FORUM FOR AGRICULTURAL RESEARCH IN AFRICA (FARA)

TERMS OF REFERENCE

Establishment of a Human Resource Information System (HRIS) for FARA

Procurement Reference: FARA/HRA/CS/QCBS/HRIS/2023/01

A. INTRODUCTION

The Forum for Agricultural Research in Africa (FARA) was officially established in July 2002 as the apex continental organization responsible for coordinating and advocating for agricultural research for development (AR4D) in Africa. FARA evolved out of the Special Programme for African Agricultural Research (SPAAR), an organization operating within the World Bank, when a core group of committed African scientists and donor aid officials conceived the idea to create an Africa-based indigenous continental research organization. This noble idea was concretized in 1997 when the Sub-Regional Organizations (CORAF/WECARD, ASARECA and SADC-FANR) voted it into existence. The conception of FARA was informed by the need to strengthen and coalesce under one umbrella, Africa’s weak and fragmented agricultural research systems so that they could enhance agriculture’s potential to ensure food security and also lift African people out of poverty.

With a continental reach, FARA provides an entry point for agricultural research initiatives in Africa; offers a continental platform for stakeholders in AR4D to shape the vision and agenda for research on the continent; galvanizes the AR4D community; and brings a strong African voice to global research forums and institutions. FARA complements the innovative activities of national, sub-regional and international research institutions to deliver more responsive and effective services to its stakeholders. It plays an advocacy and coordination role for AR4D, while the national agricultural research systems (NARS), advanced research institutions (ARIs) and international agricultural research centers (IARCs) develop improved technologies along the research-to-development continuum in their respective countries and research areas.

FARA serves as the technical arm of the African Union Commission on matters concerning agriculture science, technology and innovation. With its continental mandate, FARA applies the Principle of Subsidiarity, where implementation of programmes is devolved to Sub-Regional Organizations (ASARECA, CCARDESA, CORAF/WECARD and NASRO), the National Agricultural Research Institutes (NARIs) and some of its partners. FARA also collaborates with the African Forum for Agricultural Advisory Services (AFAAS), the African Network for Agriculture, Agro-forestry and Natural Resources Education (ANAFE), the Regional University Forum for Capacity Building in Agriculture (RUFORUM) and other members of the FARA Forum. FARA mobilizes a wide spectrum of stakeholders around a portfolio of continent-wide programmes and projects that are co-developed and implemented with the stakeholders. It currently coordinates twelve (12) programmes and projects that, taken together, contribute towards the CAADP goal of increasing agricultural productivity in Africa.
The deployment of relevant information technology is an integral part of FARA’s operational effectiveness, this is further enhanced through the deployment of the Human Resources Information System (HRIS).

FARA continues to embrace the digital revolution, and its increasing reliance on Information Technology tools to perform its functions. A human resource information solution is essential to provide a one-stop shop for workforce data and streamline all relevant employee details and assist in the analyses of data. FARA, therefore, intends to deploy a contemporary human resource solution to assist in the attainment of its objectives.

Currently, FARA has approximately 28 employees and this number is expected to grow as new funding opportunities emerge. FARA would require a web-based software service to access HRIS modules, customized as per our requirements and needs.

The overall objective of the assignment is to procure and implement an HRIS to improve the efficiency and effectiveness of our human resource management processes for FARA.

