

TERMS OF REFERENCE

PROVISION OF HUMAN RESOURCE CONSULTANCY SERVICES FOR JUBILEE PARTY

1. BACKGROUND

Jubilee Party is a duly registered political party committed to effective political organization, democratic governance, institutional development, accountability, inclusivity, and effective service delivery to its members and stakeholders.

The Party operates through its national headquarters and other structures established under its Constitution and applicable laws. Its operations require competent employees, clear organizational structures, effective human resource policies, appropriate job descriptions, fair remuneration, strong performance management systems, and effective mechanisms for staff development and accountability.

As the Party continues to strengthen its institutional capacity, there is a need to review and improve its human resource management systems. The Party therefore intends to engage a qualified and experienced Human Resource Consultancy Firm to undertake a comprehensive review of its human resource function and develop appropriate systems, policies, structures, and tools.

2. PURPOSE OF THE ASSIGNMENT

The purpose of the consultancy is to provide professional human resource advisory services and support the Party in establishing a professional, efficient, transparent, equitable, and sustainable human resource management framework.

The consultancy shall assess existing HR arrangements, identify gaps and risks, recommend appropriate reforms, and develop practical HR policies, structures, systems, and tools aligned with the Party's strategic objectives, Constitution, organizational requirements, and applicable employment laws.

3. OBJECTIVES OF THE CONSULTANCY

The specific objectives are to:

- a) Review the Party's existing organizational and human resource structures.
- b) Assess current staffing levels, competencies, roles, responsibilities, and reporting relationships.
- c) Develop or review the Party's organizational structure and establishment.
- d) develop a comprehensive Human Resource Policy and Procedures Manual.
- e) Develop clear job descriptions and person specifications for approved positions.
- f) Develop an appropriate job grading and remuneration framework.
- g) Establish a performance management system for Party employees.
- h) Develop recruitment, selection, onboarding, promotion, transfer, discipline, grievance, separation, and succession management procedures.
- i) Assess staff competency and capacity development requirements.
- j) Develop a staff training and development framework.
- k) Strengthen HR governance, documentation, employee records, and reporting arrangements.
- l) Advise the Party on compliance with applicable labour and employment legislation.
- m) Develop practical HR tools and templates for implementation by the Party.

4. SCOPE OF SERVICES

The selected consultancy firm shall undertake the following assignments.

4.1 Institutional and Organizational Assessment

The consultant shall undertake a comprehensive assessment of the Party's organizational arrangements. The assessment shall review the Party Constitution, strategic plans, policies, departmental arrangements, existing organizational structure, staffing establishment, reporting relationships, and decision-making arrangements.

The consultant shall identify duplication of responsibilities, unclear reporting relationships, staffing gaps, excessive or inadequate staffing, and functions requiring restructuring.

The assessment should distinguish governance and political leadership functions from professional administrative and operational functions.

4.2 Organizational Structure Review

The consultant shall review and recommend an organizational structure suitable for the Party's present and future operational requirements.

The proposed structure shall:

- a) Define departments, units, and functional areas.
- b) Establish clear reporting relationships.
- c) Define management and supervisory levels.
- d) Promote accountability and separation of responsibilities.
- e) Support efficient decision-making.
- f) Provide reasonable spans of control.
- g) Reflect the Party's national and decentralized operations where applicable.
- h) Provide an approved staffing establishment for every organizational unit.

The consultant shall prepare a detailed organizational chart showing positions and reporting relationships.

4.3 Human Resource Audit

The consultant shall conduct an HR audit covering existing employees, positions, qualifications, experience, skills, responsibilities, contracts, remuneration arrangements, employee records, and deployment.

The exercise shall determine whether employees possess the competencies required for their respective positions.

The consultant shall identify staffing gaps, competency gaps, duplicated functions, under-resourced areas, and positions requiring restructuring.

Recommendations shall be supported by objective organizational and operational requirements.

4.4 Job Analysis and Job Descriptions

The consultant shall conduct job analysis for positions within the approved organizational structure.

Detailed job descriptions shall be prepared for every approved position and shall include:

- a) Job title.
- b) Department or unit.
- c) Reporting relationship.

- d) Job purpose.
- e) Key duties and responsibilities.
- f) Decision-making authority.
- g) Key internal and external working relationships.
- h) Academic and professional qualifications.
- i) Required experience.
- j) Technical competencies.
- k) Behavioural and leadership competencies.
- l) Key performance indicators.

The job descriptions shall provide a basis for recruitment, performance evaluation, remuneration, training, career development, and accountability.

