

**(CONSULTING SERVICES– INDIVIDUAL CONSULTANTCY)****AFRICA CENTRES FOR DISEASE CONTROL SUPPORT PROGRAM TO  
COMBAT CURRENT AND FUTURE PUBLIC HEALTH THREATS  
PROJECT (P178633) – IDA-E1110**

**Terms of Reference (ToR) for the Individual Consultancy for the  
Development of the Africa CDC HR Handbook**

**‘The Africa CDC Way’**

**Reference Number: ET-AUC-486000-CS-INDV**

## **1. Background**

The Africa Centres for Disease Control and Prevention (Africa CDC) is a specialized public health agency of the African Union, mandated to strengthen public health systems and emergency preparedness across the continent. As a part of its institutional development, Africa CDC recognizes the need for a comprehensive Human Resources (HR) Handbook that clearly articulates policies, procedures, and operational standards for effective workforce management. The handbook will serve as a foundational resource document that ensures consistency, compliance, and alignment with the African Union (AU) Staff Regulations and Rules while addressing the Africa CDC organization's strategic objectives, by reinforcing compliance, fostering equity, well-being. Safeguarding practices and enabling a performance-driven culture across both headquarters and Regional Collaborating Centres (RCCs).

## **2. Objective of the Consultancy**

The primary objective of this consultancy is to develop a comprehensive and operationally relevant HR Handbook for Africa CDC. The handbook will serve as a standardized user-friendly framework for HR policies, procedures, and best practices, ethical standards, and safeguarding practices to support the organization's growth and effectiveness; ensuring transparency, fairness, consistency and efficiency in managing the organization's human resources across all Africa CDC entities ensuring alignment with the African Union Staff Regulations and Rules, while also reflecting the unique technical, geographic, and emergency-response mandates of the institution.

## **3. Scope of Work**

The consultant will be responsible for delivering a comprehensive HR Handbook tailored to Africa CDC's strategic and operational context. The scope of work will include the following tasks:

- i. **Baseline Needs Assessment:** Conduct a thorough assessment of existing HR practices, policies, and procedures to identify gaps, operational inefficiencies and areas for improvement, alignment with AU Staff Regulations and the organization's strategy, particularly in areas such as ethics, safeguarding, and staff well-being.

- ii. **Stakeholder Engagement:** Engage with key stakeholders, including leadership, HR personnel, and employees, as well as staff representatives from headquarters and Regional Collaborating Centres (RCCs) to gather input and ensure the handbook reflects organizational needs.
- iii. **Draft Development of the HR Handbook – “The Africa CDC Way”:**  
Develop a draft HR Handbook (The Africa CDC Way’) that includes policies and procedures covering key areas such as:
  - a. Staff well-being and workplace conduct
  - b. Compliance with AU Staff Regulations, Rules, and other relevant administrative instruments
  - c. Recruitment and selection
  - d. Onboarding and orientation
  - e. Performance management
  - f. Employee benefits and compensation
  - g. Professional development and training
  - h. Leaves management and attendance tracking
  - i. Grievance and disciplinary procedures
  - j. Remote and hybrid work guidance
  - k. Safeguarding policy and reporting procedures
  - l. Code of Conduct and professional ethics
  - m. Prevention of harassment, abuse, and exploitation
  - n. Mental health, staff wellness, and psychological safety.
  - o. Compliance with the African Union Staff Regulations and Rules and other administrative documents.
- iv. **Review and Finalization:** Revise the draft based on feedback from Africa CDC stakeholders to produce a final version of the HR Handbook. Ensure the final version reflects a safe, respectful, inclusive work environment, is AU-compliant, and digitally accessible.
- v. **Implementation Support and capacity building:** Develop tools, guidelines, and training materials (including e-learning modules such as mandatory induction short courses) to facilitate the effective adoption and implementation of the handbook. Conduct orientation sessions with HR teams and focal points. Include scenario-based learning on ethics, safeguarding, and wellness promotion.

#### **4. Expected Deliverables**

The consultant is expected to deliver the following:

- i. A comprehensive needs assessment report.

