Organisational development and design
Call for an independent consultant or consulting firm
About the SDGs Kenya Forum

The SDGs Kenya Forum is an inclusive national membership platform and a convener on the 2030 Agenda for Sustainable Development Goals (SDGs). The Forum provides space for structured and coordinated civil society organisation engagement with (national and subnational) governments, citizens, the private sector, media, academia and development partners.

The forum engages with Government of Kenya and all stakeholders in the implementation, review and follow-up on the 2030 Agenda for Sustainable Development Goals. With citizens at the centre, the SDGs Kenya Forum engages all these stakeholders to implement, monitor and report on SDGs and the Agenda 2030.

Development Initiatives (DI) hosts the SDGs Kenya Forum Secretariat and is a strategic partner in strengthening the SDGs Kenya Forum as an accountability platform for gender and development.

Purpose of the role

SDGs Kenya Forum is looking for a consultant to support organisational design and development. The assignment is expected to look at the overall functionality of SDGs Kenya Forum and provide recommendations related to:

- Organisational capacity – looking at the internal abilities of SDGs Kenya Forum to achieve its mandate,
- Organisational motivation – factors that drive the organisation to excel, such as team dynamics, and
- Salary benchmarking.

Technical duties

To undertake a detailed organisational assessment of SDGs Kenya Forum, the consultant is expected to conduct the assessment in three phases:

1. Document review
   - **To get an overview of the HR processes and systems** – reviewing the HR Policy, existing job descriptions/TORs for consultants, internal annual appraisals of the staff and any personnel files for staff.
   - **To understand the supporting functions in terms of committees within the Board** – developing the terms of reference of (1) the Board committees that are responsible for finance, resource mobilisation and monitoring, investment and audit, and (2) the internal (staff) committees (if any) and (3) the management team.

2. Assessment of staff

   Interviews with staff should provide insight into the following:
• the role played by each;
• details of their work – factors of success and challenges faced;
• purpose of their role within the SDGs Kenya Forum;
• whether the members of staff understand their role in the department, and how
  they see this fitting within the bigger picture of the overall Strategic Plan and
  within SDGs Kenya Forum; and finally
• areas of improvement for both the individual and the organisation.

3. Documentation

To maintain confidentiality, the findings from the meetings will be compiled into one report
analysing the thoughts and issues raised. This report should provide a synopsis of the
strengths and weaknesses of SDGs Kenya Forum – where there are structural gaps that
may affect job performance or job fit (i.e., professional experience, personality and/or
alignment with the organisational culture)

Key deliverables

The consultant will:

a) **Update job descriptions** – The consultant will develop or review existing job
descriptions, including detailed activities, responsibility, level of accountability,
supervision, reporting and performance indicators to reflect standardised language
for cross-cutting job skill and complexity levels. Also, the consultant will propose new
roles relevant to the strategic direction of the SDGs Kenya Forum.

b) **Update HR Policy** – The consultant will review and update the proposed HR Policy
to align to the new strategy, support the new/proposed Organisational Design and
incorporate the current and emerging trends and best practices in HR Management.

c) **Develop terms of reference for Board committees and the Management Team** –
The consultant will develop terms of reference for (1) the Board committees that are
responsible for finance, resource mobilisation and monitoring, investment and audit,
(2) the internal (staff) committees (if any) and (3) the Management Team.

d) **Organisational structure** – The consultant will review and revise the Organisation
Structure/Organogram to improve the organisation design.

e) **Salary survey/benchmarking** – The consultant will review and recommend salary
banding progression criteria based on the cost of living, staff performance and market
pay rates within the development sector and related industries.

f) **Model a Performance Management Framework** – The consultant will model a
Performance Management Framework for effective employee motivation and
optimum individual and organisational performance.

g) **Undertake a skills audit** – The consultant will undertake a skills audit against the job
descriptions – that is assessing the current skills levels against the program
requirements as detailed in the job descriptions and assessing of the skills gaps and
identifying the capacity building areas as necessary.

h) **Review Contract Management** – The consultant will review and make a
recommendation on the Contracts Management for all categories of staff and advise
on best ways of contracting staff, especially now that Forum relies primarily on Donor
Funding and Membership Contributions.
Approach and methodology

For the assignment, it 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. The consultant is expected to ensure and promote a consultative process by actively encouraging the participation and respect of views of relevant staff to actively contribute to the achievement of the consultancy objectives.

Professional qualifications and experience required

- A masters’ degree in human resource management, leadership, HR and development, people management and organisational development, talent development, or a related field.
- A certified HR Professional or an Organisation Development and Design Consultant.
- A minimum of five years of relevant professional work experience in consulting roles with experience in talent development, talent management, strategic planning and development, human resource science, etc. Also required is five years’ experience of conducting both quantitative and qualitative institutional and organisational assessments and organisation design for NGOs
- Proven ability to consolidate, validate and manipulate information from multiple sources.
- Familiar with desk research/review methodologies and be adept at synthesising information into clear messages for decision-making.
- The ability to synthesise a multitude of organisational information.
- Experience working with different development partners in developing and managing talents, workplace policies and frameworks, HR manuals and guidelines.
- Excellent English and Swahili written, verbal and presentation skills as well as interpersonal skills and creativity.
- Good time management and ability to work under pressure.
- Experience and knowledge of organisational capability principles and methodologies.
- Experience in governance and leadership development.
- Ability to work in a deadline-driven environment – establishing goals and delivering against the objectives of assignments to meet the time, budget and quality criteria.
- Strong analytical and data visualisation skills.

Duration and indicative timelines

The duration of the assignment is estimated to run for 20 days upon signing the contract.

Please send email to HRAfrica@devinit.org with the subject TECHNICAL AND COST PROPOSAL FOR ORGANISATIONAL DEVELOPMENT ASSIGNMENT. In the proposal, the consultant should provide:

1. A narrative describing the approach and methodology, workplan and total costs.

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2. Resumés of key personnel involved.
3. Demonstrated proof of undertaking similar assignments.
4. Full names and contact information of the contact person within the consulting team.
5. Certificate of Incorporation or Registration certificate for firms.
6. Valid Tax compliance certificate and PIN certificate.
7. Full names of Consultants/Directors/Proprietors.

Please note hard copy documents will not be accepted.

The closing date for applications is 2 March 2022

**About Development Initiatives**

[Development Initiatives](#), host of the SDGs Kenya Forum, is an independent international development organisation working on the use of data to drive poverty eradication and sustainable development.

We work to ensure that decisions about the allocation of finance and resources result in an end to poverty, increase the resilience of the world’s most vulnerable people, and ensure no one is left behind. We want these decisions to be underpinned by good quality, transparent data and evidence on poverty and resources, and lead to increased accountability and sustainable long-term outcomes.

DI was established in 1993, and since then our partnerships across the world have enabled us to expand from a small organisation in south-west England to a staff of over 90 people working in Kenya, Nepal, Uganda, the UK and the US.
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