

PAN AFRICAN POSTAL UNION

(Specialised Institution of the AU)



UNION PANAFRICAINE DES POSTES

(Institution spécialisée de l'UA)

**DEVELOPMENT OF HUMAN RESOURCES MANUAL FOR
THE PAN AFRICAN POSTAL UNION (PAPU)**

RECRUITMENT OF A CONSULTANT

TERMS OF REFERENCE

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I. INTRODUCTION

Established on 18th January 1980, the Pan African Postal Union is a Specialized Institution of the African Union (AU), formerly the Organisation of African Unity (OAU) that has been operating from Arusha, the United Republic of Tanzania, for the past thirty eight (38) years. Its mission is to coordinate policies and strategies for the sustainable development of postal services in Africa. On the global arena, its mission consists chiefly of coordinating the continent's common positions and safeguarding its interests in all forums at the Universal Postal Union (UPU), an organisation in which it is recognized as a restricted Union. It currently has a membership of 45 Member States of the African Union.

II. BACKGROUND AND RATIONALE

The Pan African Postal Union is a mere institution responsible particular for promotion and development of postal services in Africa as well as technical assistance to member states. The solidity of PAPU's internal governance is a prerequisite for the achievement of its objectives and the effectiveness of its action, and ultimately, the efficiency of the actions carried out on the ground, for the benefit of its Member States. While the Staff Rules and Regulations define the basic conditions of service, the rights and obligations of staff and the basic rules on recruitment management of human resources, there is need to supplement them with appropriate specific procedures. To this end, PAPU must adopt and adapt the tools that will enable it to guarantee the highest standards of efficiency, competence, integrity, motivation and full development of the staff. For this purpose, in the management of human resources process, PAPU must ensure of the existence of clear and detailed procedures that are likely suppose to reduce considerably any recourse by the management, on a case-by-case basis, to internal memos for the staff.

In view of the above, it is essential that PAPU have a human resource manual with the following basic principles:

- Human resources are best allocated to achieve optimum productivity and efficiency;
- The salaries and allowances offered to staff are fair, equitable and competitive;
- Staff are always encouraged to equip themselves for the present job through training for their benefit as well as future development of the Union;
- The reward is largely based on merit. Therefore high achievers are given duly rewarded with the possibility of taking up more responsible positions;
- There is a two-way channel of communications between staff and the management as a means of building mutual understanding and trust;
- Workplace and environmental safety is given top priority in order to protect human health and enable employees to attain optimal performance;



- There is gender equality and equal opportunities policy irrespective of tribal, linguistic and religious differences without any form of discrimination;

III. AIMS OF STUDY

1. Key aim

The key aim of the study is to develop a draft Manual of clear operating procedures to facilitate the application of the Staff Rules and Regulations..

2. Specific aims

- i) Reassess the current Staff Rules and Regulations to identify all areas that need to be supplemented by specific rules;
- ii) Develop and recommend relevant procedures, particularly in the areas of:
 - Estimated management of the workforce and necessary skills for the proper functioning of the Union;
 - Recruitment of staff to meet all needs in terms of both quantity and quality;
 - Job contract (Signing, fulfilment, termination);
 - General conditions of service;
 - Transparent and strict evaluation of the staff;
 - Regular and strict management of job attendance, leave, and benefits and allowances;
 - Staff development;
 - Missions and other travels management;
 - Medical and social security schemes;
- iii) Ensure that the proposed procedures are aligned with the Staff Rules and Regulations;
- iv) Recommend possible amendments to the Staff Rules and Regulations to harmonize and streamline the human resources with international best practices;
- v) Make any other recommendations deemed relevant and appropriate that will result in optimal personnel management practices at the General Secretariat of the Pan African Postal Union.

IV. WORK METHODOLOY

The recruited Consultant will begin by drawing up a work timetable in conjunction with senior officials and professional staff of the General Secretariat with whom he will work closely.

Most of the work will be carried out off-site, including:

- 1) Collection of relevant documents and pertinent information and diagnosis of the current situation;
- 2) Evaluation human resources manuals of the African Union as well as other Inter-governmental organizations operating on the same level;
- 3) Organize a working session with senior officials and professional staff of the General Secretariat either physically or by voice/virtual communication;

NB: Preparation of the manual shall be done at the Consultant's workplace, provided the Consultant ensures that the final reports are received at the General Secretariat within the stipulated timelines.

V. TIME FRAME

The study must be conducted and completed successfully within a time frame of at most thirty (30) working days, effective from the day the assignment is formally entrusted to the Consultant.

VI. DELIVERABLES AND REPORTS

At the end of the assignment, the Consultant shall deliver at least one bound hard copy of the Human Resources Manual of the Pan African Postal Union together with soft copy in a flash disk.


VII. QUALIFICATIONS

The candidate must:

- Hold at least a University Master's Degree in Business Administration or Personnel Management with a minimum of five (5) years of studies at a University;
- A Master's Degree in Public Administration or Sociology shall be treated a decisive advantage;
- Have at least ten (10) years post graduation experience in Human Resources management in an international organisation or in Public Sector management;
- Provide evidence of having accomplished similar assignments at equivalent levels, especially in the area of personnel management and advising clients on change management.

VIII. FINANCIAL OFFER

It will cover consultation services, performance of work and production of reports, costs for consumables, travel, living and accommodation expenses for both on-site activities and submission of the final report to the Administrative Council.



IX. EXPRESSION OF INTEREST

The Letter of Expression of Interest must be delivered and received at the General Secretariat within two (2) months from the date of publication of this call for expression of interest.

The bid must contain both the technical proposal and the financial proposal.

No late submissions will be considered and there shall be no acknowledgement of receipt provided for bids that fail to meet the requirements. /-