES MANUAL FOR THE LIMPOPO WATERCOURSE COMMISSION (LIMCOM)**

1. **Introduction**

The Limpopo River Basin is shared by four SADC Member States, namely the Republics of Botswana, Mozambique, South Africa and Zimbabwe. The commitment of the riparian states to manage the basin water resources in a collaborative manner dates back to 1986, when the “Limpopo Basin Permanent Technical Committee” was jointly established. In 2003, this cooperation framework was fostered through the multilateral agreement that established the Limpopo Watercourse Commission (LIMCOM), with the objective of “advising the Contracting Parties on the uses of the Limpopo, its tributaries and its waters for purposes and measures of protection, preservation and management of the Limpopo” *(LIMCOM agreement 2003)*.

1. **Context of Assignment**

With the support ofChemonics International Resilient Waters Programme and funding assistance from USAID, LIMCOM Secretariat has identified the need to develop the organization’s Human Resources Policies and Procedures Manual (HRPPM), to guide the management of its employees within the context of existing legislation. HR policies and procedures are meant to assist organizations and respective employees in the undertaking of their professional functions, duties and responsibilities.

1. **Objective of Assignment**

The LIMCOM Permanent Secretariat is looking to acquire the services of a capable human resources policies consultancy to assist with the development of the organization’s HRPPM. This is aligned with the institutional and organizational capacity development that LIMCOM is experiencing, as it progresses with the delivery of its mandate. The desirable HR consultancy, therefore, should have the relevant knowledge of developing HR procedures and policies, with prior experience of developing such governance instruments for transboundary organizations within the SADC region.

The HRPPM is meant to provide the necessary human resources management guidelines for LIMCOM to ensure consistent, fair and ethical dealings with the employees of the organization, within the restrictions provided by labor legislation of LIMCOM’s Member States and SADC employment legislation in general.

1. **Eligibility Criteria**

The selection of the successful consultant/consultancy will be guided by the following criteria.

* 5 to 10 years’ HR management experience, preferably for organizations involved in the transboundary water resources management sector;
* Understand the relevance of HR management principles and procedures in alignment with the delivery of the organization’s mandate, goals and vision;
* Have knowledge of labor legislation within SADC region and specifically for LIMCOM’s member states.
* Have demonstrated capacity to deliver based on the execution of at least 3 similar assignments conducted for medium to large (international) organizations, preferably within the SADC region.

1. **Expected Duration**

The finalized HR policy and procedure manual is expected to be completed within 10 weeks from the date of signing the contract. The level of effort is expected to be 30 days.

1. **Specific Tasks**

The consultancy is expected to undertake:

* Undertake an introductory meeting with LIMSEC *(e.g. Executive Secretary and Senior Management team)* to discuss the terms and expectations of the assignment
* Undertake a first consultations workshops with key people at LIMCOM to jointly assess the HR needs specific to the organization;
* Conduct a needs assessment of LIMCOM secretariat key functions and required staff compliment for effective delivery of the duties of a *fully functional secretariat”*
* Benchmarking of job grades and salary scales with similar/comparable regional organizations (e.g. SADC Secretariat; sister RBOs in SADC and other similar organisations within Africa in general)
* Undertake a second workshop to review and validate the content of the draft HRPPM.

1. **Deliverables**

The following deliverables are expected from this project:

* Inception Report – within 3 weeks of project inception
* Needs assessment report of LIMCOM key functions and staff compliment - within 3 weeks of signing the contract
* Draft HRPPM covering key international standards of human resources management best practice*(e.g. recruitment policy; code of conduct; performances appraisals; job grades and salary scales; permanent staff contract template; project staff contract template; short term consultancy contract template as well as other related HR templates)* –within 7 weeks of project inception
* Draft communication and training plan including training of HR staff and employees on the content of the HRPPM and the implementation strategy
* Finalized HRPPM document – within 10 weeks of project inception, signed off and accepted by LIMCOM
* Communication, training and sign-off and acceptance of HRPPM with all employees.
* Up to two workshops with LIMSEC and Member State representatives are to be held during the assignment.

1. **Proposal Submissions**

The proposal should be submitted electronically to Mr. Sergio Sitoe, at [sbsitoe69@yahoo.com.br](mailto:sbsitoe69@yahoo.com.br) , no later than close of business on the 6th of April 2020.

The proposal submission should include the technical and financial proposal(s):

1. *A Technical proposal with*

* *Proposed approach and methodology*
* *CV and summary of qualifications*
* *Demonstrated similar experience summary*
* *Timelines (workplan)*

1. *Financial Proposal with Costs (including travel requirements)*