4.5 Human Resource Policy and Procedures Manual

The consultant shall review existing HR policies where available and develop a comprehensive Human Resource Policy and Procedures Manual.

The manual shall address, among other areas:

- a) Recruitment and selection.
- b) Appointment and employment contracts.
- c) Probation and confirmation.
- d) Employee induction.
- e) Working hours and attendance.
- f) Leave administration.
- g) Employee compensation and benefits.
- h) Performance management.
- i) Training and staff development.
- j) Promotion and career progression.
- k) Transfers and deployment.
- l) Employee welfare.
- m) Code of conduct and professional ethics.
- n) Conflict of interest.
- o) Confidentiality and information management.
- p) Equal opportunity and non-discrimination.
- q) Sexual harassment prevention.
- r) Grievance management.
- s) Disciplinary procedures.
- t) Occupational safety and employee well being.
- u) Separation from employment.

- v) Retirement.
- w) Employee records management.
- x) Succession planning.

The policies shall comply with applicable employment legislation and recognized HR management practices.

4.6 Job Evaluation and Grading

The consultant shall undertake a systematic job evaluation exercise covering positions within the Party.

The exercise shall establish the relative value and responsibilities of different positions and recommend an appropriate job grading structure.

The grading framework should promote internal equity, consistency, career progression, accountability, and effective management of remuneration.

The consultant shall explain and document the methodology applied in evaluating and grading positions.

4.7 Remuneration and Benefits Review

The consultant shall review existing salaries, allowances, benefits, and other employee compensation arrangements.

The consultant shall recommend a remuneration framework appropriate to the Party's organizational structure, financial sustainability, labour market conditions, internal equity requirements, and ability to attract and retain competent personnel.

The recommended remuneration structure shall include salary grades or bands and clearly defined principles for salary progression.

Where appropriate, the consultant shall undertake relevant remuneration bench marking against comparable organizations.

4.8 Performance Management System

The consultant shall develop a comprehensive performance management framework linking individual employee performance to departmental objectives and the Party's strategic priorities.

The framework shall include:

- a) Annual performance planning.
- b) Individual performance objectives.
- c) Key performance indicators.
- d) Performance appraisal procedures.
- e) Mid-year performance reviews.
- f) Annual performance assessments.
- g) Employee performance improvement plans.
- h) Performance recognition mechanisms.
- i) Supervisor and employee responsibilities.
- j) Performance reporting arrangements.

Standard performance appraisal forms and supporting tools shall form part of the assignment.

4.9 Competency Framework

The consultant shall develop an organizational competency framework identifying competencies required at different employment levels.

The framework should address:

- a) Core organizational competencies.
- b) Technical competencies.
- c) Managerial competencies.
- d) Leadership competencies.
- e) Behavioural competencies.

The framework shall support recruitment, promotion, performance management, training, succession planning, and leadership development.

4.10 Training Needs Assessment

The consultant shall undertake a Training Needs Assessment to identify skills and competency gaps affecting employee performance.

The assessment shall examine individual, departmental, managerial, and institutional training requirements.

The consultant shall develop a structured training and capacity development plan indicating priority areas, targeted employees, recommended interventions, expected outcomes, and implementation priorities.

4.11 Recruitment and Selection Framework

The consultant shall establish transparent and merit-based recruitment and selection procedures.

The framework shall include:

- a) Identification and approval of vacancies.
- b) Preparation of job advertisements.
- c) Application management.
- d) Shortlisting criteria.
- e) Interview procedures.
- f) Candidate assessment.
- g) Reference and background checks.
- h) Appointment procedures.
- i) Employment offers and contracting.
- j) Induction and onboarding.

Standard recruitment templates, interview scoring tools, and selection reports shall be developed.

4.12 Succession Planning and Talent Management

The consultant shall develop a succession planning framework for positions considered important to the continuity of Party operations.

The framework shall identify critical positions, required competencies, potential succession risks, staff development requirements, and procedures for developing internal talent.

The framework should reduce institutional dependency on individual employees and strengthen continuity when employees leave or move to other positions.

4.13 HR Governance and Compliance

The consultant shall assess the Party's compliance with applicable employment and labour legislation, statutory requirements, employment contracts, employee records requirements, occupational safety requirements, and other relevant obligations.

The consultant shall identify compliance gaps and recommend corrective measures.

The consultant shall also propose appropriate controls to protect confidentiality, employee information, payroll information, and sensitive Party information.

