



The African Women's Development and Communication Network

Request for Expression of Interest (Call for Proposals)

Consultant Job:	Organisation Design Consultant
Country:	Kenya
Duration:	30 days
Expression of Interest:	FNT/EOI/2/2020/INST
Dated:	7th April 2020

1. Introduction

The African Women's Development and Communication Network (FEMNET) is a Pan-African membership-based network set up in 1988 to advance African women's development, gender equality and women's and girls' human rights. Over the years FEMNET has played a central role in sharing information, experiences, ideas and strategies among African women's NGOs in order to strengthen women's capacity to participate effectively in the development processes on the continent. FEMNET has played a lead role in building the women's movement in Africa and has ensured that African women voices are amplified and influence decisions made at national, regional and global levels, which have direct and indirect impact on their lives. (Visit our website www.femnet.org for more information)

In recent years, the organisation has increased its footprints to various regions continentally. The organisation has just concluded its new **2020-2024 Strategic Plan**. These developments have resulted to a compelling need to equip the secretariat with the right competencies – skills and knowledge - through recruitment, to be able to deliver effectively and efficiently. With the growth of the organisation in terms of staff complement, diversity of operations and the evolving environment, the need for aligned functions, solid systems, structures, processes and procedures is crucial.

In light of this, FEMNET is seeking to recruit a dynamic **Organisation Design Consultant** for a short-term period not exceeding 30 days, to work closely with FEMNET's Executive Director, Human Resources Officer, and other relevant management and staff to evaluate and make recommend changes to the relevant current organisation's systems, processes and procedures.

2. Overall Aim / Purpose

To undertake a detailed organisational assessment of FEMNET and recommend calibration of various relevant dimensions in ways that match resources to responsibilities and support the new Strategic plan, resulting from successful execution by the respective functions.

This assignment is expected to look at the overall functionality of FEMNET and provide recommendations related to the three important parameters that facilitate the functioning of any organization – i) organisational capacity – looking at the internal competencies, resources and capabilities as grounds for achieving sustainable mission/mandate; ii) Organizational motivation – factors that drive the organization to excel; and iii) overall performance.

3. Terms of References

3.1 Scope of Work

The tasks include, but not limited to the following dimensions:

a. General Assessment of the Organisation's Systems and Structures

Using the combination of the most common and progressive tools, make recommendations on structures and systems that facilitate and contribute to our strategy. Generally and specifically;

- Get an overview of the Human Resource Processes and Systems and recommend systems that facilitate interaction between the design features and the employees that fosters, nurtures and /or create and an organisation culture, which in turn produces results. This may include the elements but limited hiring, rewards, detailed job descriptions, letters of appointment, discipline, capacity building, information sharing, separation etc.
- Considering the new strategic plan, recommend high performing job designs that incorporates and aligns important dimensions or spans of;
 - Control
 - Influence,
 - Support
 - Accountability
- Look at the dynamic nature of the organisation, and recommend structures on the premise of the network of intended relationships in the Network for coordinating decision making across many functions, and considering; information revolution, global nature of the environment and operations, sheer size of projects, and necessity of managing efficiently in the face of completion and stakeholders' needs.

- The structures should also be grounded in competitive advantage concept, gained by ability to rapidly form and reform project, and/or programme and other teams of sharing competencies, capabilities and resources across the board.
- Understand and test the strategic functions of relevant Board Committees, and recommend if any, additional TORs and roles for their roles in to add value to the aforementioned design and structural issues.

b. Assessment from the Job holders

Assess the current staff through interviews or otherwise, the appropriateness, strategic and operational fit in the proposed structures and proposed revised JDs. These should provide insight into but not limited to following: (i) the role played by each jobholder; (ii) details of their work – factors of success and challenges faced; (iii) their thoughts on the role of their positions in the FEMNET; (iv) whether the job holders understand their role in the department, and how they see their fit within the bigger picture of the overall Strategic Plan and in FEMNET; (v) their views of job spans (accountability, influence, support and control) and (vi) other areas of improvement.

3.2 Key Deliverables

i. Updated Job Descriptions

Develop or review existing job descriptions for each function, including detailed activities, responsibility, level of accountability, supervision, reporting and performance indicators to reflect standardised language for cross-cutting job skill and complexity levels, and incorporating the design and structural issues capture here.

ii. Updated Human Resource Policy

Review, and update the Human Resource Policy to align to the new strategy, support the new/proposed Organisational Design and Structures. Incorporate the current and emerging trends, and adaptable best practices in Human Resource Management.

iii. Terms of Reference for Board Committees and management committees

Make recommendations for improvement of operations of relevant Board Committees.

iv. Organisational Structure

Recommend new organisation structure / organogram.

v. Salary Survey/Benchmarking

Recommend salary structures and /or scales based on market surveys etc.

vi. Performance Management

Develop a Performance Management Framework for effective employee motivation and optimum individual and organisational performance

vii. Skills Audit

Draft the capacity gaps and recommend bridging measures.

viii. Organisational Policies

Make recommendations for addressing any misalignment between the new proposed structures, job designs and existing policies, procedures and processes.

ix. Contract Management

Draft new appointment contracts and update of current ones.

4. Approach and Methodology

The Consultant is recommended to use participatory approaches to increase active participation of staff, and ensure buy-in that will ultimately influence the implementation of the recommendations.

In the light of the above, the consultant is expected to ensure and promote a consultative process by actively encouraging the participation and respect of views of relevant staff in order to actively contribute to the achievement of the consultancy objectives.

5. Required Qualification, Skills and Competencies

The Consultant is expected to have the following minimum qualification and experience:

Academic Qualification

- Bachelor's degree in Relevant Human Resource Management qualification or equivalent qualifications.
- Certified Human Resource Professional/Organisation Development.
- Relevant master's degree (social studies, MBA, MA, HRM etc)

Technical Expertise:

- Minimum five (5) years of relevant experience in HRM Practices
- Experience in HRM practices at or with regional and/ or international NGO.
- Hands on organisational development assignment in at least two organisations.

Other attributes:

- Has competency in use of a combination of Assessment tools including but not limited to Expanded "7-S", Expanded SWOT/PESTLE etc.

6. Selection of Consultant

A consultant will be selected in accordance with the selection of Individual consultants' procedures.

7. Duration of Assignment

The duration of the assignment is estimated to run for 30 days upon signing of the contract.

8. Application Process

Applications: Interested applicants should send their technical proposal (not more than 3 pages responding to each major requirement). Please also include Approach, Methodology and Work plan indicating number of days for each task, and clear deliverables (may use Gantt chart) and allocation of consultant's tasks during the assignment. Include not more than 1-page financial proposal.

Accompany the application by resume with names and addresses of 3 professional referee (not more than 3 pages including telephone and e-mail).

Applications are by e-mails only sent to: recruitment@femnet.or.ke. Please indicate the reference on the subject line as '**OD Consultant (REF: FNT/EOI/2/2020/INST)**'
'Deadline for submission of applications is on 25th April 2020

Applications should be addressed to:

*The Executive Director, FEMNET
KUSCCO Centre, Kilimanjaro Avenue, off Mara Road, Upper Hill
P. O. Box 54562, 00200 Nairobi, Kenya.*

Please note: Only complete applications will be reviewed, and only applicants who have been selected for interview will be contacted. The consultancy is open to African nationalities who are legible to work in Kenya, young women & women living with disability are encouraged to apply.