

Terms of Reference (ToRs)
Consultancy for Review and Development of Operational
Manuals for the Centre for Multiparty Democracy (CMD-
Kenya)

February 15, 2021

1. Background

The Centre for Multiparty Democracy (CMD-Kenya) is a political parties-based membership organization established in March 2004. The mandate is to enhance multiparty democracy and strengthen the institutional capacity of political parties in Kenya through policy influence and capacity building. The organization provides a platform for political parties, political actors and policy makers to engage in dialogue and cooperate in strengthening multiparty democracy. CMD-Kenya works closely with political parties, political actors, strategic partners and key stakeholders in promoting social justice, political governance best practices, respect for human rights and fundamental freedoms.

2. The Consultancy

CMD-Kenya is inviting applications from qualified firms to facilitate the development of 3 operational manuals namely: **(a) Finance and Procurement Manual; (b). Office Administration Manual and (c) Human Resources Manual.** The operational efficiency of any organization is dependent upon the capability of the organization to deliver services to its people in the most cost-effective manner possible while still ensuring the high quality of its products, service and support. The world over, establishing internal control systems in organizations is critical to ensure for instance, reliability of accounting records and limiting of possible random errors. Internal control plays a direct role in influencing management performance as they are charged to provide a reasonable assurance of the reliability of financial reporting, the compliance with laws and regulations and to uphold good corporate governance. This ensures the authenticity of the content of financial reporting, and it provides a reasonable assurance to stakeholders. Key among these measures include the development and improvement of organizational operational manuals, procedures and human resource management. For this purpose, CMD-Kenya requires the services of a consultancy firm/institute to support in development of the aforementioned 3 operational manuals. CMD-Kenya will shortlist/pre-qualify a pool of consultants based on their technical capacity for a period of 3 weeks to finalize this undertaking.

3. Purpose

The purpose of hiring the services of the consultancy firm is to develop operational manuals/procedures for Financial Management, Human Resource (HR) Management and Office Administration with the aim for improved operational efficiency and effectiveness contributing towards appropriate internal controls, transparency and accountability to program participants, donors and stakeholders.

4. Objectives and Specific Tasks to be Undertaken by the Consultant(s)

The overall objective of this consultancy is to provide technical support in the review of the aforementioned manuals. The selected consultant(s) will not have to start from the scratch but to review and consolidate the available CMD-Kenya manuals. The consultant(s) is required to streamline the provided material, as well as consider credible external resources for the development of required manuals.

- a. **Human Resource (HR) Manual:** The overall objective is to review and develop a context-specific, compatible Human Resource Management (HRM) manual in line with international best practices, local laws and consolidate HR policies, procedures and practices in a single document for ease of reference, as well as include user- friendly HR related forms, templates and procedures, to meet the HRM needs of CMD-Kenya. The purpose is to enhance the HR system of CMD-Kenya in the domain of recruitment, selection and management of staff with systematic policies and procedures in place for an overall effective HR recruitment regime including staffing level, HR file, setting a grading structure, hiring of staff with clear procedures to ensure that the necessary human resources and support systems are in place for rapid and effective recruitment and mobilization at any given point. The HR policies will provide in-depth guidance on non-discriminatory and an equitable hiring process that promote gender equality and hiring of qualified staff with requisite knowledge, skills and credentials.
- b. **Financial Management & Procurement Manual:** The overall objective is to develop a Financial Management manual to streamline the financial management function of CMD-Kenya. Based on the identified gaps, the selected consultant(s) will analyze the accounting and financial management

requirements of CMD-Kenya, review and develop an appropriate financial manual to ensure proper processing, accounting, management and reporting of project funds and transactions with improved internal controls to ensure accountability to program participants, stakeholders and donors. The Financial Management Manual will include consistent and uniform accounting policies, accounting of transactions with adequate controls, guidance on authority of delegation and segregation of duties, payment, cash and bank management, documentation requirements for payment and expenses, asset management, payroll process, security for cash management etc. The manual must also include policies and procedures for overall procurement cycle, procurement thresholds, acquisition of goods/services, transport management, basic assets management and record keeping.