5. EXPECTED DELIVERABLES

The consultancy shall produce the following key deliverables:

1. Inception Report detailing the consultant's understanding of the assignment, methodology, work plan, consultation approach, and timelines.
2. HR and Institutional Diagnostic Report presenting findings from the organizational and HR assessment.
3. Proposed Organizational Structure and approved staffing establishment.
4. Comprehensive Human Resource Policy and Procedures Manual.
5. Job Analysis Report.
6. Detailed Job Descriptions and Person Specifications for all approved positions.
7. Job Evaluation and Grading Report.
8. Proposed Salary and Benefits Structure.
9. Performance Management Policy, Framework, and Performance Appraisal Tools.
10. Organizational Competency Framework.
11. Training Needs Assessment Report.
12. Staff Training and Development Plan.
13. Recruitment and Selection Framework and supporting templates.
14. Succession Planning and Talent Management Framework.
15. HR Compliance and Risk Assessment Report.
16. HR implementation tools, forms, templates, checklists, and standard operating procedures.
17. HR Implementation Roadmap showing short-term, medium-term, and longer-term priorities.
18. Final Consolidated Human Resource Consultancy Report incorporating comments and recommendations from the Party.

19. METHODOLOGY

The consultant shall propose a detailed methodology for undertaking the assignment.

The methodology should include:

- a) Desk review of relevant Party documents.
- b) Interviews with Party leadership and management.
- c) Consultations with employees and relevant stakeholders.
- d) Staff questionnaires where appropriate.
- e) Review of existing employee records and HR documentation.
- f) Job analysis interviews.
- g) Organizational structure analysis.
- h) Bench marking against relevant comparable institutions.
- i) Validation workshops with management and relevant Party structures.
- j) Presentation of draft and final recommendations.

Consultations shall respect confidentiality, professionalism, political neutrality, and employee privacy.

7. DURATION OF THE ASSIGNMENT

The assignment is expected to be completed within approximately eight to twelve weeks from the date of contract commencement.

The consultant shall provide a detailed work plan indicating activities, responsible personnel, timelines, milestones, and deliverable dates.

Any proposed variation from the agreed schedule shall require prior approval from the Party.

8. REPORTING AND SUPERVISION

The consultant shall report to the [Secretary General/Executive Director/Chief Executive Officer/Designated Committee] or another officer designated by the Party.

The Party shall establish a technical team or steering committee to coordinate the assignment, provide required documentation, facilitate stakeholder consultations, review deliverables, and provide feedback.

All major deliverables shall require formal review and approval by the Party before acceptance.

9. QUALIFICATIONS OF THE CONSULTING FIRM

The consulting firm should demonstrate:

- a) Legal registration and authority to provide consultancy services.
- b) At least seven years of relevant experience in human resource management, organizational development, institutional restructuring, or related consultancy assignments.
- c) Demonstrated experience undertaking HR audits, organizational restructuring, job evaluation, salary reviews, HR policy development, and performance management assignments.
- d) Experience working with political parties, membership organizations, NGOs, public institutions, professional associations, development organizations, or similarly structured institutions shall be an advantage.
- e) Strong understanding of applicable labour and employment legislation.
- f) Demonstrated capacity to undertake assignments involving sensitive and confidential organizational information.
- g) Evidence of successfully completed assignments of comparable scope and complexity.

10. KEY PERSONNEL

The consulting firm should propose a multidisciplinary team comprising suitably qualified professionals.

The Team Leader or Lead HR Consultant should possess:

- a) A Master's degree in Human Resource Management, Business Administration, Organizational Development, Management, or a related discipline.
- b) A relevant Bachelor's degree.
- c) Professional HR certification and membership in a recognized professional body.
- d) At least ten years of relevant professional experience.
- e) Demonstrated experience leading HR restructuring, organizational development, job evaluation, remuneration, and policy development assignments.

The team should also include expertise in organizational development, job evaluation and remuneration, employment law, performance management, training and competency development, and HR systems.

11. CONSULTANT'S PROPOSAL

Interested consultancy firms shall submit a Technical Proposal and Financial Proposal.

The Technical Proposal should include:

- a) Understanding of the Terms of Reference.
- b) Proposed methodology.
- c) Detailed work plan.
- d) Proposed team composition.
- e) Curriculum vitae of key consultants.
- f) Relevant organizational experience.
- g) Evidence of similar assignments completed.
- h) References from previous clients.
- i) Proposed quality assurance arrangements.

The Financial Proposal shall provide a detailed breakdown of professional fees, reimbursable expenses, applicable taxes, and total consultancy cost.