**B. OBJECTIVES OF ASSIGNMENT**

The purpose of the assignment is to deploy a human resource information system to provide improved and timely HR information, increase the efficiency of HR processes, enhance data security and confidentiality, enhance the ability to track and report on human resource metrics, and meet the key deliverables as outlined in the technical and non-technical scope below:

**C. SCOPE OF ASSIGNMENT**

Under the guidance of the Human Resource Officer, IT Officer, and the overall oversight of the Human Resource Manager, the consultant will undertake the following tasks:

<table>
<thead>
<tr>
<th><strong>Human Resources Requirements</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Personal records</strong></td>
</tr>
<tr>
<td>Storage and personnel records update features. With Self service features for input and approval workflow by HRA. Should have a document upload feature.</td>
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<tr>
<td><strong>2 Workflow Management</strong></td>
</tr>
<tr>
<td>Workflow management with timelines to indicate the duration of activities performed in the various Human Resources processes. Workflow-triggered system notifications/reminders to relevant, stakeholders or users as part of key events</td>
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<tr>
<td>System must support workflow for basic and complex approval processes</td>
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<tr>
<td>Electronic document management to allow for efficient document storage, retrieval, and distribution</td>
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<tr>
<td><strong>3 Recruitment Management</strong></td>
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<tr>
<td>System to fully support the recruitment process, this includes:</td>
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<td>- Position activation</td>
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<td>- Applicants CV collection (via email/eRecruit)</td>
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</table>
| 5 | **Performance Management** | The system must allow and support a full performance management process  
  - Target setting  
  - Mid-year review  
  - Year end review  
  - Reminders  
  - Moderations  
  - Reporting (Including bell curve)  

Enable the facilitation of 360 degree (survey) performance management, this will include: 
  - Nominations  
  - Distribution  
  - Survey result consolidation  
  - Survey report  

Dashboard of each division and department (overall) performance must be provided by the system out of the box or with minimal customization  

Enable the application of salary increase calculation based on performance score  

There must be overriding capability for the relevant approved users  

The system must support the issuing of increase letters through Employee Self Service portal. |
| 6 | **Compliance** | The system must facilitate the management of employment equity, including the generation of relevant reports  
  - Ability to generate custom Employment Relations reports |
| 7 | **Grievance Management** | Capability to support grievance management process which includes the following:  
  - Grievance registration  
  - Human Resources Intervention (updates)  
  - Notification to initiator  

The system should be able to update the initiator of a grievance at every step or stage of the process  

Enable the link to applicable disciplinary actions |
| **8** | **Termination** | The system must support automated workflow for employee termination.  
Ability to manage the exit interview process through a defined questionnaire |
| **9** | **Talent Management** | The system must have the full Talent Management functionality, driven by learning and development needs. Automation of currently manual/paper based talent management process (templates will be shared at a later stage) Personal Development Plan Management, it must be linked to employees talent management The system must allow for the definition of future role specifications based on the business needs Enable the employee profile management, which includes:  
- Profile creation  
- Profile update  
- Profile deactivation  
Profile refers to employee’s skills, work experience and educational background. Functionality to assess employee potential Capability to assess and identify flight-risk employees Create the view on the employees’ succession plan based on profile and talent positioning Capability to create profile for each role defining the required competencies. Capability to update employee’s competency level (ongoing assessment) Identify areas of development to feed into Performance/Personal Development Plan (PDP). |
| **10** | **Personal Development Plan (PDP)** | The system must digitize the PDP process.  
- Coaching  
- Mentoring  
- Plan creation  
- Mid-year review  
- PDP Update (add new items, remove items, motivation and approvals)  
- Enable override access to Learning & Development Management (exception)  
- Final review  
The system must be able to link performance development planning to current/succession role required competencies The system must support the generation of L&D reporting and analytics as well as the ability to draw historical data. The system must enable the link between training payments to training item from PDP Capability to apply and update Continuing Professional Development (CPD) points where applicable. Attachment uploading functionality such as proof of completing training(results/certificates) linked to a |
document management capability The system must support the capability to apply the L&D policies such as formal training – e.g. education - if employee fails, employee has 2 years to pass that course at own cost else it must then trigger payback (payroll deduction) The system must support the creation of special leave or note for informal training for visibility. Link training bookings with PDP items. The system must support the management view on team and division’s leave calendar. The system should be able to offer a capability to run surveys on training outcomes as well as generate report on survey result.