- c. **Office Administration Manual:** The manual will serve as a guide to assist CMD-Kenya employees in their day-to-day performance of administrative and management functions. The manual will contain instructions for completing forms, reporting relationships, procedures for requesting services, and delineates responsibility.

4. Outputs

Following are the intended outcomes, however these may vary depending upon the needs/specific assignment for which the consultant is engaged by Concern:

- a. Develop a basic understanding on the concept, scope of work and required deliverables. This can be achieved by conducting desk review of existing literature (policies/guidelines) available within CMD-Kenya and other sources.
- b. Based on the literature review/discussion, develop an outline of all the manuals and share with CMD-Kenya for review. After incorporating the received feedback (if any), share the final approved version of the outlines, specifying the contents and brief note/guidelines for each section within the manuals.
- c. Based on the approved outline, review the existing manuals and develop the manual related to HR, Finance, and Office Administration.
- d. Develop standard templates/forms/tools for each function i.e. HR, Finance, Office administration, separately attached to each manual as an appendix in easy to use and editable form. Also provide brief guidelines on how and when to fill each section of the standard templates.

5. Consultant Essential and Desirable Expertise/Experience

Essential

Consultancy Firm

- Institutional operational experience of consultancy services of at least five (5) years;
 - Previous proven work experience with NGOs relevant to similar assignment;
 - Human resource capacity of consultancy firm with available/potential staff for the proposed assignments. Staff with required credential, knowledge and skills separately for each required assignments (Financial Management, HR, Office Administration).
 - The proposed human resource must also include a staff with strong communication/reporting, editing/proof-reading skills;
- Note: CMD-Kenya reserves the right to verify the proposed staff credentials, experience and their availability to your organization.*

Staff/Human Resource for the proposed Assignment

- The proposed staff must have requisite academic qualifications, preferably postgraduate in related field. The staff proposed for finance manual must have academic qualification related to financial subjects, similarly the proposed staff for HR Manual must have HR related academic qualification, while the staff proposed for Office Administration manual must have academic qualification in related subjects.
- Previous work experience of proposed staff in similar assignments with NGOs will be given preference.

Desirable

- The proposed staff with practical experience related to the above-mention potential assignments.
- The proposed staff is gender balanced;
- Understanding of local labour laws, safeguarding requirements (organizational code of conducts), procurement rules and internationally accepted best practices and standards;
- Strong analytical skills, including legal analysis.

6. Applications

Interested consultants should send the following documents via email, info@cmd-cmd.co.ke cc: communications@cmd-cmd.co.ke, subject line “**Consultancy for Review and Development of Operational Manuals**” and it should reach **CMD-Kenya, on or before February 26, 2021**. The following documents are to be submitted:

1. Expression of Interest (EOI) – that will include
 - a. A Technical Proposal detailing the interpretation of the TORs and technical approach
 - b. A Financial Proposal indicating the daily rate (in Kenya Shillings) for reviewing and developing each manual.
2. CV(s) of staff who will be engaged for this assignment reflecting at least the academic qualification, previous relevant experience, contact number, current location etc. Each CV should not exceed four (4) pages and should be annexed in the Technical Proposal.
3. Documented evidence e.g. copy of manuals previously developed, contract award or reference letter from the clients stating scope of services and deliverables related to previously completed similar assignments (Maximum two previous related documents/sample);
4. Registration certificate of the Consultancy Firm, clearly mentioning the date of establishment.

7. Selection Process and Criteria

The EOI will be evaluated through a competitive selection process. The following overarching criteria will be followed:

- a. Consultant (s) previous similar experience;
- b. Staff skills, credential and knowledge as reflected in the EOI and CVs;
- c. Justification and suitability as reflected in the EOI;
- d. Quality and relevancy of previous work – as reflected in sample manual submitted or previous contract/reference letter submitted.