- ii. A draft HR Handbook with all relevant and ethics-aligned policies and procedures.
- iii. A finalized HR Handbook incorporating institutional stakeholder feedback.
- iv. Implementation of tools or guidelines to support the handbook's integration into daily operations.
- v. Training materials or sessions for HR staff and management addressing ethics, safeguarding, workplace wellness, and respectful conduct

## **5. Timeline**

The consultancy is expected to be completed within 10 weeks, with the following milestones:

- **Weeks 1-2:** Needs assessment and stakeholder engagement.
- **Weeks 3-7:** Development of the draft HR Handbook.
- **Weeks 8-9:** Review and finalization of the handbook based on feedback.
- **Weeks 9-10:** Development of implementation tools and training sessions.

## **6. Qualifications and Experience**

The consultant should possess the following qualifications and experience.

- A minimum of a Master's degree in Human Resources Management, Organizational Development, Business Administration, or a related field.
- At least 10 years of experience in HR policy development, preferably in international or public health organizations.
- Proven expertise in developing HR handbooks, policies, and procedures.
- Demonstrated expertise in ethics, safeguarding (including prevention of sexual exploitation and abuse), workplace well-being, and inclusion.
- Strong knowledge of labor laws and regulations in Africa.
- Excellent stakeholder engagement and facilitation skills.
- Strong writing and communication skills in English; proficiency in French or other African languages is an asset.

## **7. Reporting and Supervision**

The consultant will report to the Head of Human Resources Management at Africa CDC. Collaboration with legal, safeguarding, and RCC focal points are expected. Regular

progress updates to the human resources administration at Africa CDC will be required throughout the consultancy period.

## **8. Budget and Payment Terms**

The individual consultant will be paid a fixed total amount of USD 32,000 on successful completion of the assignment. This cost includes all the Consultant's fees, reimbursable expenses, such as air ticket to and from Africa CDC HQ etc as well as any tax obligation that may be imposed on the Consultant. Fees payable does not include costs associated with assignment-related travels, different coordination/organization of project-related activities and events and workshops as these costs will be met by Africa CDC. This is a lump sum contract, and payment will be made after the successful completion of the assignment with all deliverables stated in (4) above.

## **9. Proposal Submission**

Interested consultants should submit their application, including:

- Cover letter or statement about understanding of the assignment and why the desire to work with Africa CDC.
- Curriculum vitae of the Consultant stating his/her relevant experience and capacity to undertake the work,
- Proof of experience in conducting similar assignments.

## **10. Evaluation Criteria**

Proposals will be evaluated based on the following criteria:

1. Education, Qualification, and Relevant Training – 20
2. Experience of the consultant and relevance to the assignment and number of years – 70
3. Language - 10

## **11. Services and Facilities to be provided by Africa CDC**

The individual consultant will be supervised by the Head of Human Resources Management Division, Africa CDC for the purpose of delivering the above outputs within

the agreed time frame. This consultancy will be based in Addis Ababa at the Africa CDC Headquarters. The consultant must comply with the African Union rules and procedures related to security and code of conduct Africa CDC will cover the cost of travel including economy-class air tickets and other necessary expenses when travel is required for the execution of this consultancy according to the AU rules and regulations.

Africa CDC will provide to the consultant the following document and facilities:

- a. The Africa CDC will identify and assign HR staff to support the implementation process.
- b. Africa CDC will provide the necessary documentation and information required for the assignment.
- c. Maintain regular follow-up of the activities done by the consultants, review and comment on the submitted deliverables and work done.
- d. Assist in organizing consultative meetings with Staff and other stakeholders

## **12. Invitation**

The African CDC now invites eligible Individual Consultants ("Consultants") to submit their CVs in providing the Services and required documents as listed in the ToR. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised February 2025, ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

A Consultant will be selected in accordance with the Individual Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours 8:00-13:00hrs and 14:00-17:00 hours, Addis Ababa Time.

CVs must be delivered in a written form following the above shortlisting criteria to the emails below before 15:00 Hours Local Time on 19 June 2025.

African CDC,  
Attn: Supply Chain Management Division  
Administration Directorate  
Africa CDC Office Building, Tower A1, Floor 4<sup>th</sup>, Room Number 408.  
Haile Garment Area, Lafto Square.



**Safeguarding Africa's Health**

Addis Ababa, Ethiopia

E-mails: [tender@africa-cdc.org](mailto:tender@africa-cdc.org) and [selamg@afriacdc.org](mailto:selamg@afriacdc.org)

Applicant must submit their CVs to both emails.