

**TERMS OF REFERENCE
FOR
EXPRESSION OF INTEREST (EOI)**

**COMPREHENSIVE REVIEW AND UPDATE OF HUMAN RESOURCES &
ADMINISTRATION POLICIES AND PROCEDURES MANUALS**

1. Introduction

The Partnership for African Social and Governance Research (PASGR) is an independent, non-partisan Pan-African not-for-profit organisation established in 2011 and located in Nairobi, Kenya. Currently engaged in more than 26 African countries, PASGR works to enhance research excellence in governance and public policy that contributes to the overall wellbeing of women and men. In partnership with individual academics and researchers, higher education institutions, research think tanks, civil society organisations, business and policy communities both in the region and internationally, PASGR supports the production and dissemination of policy-relevant research; designs and delivers suites of short professional development courses for researchers and policy actors; and facilitates the development of collaborative higher education programmes.

PASGR's vision is '*a vibrant African social science community addressing the continent's public policy issues.*' Our mission is to advance research excellence for governance and public policy in Africa through three core programmes: Higher Education, Research and Policy, and Professional Development and Training.

PASGR seeks a consultant to review and update its Human Resources (HR) and Administration policies to ensure they comply with current regulatory and corporate environment, reflect best practices, and mirror PASGR's short, medium, and long-term strategic direction.

2. Objective of the Consultancy

The objectives of the assignment are to:

- i) Audit existing Human Resources and Administration Policies, Procedures Manuals and Systems;
- ii) Identify gaps and areas that may require improvement and strengthening; and
- iii) Propose amendments of the HR manual ensuring full alignment with the provisions of the Kenyan 2007 employment law and its recent updates; and
- iv) Propose amendments of the Administration manual to ensure that PASGR maintains compliance with international best practices and standards.

3. Scope of Work

The consultant selected for this work will be responsible for delivering fully on the objective of this consultancy. Specifically, the consultant shall carry out the following activities:

- i) **Preliminary review:** The consultant will initially need to familiarise themselves with PASGR's Strategy, the working environment, culture and the current Human Resources and Administration Policies and Procedures manuals;
- ii) **Gap analysis:** Identify areas in which PASGR's policies and procedures should be improved or strengthened to ensure compliance with the labour laws and best practices and standards.

- iii) **Recommendations:** Provide proposals and recommendations on areas that PASGR needs to improve or strengthen within its policies, procedures and systems.
- iv) **Manuals revisions:** Work jointly with PASGR management to revise the policies and procedures in both manuals to include agreed interventions and changes in line with international best practices, local laws and including user-friendly HR and Administration related forms, templates and procedures, to meet the PASGR's needs. In addition, ensure that the systems are compatible with current legal and statutory compliance frameworks.
- v) **Participatory engagements:** Ensure a participatory process in coming up with the revised policies and procedures.
- vi) **Capacity building:** The consultant will facilitate the training of staff members on the new policies, procedures and systems.

4. Methodology

The consultant will need to work closely with the Executive Director, the senior management team, and staff in a collaborative and creative way. The consultant shall design and employ a qualitative approach for gathering, analysing and synthesising information from the management team and staff.

The consultant will review the relevant employment legal statutes and ensure that the revised manuals comply fully with such statutes that govern employment in Kenya. As part of the review process, the consultant shall apply relevant human resources planning models and analytical tools to assess PASGR's staffing needs, capacities, and performance and develop a realistic organogram reflecting PASGR's short, medium, and long-term strategic plan needs to deliver its strategic plan and direction.

In addition, the consultant shall review the best practices for improving PASGR's Administration policies and procedure manual.

5. Core Deliverables

The consultancy will produce the following outputs:

- i) A brief report to the Executive Director on findings of the review and gaps identified.
- ii) A proposals and recommendations report on policies and procedures that should be improved or strengthened.
- iii) A presentation to the management and the board.
- iv) Comprehensively revised HR and Administration Policies, Procedures, Manuals and updated templates and forms, as well as the organisational structure for the short, medium and long-term plans in line with PASGR's strategic direction.
- v) Training workshop for staff members on the new policies, procedures and systems in both manuals.
- vi) A report on staff training and awareness.

6. Minimum Requirements and Competencies

The consultant should possess the following experience and skills:

- i) At least 10 years of experience practising, advising or consulting on Human Resources and Administration issues in Kenya;
- ii) A deep understanding of the Kenyan law and how it can enshrine HR policies and procedures is desirable and an added advantage;

- iii) Demonstrable record of accomplishment and experience in conducting similar assignments for organisations comparable to PASGR in terms of size and scope, preferably in Kenya;
- iv) Human resource capacity of the consultancy firm with available/potential staff for the proposed assignments;
- v) The minimum qualification for consultant staff should be a Master's Degree in Human Resources or Labour Laws (with relevant certifications and accreditations, e.g., certified HR practitioner, labour lawyer);
- vi) The consultant team must also have staff with required credential, knowledge and skills including strong communication/reporting, editing/proof-reading skills.

7. Supervision

The Consultant must be self-motivated and able to work independently. **PASGR's Executive Director** will provide supervision and support, including induction to the work, providing relevant background documents, and links to the relevant internal and external stakeholders. PASGR's Senior Management Team will provide support and advice.

8. Timeframes

The assignment should be completed within eight (8) to twelve (12) weeks from the date of signing the contract between PASGR and the Service Provider. All work must be completed by **December 15, 2021**.

9. Response to the EOI

Please respond to this EOI with **no more than 15 pages of technical and financial proposal (including all attachments)** to bids@pasgr.org by **12:00 pm EAT Wednesday, September 29, 2021**.

The EOI proposal should cover:

- a) Your understanding of the assignment;
- b) Evidence of past work experience;
- c) A proposed approach and methodology for carrying out the assignment;
- d) Core team, responsibilities and level of effort;
- e) A detailed work plan, timeframes and milestones.
- f) A financial proposal indicating an all-inclusive fixed total contract price, supported by a breakdown of costs for each task or element in the ToR.

Any inquiries can be sent to the same email and shall be collectively responded to **not later than Friday, September 24, 2021**.