|   | Leave Management | System to support the leave management in accordance with FARA’s leave policies for:  
|   |                 | - Annual leave  
|   |                 | - Sick leave  
|   |                 | - Maternity leave  
|   |                 | - Paternity leave  
|   |                 | - Compensatory leave  
|   |                 | - Leave forfeiture (policies will be shared at a later stage)  
|   | Payroll Management | Capability to support payroll management processes or integrate with the payroll system.  
|   |                 | Employee Self Service (ESS) capability – employees should be able to:  
|   |                 | • View benefit statements as well as Total Reward statement  
|   |                 | • View payslip  
|   |                 | • Flex benefits  
|   |                 | • Apply for leave  
|   |                 | • Approve leave  
|   |                 | • Access Performance Management module  
|   |                 | • Update their qualifications and documentation  
|   |                 | • Change personal details (limited)  

|   | CEO page |   |

### General Requirements

|   | Business Intelligence | Reporting Capability System must have built-in standard reports that are customisable  
|   | Synchronised | Changes made on the system should be automatically updated on all areas, especially in finance  
|   | Unique views | System has unique views for each user level:  
|   |   | • Employee view  


## Employee Self-Service through desktop or mobile devices.

Employee Self-Service through desktop or mobile devices should enable the following functionalities:

- Leave Management
- Pay Slip view
- IRP5 view
- Personal Information Update
- Performance Management
- Personal Development Plan
- Employee Profile
- Increase letter view
- Expense Management.

## NON-FUNCTIONAL REQUIREMENTS

### Operational

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
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<tbody>
<tr>
<td>Accessibility</td>
<td>System should be accessible using Desktop and Mobile devices using network cable, WIFI and/or 3G/4G/5G</td>
</tr>
<tr>
<td>Response time ranges</td>
<td>Front-end / host / back end: max 15 seconds</td>
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<tr>
<td>Identification and authentication</td>
<td>Users must be assigned unique identities within the system, which clearly identifies who they are.</td>
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<tr>
<td></td>
<td>The system must only be accessed by legitimate and authorised users including users from external entities.</td>
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<td></td>
<td>The system must utilise username and password to authenticate users and support two-factor authentication to strengthen access control when necessary.</td>
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<tr>
<td>Single sign on</td>
<td>System user identities must automatically be linked to Active Directory to allow single sign on to the HRIS system.</td>
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<tr>
<td>User Group Definitions</td>
<td>Role-based access control shall be used to define content and functionality applicable to users. This must be in line with the user’s job function or role.</td>
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<tr>
<td></td>
<td>Departments will define access rights and the ERP system administrator with permission from respective departments can only edit these access rights. Segregation of duties rules must be enforced on a system level.</td>
</tr>
<tr>
<td>Database Security</td>
<td>The database must be secured by allowing only authenticated and authorised users access to data. The database must be secured by only allowing the Web applications to access data through a service account, which forms part of Windows authentication.</td>
</tr>
</tbody>
</table>
Confidentiality | Data must only be accessed by authenticated and authorised users in line with their job function or role. Data and Passwords must never be viewable at the point of entry or at any other time during the HRIS processes lifecycle.

Data Loss (Disclosure of information about individuals or entities) | Security policies must be enabled to prevent leakage/disclosure of sensitive information to unauthorised users. Users must be trained on the functionality of the system to understand their responsibilities to safeguard sensitive information.

Data Encryption | All data flowing within internal and external HRIS modules must be encrypted with the latest industry standard encryption technology. All data utilised within the HRIS system must be encrypted when in storage, or in transit.

Data Integrity (Data Corruption) | All the information flowing within and across the HRIS modules should be the same and not be altered throughout its lifecycle. The information must not be compromised during changes and must still be intact after the changes or updates to the HRIS system. Only authorised users must be able to edit or make changes to data.

Implementation and development lifecycle | Development of the HRIS applications must comply with Open Web Application Security Project guidelines and ISO 27001 standard.

