



TERMS OF REFERENCE

EMPLOYEE SKILLS ASSESSMENT CONSULTANT.

Assignment Duration: 30 days from 1st July 2023 – 30th July 2023.

Background

The Institute for Social Accountability (TISA) exists to enable citizens secure sound delivery of public services by holding their leaders to account through direct engagement. Our Mission is to help Kenyans find their voice and agency to claim their rights to services; make the Kenyan government accountable for its duties and promises; and ultimately, make the constitution a lived experience. We are committed to a Vision of Empowered citizens claiming their rights and holding service providers accountable for effective performance.

TISA began in 2008 as an organization dedicated to promoting local governance and elevating citizen voice in the provision of vital services in Kenya. Our initial focus was on evaluating how well public resources were being used to meet the real needs of target beneficiaries, and we became known for pioneering the use of social audits. After the adoption of the Kenyan Constitution in 2010, TISA gradually became more involved in advocacy for the implementation of the constitution, particularly public participation, and the protection of devolution. In the past five years under our 2018-2022 strategic plan, we have focused on deepening public participation and social accountability by building agency of target citizen groups and policy engagement. We have also initiated some local level sector focused work. In 2020 we refocused our programs under the strategic theme of Recapturing the road to devolution with our present programs falling into four categories: **The Protection of Devolution, Promoting Social Accountability, Deepening Fiscal Decentralisation and Promoting Socio Economic Inclusion.**

Objective

The Institute for Social Accountability (TISA) is in the process of developing a new strategy 2023 – 2027. Implementation strategies to systematically deliver on the aspirations have also been set out in a four-year plan. In addition, various interventions including strategic evaluation and staff engagement survey have been undertaken with a view to understand the appropriate structure and operating model as well as processes necessary to deliver on the unique mandate of TISA. This includes the need to create a conducive work environment; a place for TISA staff to thrive and do impactful work.

TISA is thus seeking the services of a consultant to undertake an employee skills assessment. The overall goal of the assessment is to attain a seamless restructuring process through establishing a fit between the complexity of positions under the new strategy and the current staff competencies as well as capability. The assessment will also inform TISA's training and development initiatives, and its succession planning efforts.

- Evaluate the job outcomes on the new organisational strategy and structure of the various departments to expedite the sourcing process for critical skills (largely from existing staff competency and capabilities).

- Conduct an evaluation of the existing individual skills within TISA and identify skills gaps vis-a-vis expected deliverables for the new jobs and positions within the organization.
- Propose a methodological approach for TISA Leadership to ensure right fit between complexity of the positions on new structures and relevant staff to fill positions based on competency and capabilities.
- Provide recommendations to address the competencies and capabilities gap, where applicable.
- Develop a training and development plan for TISA based on the assessment results.
- Assist TISA in creating a succession plan based on the assessment results.

Scope of Work

The scope of the skills assessment cuts across various disciplines including Program Management, Financial management, Human Resources management, Administration, Communications and Management Information System. The comparative skills assessment should amongst others consider the following parameters: staff education, years of relevant experience, type of contract (regular, fix term, short-term and special service).

- Reviewing TISA's new strategy to understand the skills and knowledge required by employees to achieve the strategy's objectives.
- Developing a skills assessment framework that includes tools and techniques for evaluating employees' competencies in relation to the new strategy.
- Conducting a skills assessment on a representative sample of employees, including managers, supervisors, and staff.
- Analyzing the assessment results to identify areas of strength and weakness in relation to the new strategy.
- Developing recommendations for addressing the identified gaps in skills and knowledge.
- Developing a training and development plan for TISA based on the assessment results and the new strategy.
- Assisting TISA in creating a succession plan based on the assessment results.

Deliverables

- A skills assessment framework that includes tools and techniques for evaluating employees' competencies in relation to the new strategy.
- A report that summarizes the findings of the skills assessment and identifies areas of strength and weakness in relation to the new strategy.
- Recommendations for addressing the identified gaps in skills and knowledge.
- A training and development plan for TISA based on the assessment results and the new strategy.
- Assistance in creating a succession plan based on the assessment results.

Duration of the Assignment

The assignment is expected to be completed within four (4) weeks from the date of signing of the contract. In this regard, the following are expected to be delivered within the four (4) weeks engagement:

- Weekly update report.
- Engagement with various stakeholders – End of 2nd week
- Draft Report – End of 3rd week
- Final Report – End of 4th week

How to Apply.

To apply for the above consultancy, kindly send an email to hr@tisa.or.ke with the subject 'Consultancy Opportunity – Employee Skills Assessment' by close of business Monday 26th June 2023.

This should include:

- CV highlighting your work relevant to this call.
- A financial proposal and description of how you would approach this task with anticipated deadlines for completion of tasks above i.e. a detailed methodology and workplan.
- An indication of your availability to undertake the task.