12. EVALUATION CRITERIA

Proposals shall be evaluated based on the following indicative criteria:

Understanding of the assignment and responsiveness to the Terms of Reference, 15%.

Proposed methodology and work plan, 20%.

Relevant experience of the consulting firm, 15%.

Qualifications and experience of proposed key personnel, 20%.

Experience in comparable institutional assignments, 10%.

Financial proposal, 20%.

Total, 100%.

The Party reserves the right to undertake due diligence and contact references provided by bidders before contract award.

13. CONFIDENTIALITY

The consultant shall treat all information obtained during the assignment as strictly confidential.

Information relating to employees, Party leadership, organizational strategy, membership, internal operations, financial matters, political activities, and other sensitive matters shall only be used for purposes of the assignment.

The consultant and all members of the consulting team shall sign confidentiality and non-disclosure undertakings where required.

No information obtained during the assignment shall be released to third parties without prior written authorization from the Party.

14. CONFLICT OF INTEREST AND POLITICAL NEUTRALITY

The consultant shall disclose any actual, potential, or perceived conflict of interest before commencement of the assignment and throughout the contract period.

The consultant shall maintain professional independence and neutrality when undertaking the assignment.

The consultant shall not use information obtained through the engagement to advance the interests of another political party, candidate, organization, or individual.

Any conflict arising during implementation shall be immediately disclosed to the Party.

15. OWNERSHIP OF CONSULTANCY OUTPUTS

All reports, policies, manuals, organizational structures, job descriptions, frameworks, databases, templates, assessment tools, and other materials developed specifically under the consultancy shall become the property of Jubilee Party, subject to the provisions of the consultancy contract.

The consultant shall submit editable electronic versions and final approved versions of all deliverables.

16. QUALITY ASSURANCE

The consultant shall establish internal quality assurance procedures to ensure accuracy, consistency, legal compliance, completeness, and practical applicability of all deliverables.

Draft reports shall undergo internal technical review before submission to the Party.

The Party reserves the right to request reasonable corrections or revisions where submitted deliverables fail to meet agreed requirements.

17. VALIDATION AND KNOWLEDGE TRANSFER

The consultant shall facilitate validation sessions with Party leadership, management, and other designated stakeholders.

The consultant shall present key findings, recommendations, proposed HR policies, organizational structure, grading arrangements, and implementation priorities.

The consultant shall provide orientation to designated Party personnel on implementation of the HR systems and tools developed through the assignment.

18. IMPLEMENTATION ROADMAP

The final assignment shall include an implementation road map identifying:

- a) Immediate HR interventions.
- b) Actions required within the first three months.

- c) Actions required within six months.
- d) Actions required within twelve months.
- e) Responsible offices or officers.
- f) Required resources.
- g) Key implementation risks.
- h) Performance and implementation indicators.

The road map shall enable the Party to move from recommendations to implementation in a structured and measurable manner.

19. PAYMENT SCHEDULE

Payments shall be linked to satisfactory completion and acceptance of agreed deliverables.

An indicative payment arrangement is:

20% upon approval of the Inception Report.

30% upon approval of the HR Diagnostic Report, proposed organizational structure, and staffing establishment.

30% upon approval of the draft HR Policy Manual, job descriptions, grading structure, remuneration framework, performance management system, and related HR frameworks.

20% upon approval of all final reports, implementation road map, HR tools, and completion of the final validation and knowledge transfer session.

The final payment structure shall be agreed during contracting.

20. APPLICATION AND SUBMISSION REQUIREMENTS

Interested consultancy firms shall submit:

- a) Company profile.
- b) Certificate of incorporation or registration.
- c) Valid tax compliance documentation where applicable.
- d) Technical proposal.
- e) Financial proposal.
- f) CVs and professional certificates of proposed consultants.
- g) Evidence of professional memberships.
- h) Evidence of relevant previous assignments.
- i) At least three professional references.
- j) Proposed assignment methodology and work plan.
- k) Conflict of interest declaration.
- l) Any other documentation requested by the Party.

21. EXPECTED OUTCOME

At completion of the assignment, Jubilee Party should have a coherent HR management framework supported by a clear organizational structure, approved staffing establishment, comprehensive HR policies, standardized job descriptions, equitable grading and remuneration arrangements, performance

management tools, competency standards, staff development plans, and appropriate HR governance mechanisms.

The resulting HR framework should strengthen institutional capacity, employee accountability, professional administration, operational efficiency, compliance, and continuity within the Party.