



MOVING THE GOALPOSTS

EMPOWERING GIRLS THROUGH FOOTBALL | KILIFI, KENYA

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REQUEST FOR PROPOSALS: CONSULTANT SERVICES TO CONDUCT AN ORGANIZATIONAL REVIEW

CLOSE DATE & TIME: 30th NOVEMBER, 2019

Organizational Background

MTG is a pioneer in football for girls' empowerment in Kenya's Coast Region. Started in 2002 in Kilifi, the women-led organization works towards a fair, just and inclusive world where girls and young women's rights are acknowledged, respected and realized. It employs a rights-based and sports (football) approach and focuses primarily on education, sexual and reproductive health and rights, economic empowerment and leadership development. By positively influencing and equipping communities to provide safe spaces and opportunities for girls and young women, MTG contributes to the facilitation of girls to achieve their full potential. More than nine thousand girls (aged 9 – 25 years) participate in MTG programming annually in Kilifi, Mombasa, Kwale and Tana River counties.

Introduction:

MTG is soliciting proposals from qualified firms to conduct an Organizational Review and facilitate the recruitment of a Human Resource Manager. MTG recognizes that creating an environment where exceptional talent thrives and develops, alongside clear organizational structures is essential to its mission. The external consultant will work under the direction of the Executive Director and directly in collaboration with requisite Senior Leadership. This RFP is being issued to obtain proposals from highly professional and experienced consultants whom:

- Deliver high-quality services as outlined below with skill, integrity, confidentiality, accuracy and expertise,
- Are knowledgeable concerning community-based organizations focusing on girls and young women programming, their administration and operations, procedures and policies, including in-depth knowledge of Human Resource functions and best practices.
- Are subject matter experts in current legislative compliance governing HR requirements and administrative Procedures.
- Are experienced in conducting similar Organizational Reviews with a multi-faceted approach, focusing on Business Administration and Procedures, Personnel reviews, HR compliance analysis and restructuring, and provide efficient and affordable solutions.
- Offer services on a competitive fee basis.



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Purpose:

The purpose of the Organizational Review is:

- To examine MTG's compliance with HR & interrelated legislative requirements and provide recommendations to enable MTG to provide optimal HR services to the organization.
- Identify gaps within organizational policies and procedures, personnel capacity, best practices and provide recommendations to strengthen MTG's organizational structure
- Assess current Organizational structure (personnel and operational procedures) against MTG's Vision, Mission, Values, and Strategy, and propose how MTG can align the current structures with the broader organizational objectives.
- To explore how to better serve the needs and satisfaction levels of relevant stakeholders including the Board of Directors' Governance requirements, Senior Management, Management, Employees, Volunteers and Interns within an optimal Human Resources department/structure.
- To define and streamline the work processes and organizational procedures needed to carry out effective and efficient work within MTG.

Deliverables:

The output of the consultancy will be to identify gaps, make recommendations, develop an implementation plan and a monitoring and evaluation framework to enable MTG's Senior Management to ensure this Organizational Review continues to be implemented effectively;

- Proposed optimal organizational structure in line with MTG's Vision, Mission, Values, and Strategy with clear roles and responsibilities, job descriptions, terms of engagement, organogram and salary scale.
- Provide a report and strategic advice upon analyzing current staff capacity and competencies as per MTG's strategic goals as well as the proposed organizational structure with regards to the staff's current responsibilities.
- Review and report on compliance and effectiveness of the systems, policies, procedures, practices and tools in relation to Human Resource management.
- Provide recommendations on human resources management systems, policies, procedures, practices and tools used in MTG against best practice employed by similar organizations.
- Evaluate the current structure and competencies of the HR department, identify gaps and requirements and provide recommendations and the revised documentation necessary towards fulfilling legislated requirements, personnel needs and adoption of leading practices in staff recruitment and personnel management (i.e. induction, contracts, leave, appraisal, succession planning, termination, etc.)



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- Review the current terms and structure of MTG's Board of Directors and advise on service term limits and revise the Board Charter as necessary in line with best practice.
- Develop a Job Description for Human Resource Manager, and work with MTG in recruitment and induction of the successful candidate.
- Develop a clear framework for workflow and processes that will guide organizational operations, decision making, ensure efficiency, effectiveness and accountability of all MTG team members while fulfilling the organization's strategic objectives.
- Report on root causes of gaps, lapses, or shortcomings in the implementation of the policies, procedures, practices, and directives at MTG and to know the areas where non-implementation and/or wrong implementation has hindered the planned program and activities, and revise the necessary policies and procedures.
- Analyze the current organizational culture, employees' interpersonal relationships, and advise on findings and methodology of improving the team culture and enhancement of proper working relationships that guarantee productivity and tenure.
- Establish an ideal framework for MTG's business processes
- Develop an implementation action plan for all recommendations and observations (prioritizing the most problematic or high-risk areas) derived from the organization review.
- Review the current HR system and propose areas where automation can be used to improve efficiency and effectiveness.
- Review the current system and give recommendations on the security of employees' records and data.
- Review and come up with recommendations on how to meet the needs and satisfaction levels of relevant stakeholders e.g. Employees, Management, Board members, Government, etc. through non-monetary interventions.

Proposal outline:

Submissions are to include the following:

- A cover letter, signed and dated, summarizing the qualifications of the Proponent's firm to engage in this project.
- An outline of the range of services the Proponent's firm can provide in view of the objectives.
- A chart/table/outline showing the appropriate elements and timing of the deliverables, and milestones. This should include continued support for the organization while implementing all recommendations.
- A summary of similar projects on which the Proponent's firm have worked, and, in particular, reviews for similar organizations or institutions.
- A profile of the consultant(s) who would be assigned to the project, and an identification of the key contact person for the engagement. A complete CV of the individuals who would be assigned to complete the intended contract will be included as an appendix to the submission.



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- An outline of fees which will include detailed information on all expenses required and all contractual information.

Proposal Submission:

Firms and Individuals interested in offering a proposal for the work, to submit PDF electronic copy of the EOI directed to the Executive Director at humanresource@mtgk.org. Submissions must be received **on or before 5:00 pm local time on 30th November 2019**. Ensure that the subject is clear with the position advertised. Only shortlisted candidates will be contacted.