Access Reports | Reports on user access and activities must be available to monitor policy violations.

**Audit Trail**

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</table>
| Audit trail | Enable transparent audit trail in the system, audit trails must be created for all user actions that are performed. The following information will be recorded in the audit log:  
- User name  
- Date and time of action  
- Field name  
- Before value  
- After value  
- Effective date  
- Source (Direct/Web/Mobile App)  
The audit logs are stored in a separate database |
D. OUTPUTS AND DELIVERABLES

The Firm is expected to deliver the following:

- A human Resource Information System
  - Provides the features as described in the table above
  - Relevant customizations to provide a bespoke solution to FARA
  - Maintain and provide relevant updates to the system.
  - Further understand the peculiar needs of FARA and assist to identify and bridge the gap in FARA’s HRIS solution challenges
  - Please note that the provider will be required onsite presentation as part of the final selection process and a six-week post-implementation onsite support.
  - Secure access to all files and messages
  - User manual/guide

E. DURATION OF THE ASSIGNMENT

1. The assignment is to be fully completed within 8 weeks after the signing of the contract (1st November 2023 to 31st December 2023).

F. LOCATION OF THE ASSIGNMENT

The assignment will mostly be based in FARA and housed on FARA servers. FARA Secretariat in Accra, Ghana, or a designated location decided by FARA.

G. PERFORMANCE CRITERIA

The Firm is expected to undertake the services with the highest standards of professional and ethical considerations, competence, and integrity. The firm is expected to deliver the outputs/scope in the most effective and efficient manner within the assignment period stated in Section E of this document.

H. REPORTING

The Firm will be working directly and frequently with the IT Officer and Human Resource Officer and reporting to the Executive Director of FARA through the Head of Human Resources and Administration.

I. FACILITIES TO BE PROVIDED BY FARA

FARA will provide the following information and facilities to the consultant:

i. Space to work equipped with internet
ii. Information on other existing relevant FARA server access and backend where necessary
iii. Any other relevant information that will be required and is available
J. QUALIFICATION AND EXPERIENCE

The following qualifications and experience are required for this assignment.

1. Must be an IT development company with at least five (5) years of business operation. In case of joint ventures, the lead firm should have at least 5 years’ experience in IT Systems Development;
2. Proven experience in contemporary HRIS deployment or a similar project covering all the features outlined in the scope of the assignment indicated above; training, security, and administration; Google analytics; and related features
3. Demonstrable experience in HRIS solutions in firms analogous to FARA and integration with customer systems and or servers.
4. Understanding of End Users needs to match with adequate technical solutions.
5. The key personnel to be assigned to the project must have at least three (3) years’ experience in systems development and hold at least a Bachelor’s degree in Computer Science, Computer Applications, Information Technology, Social Science Discipline or its equivalent
   a) Key Personnel should consist of at least the following:
      i. One (1) Project Manager
      ii. One (1) Systems Analyst/Technical or Functional Specialist
      iii. One (1) Database Specialist
6. Fluency in English Language and proficient writing and communication skills in the English language are required.

K. APPLICATION PROCEDURES AND DEADLINE

Expressions of Interest should be submitted electronically to [recruitment@faraafrica.org] and addressed to Dr. Aggrey Agumya, Executive Director of FARA, No 7 Flower Avenue, New Achimota, Mile 7, Accra, Ghana, no later than Thursday, 10th August 2023, at 14h00 GMT. Tel: +233 302 772823/744888.

For further information and clarifications ONLY:

Mr. Courage Nunya Dzormeku (Human Resource Officer, FARA): edzormeku@faraafrica.org
Mr. Callistus Achaab (Procurement Expert, FARA): eachaab@faraafrica.org

FARA Affirmative Action Statement on Recruitment: there is no discrimination based on gender race, religion, ethnic orientation, disability, or health status.