

**REQUEST FOR PROPOSAL –  
HUMAN RESOURCES POLICY AND PROCEDURES REVIEW, UPDATE AND DOCUMENTATION**

**1. INTRODUCTION AND TENDER OBJECTIVES**

African Reinsurance Corporation (South Africa) Limited (“ARCSA” or “the Company”) is a wholly-owned subsidiary of the African Reinsurance Corporation Group (“Africa Re”, “the Corporation” or “the Group”).

Africa Re is an international financial institution established by 41 member States of the African Union and the African Development Bank Group (AfDB), committed to the provision of reinsurance services and the development of insurance and reinsurance capacity in support of African economic development. The Corporation’s shareholders include the AfDB as well as more than 100 African insurance/reinsurance companies, Fairfax Holdings (Canada), Axa Insurance Group (France), PROPARCO (France) and IRB Brasil Re (Brazil).

The Group has its headquarters in Lagos, Federal Republic of Nigeria with regional offices in Lagos, Casablanca (Morocco), Nairobi (Kenya), Abidjan (Cote d’Ivoire), Port Louis (Mauritius) and Cairo (Egypt) as well as three subsidiaries in Johannesburg (South Africa) and Cairo (Egypt).

The Company in conjunction with the Group seeks to appoint a Consultant to assist with the review, update, harmonisation and documentation of the Company’s human resources policy and procedures, including its alignment with related Group policies, applicable South African legislation and relevant international best practice. The key objectives of this exercise are:

- i. To achieve certainty, clarity and comprehensiveness in the documentation of the Company’s human resources policy and procedures
- ii. To harmonise human resource management practices and procedures between the Group and the Company to the extent possible, applicable and permissible under relevant South African legislation, South African reinsurance market and international best practice
- iii. To develop a clear framework for achieving consistency, fairness and harmony in human resource management practices in the Company
- iv. To support the Company’s key human resource management objective of attracting and retaining competent employees committed to the realisation of overarching business objectives.

**2. BACKGROUND AND OVERVIEW INFORMATION**

The Company and the Group do have in place policies, principles and procedures guiding human resource management and administrative practices in the respective entities. However, these are not contained in a single document or even in a certain number of documents. The documents in use include Staff Regulations, Staff Rules, Administrative Instructions, different memoranda and several forms. Some human resource management principles and practices are known but not documented. A great number of the existing policies and procedures require updating, while there is also need to eliminate any internal inconsistencies and uncertainties.

It is envisaged that a clear, comprehensive codification of the human resource management policies and procedures manuals both at the Group level and at ARCSA will help address the

deficiencies of the current situation and thereby assist employees, management and other stakeholders in the effective management of the Company's critical human resources.

### 3. TENDER PRINCIPLES

This assignment is to be undertaken along the following principles:

- Full compliance with the requirements, guidelines and provisions on human resource management practices under applicable South African legislation
- Harmony and consistency with the principles behind specific provisions of related policies and procedures of the Group
- Comprehensive coverage of all usual subjects covered in a standard human resources policy and procedures manual
- Consistency with applicable international provisions and practices on human resources management, including but not limited to the conventions of the International Labour Organisation
- Equity, fairness, transparency and consistency in the management of human resources in the Company and across the Group
- Consistency with prevailing human resources management practices in the South African insurance and reinsurance industry
- Transparency and compliance with best practices in reporting the human resources management activities in the Company and across the Group
- Employment of suitable and cost-effective tools, techniques and technology in the effective management of human resources in the Company and across the Group.

### 4. DELIVERABLES

This assignment is expected to involve a review, revision, updating, forms design and global scanning of human resources management practices in and outside the Company and the Group. Its deliverables shall include:

- i. A comprehensive Human Resources Policies and Procedures Manual codifying all the existing human resource management principles, policies, procedures and practices of the Company that accords with applicable South African legislation, relevant international best practice and the Group's human resources management practices
- ii. Easy-to-use and Employee Self-service Approach in the drafting of the Regulations, Rules, Administrative Instructions, Memoranda, etc. to allow the Staff and other users to navigate easily and understand quickly the set of documents, which will be uploaded later to an online repository for the Company
- iii. Highlights of changes to existing human resources management policies, procedures and practices emanating from the assignment

- iv. Appropriate cross-reference to sources of constant change in human resource management policies, procedures and legislation
- v. A list of all extant relevant human resource management legislation in South Africa
- vi. A list of all extant relevant international best practice stipulations and conventions applicable in South Africa
- vii. A roll-out plan including assistance with training on the implementation of the new Manual and its deployment to the web
- viii. A presentation of the report of the assignment to the Remuneration and Human Resources Committee of the Company's Board of Directors.

#### 5. TENDER EVALUATION CRITERIA

The criteria for evaluating proposals submitted by interested consultants shall include:

- i. The Company's requirements detailed herein
- ii. The qualification, capability and experience of the bidder in the area of human resources management consulting and documentation design/review
- iii. The approach, methodology, work and project plan in relation to the envisaged scope of work
- iv. Fees
- v. Financial standing
- vi. Quality and clarity of proposal presentations.

#### 6. TENDER OUTLINE

For ease of tender analysis, bidders are required to prepare their proposals in simple and concise manner using the following outline:

- i. Executive Summary
- ii. Company Profile and Capability Statement
- iii. Approach and Work Plan
- iv. Client References
- v. Fee Estimate
- vi. South African B-BBEE Status
- vii. Company Financial Information
- viii. Resume of Client Service Team Members

## 7. REQUEST FOR CLARIFICATION

Bidders may request for clarification which must be sent in writing by surface mail or email to the following contact persons:

Raphael Obasogie  
Director of Administration & Human Resources  
African Reinsurance Corporation  
Plot 1679 Karimu Kotun Street  
Victoria Island  
PMB 12765  
Lagos, NIGERIA  
Telephone: +234 (1) 4616820 / 4616828  
Email: [hrtender@africa-re.com](mailto:hrtender@africa-re.com)

Ibrahim Ibisomi  
General Manager Finance & Admin  
Africa Re (South Africa) Limited  
10 Sherborne Road  
Parktown 2193  
P O Box 3013  
Johannesburg, SOUTH AFRICA  
Telephone: +27 11 484 3764  
Email: [hrtender@aficare.co.za](mailto:hrtender@aficare.co.za)

The Corporation will respond to such clarification requests by surface mail or email and send written copies of the response (including an explanation of the query without identifying the source of the query) to all firms that indicate interest in responding to this request for proposal (such indications to be made by simple email to [hrtender@africa-re.com](mailto:hrtender@africa-re.com) by 21 November 2016).

## 8. WORK DURATION

It is envisaged that the duration of this assignment shall last between mid-December 2016 (date of appointment of consultant) and early March 2017 (date of presentation of final report to the Remuneration and Human Resources Committee).

## 9. TENDER SUBMISSION

Interested consultants are to submit two copies of their Proposals detailing their full profiles, qualifications, work plans, fee estimates and other requested information and documentation to reach the following address by no later than 2300hrs GMT on 2 December 2016:

Chairman, Tender Committee  
African Reinsurance Corporation  
Plot 1679 Karimu Kotun Street  
Victoria Island  
PMB 12765  
Lagos, NIGERIA  
Email: [tender@africa-re.com](mailto:tender@africa-re.com)

Any proposal received by Africa Re after the deadline for submission shall be rejected.

Good luck!

Corneille Karekezi  
Group Managing Director / CEO  
Chairman, Remuneration & Human Resources Committee, ARCSA