

**REQUEST FOR PROPOSAL (RFP):
REVIEW OF MANPOWER
EFFECTIVENESS – PASS TRUST**

Terms of Reference

1. The Purpose

The main purpose of this exercise is to ensure effectiveness of the organisation in respect to staffing and man power. Is the size of the manpower in the organization able to propel the organization into achieving the Trust goal in the digital environment?

To carry out an independent audit/examination of the work being done and relating this to 4 basic factors –

i. Challenging the Need for the Work or duties being done:

This aspect looks at whether the work or duties being done are really needed now- and if tasks that are not needed are being done

ii. The organisational structure

Conduct an analysis of the organisation to make sure that the organisation works as per its purpose, while looking at levels of management and spans of control

iii. The number of staff needed to do that work;

This is done to ensure that the right number of staff is being deployed –not more than what is needed. It examines the amount of work (workload) being undertaken

iv. The rank or grading of the individual undertaking the work

Here the rank level or grading of the post holders are considered to make sure that they are of the right grade or rank

The KEY Concept of this Review is that, it targets the **JOB** and not the **PERSON** doing it

2. The Organisation

The Private Agricultural Sector Support (PASS) Trust was established as the project in year 2000 in order to stimulate investments and growth in private sector commercial agriculture and related sector through access to finance in Tanzania. It was registered in 2007 as an autonomous non-profit organization under the Trustees' Incorporation Act of Tanzania, founded by Government of Denmark and Government of Tanzania.

PASS vision is to be an innovative Agri finance development institution that improves the quality of life for small-scale agribusiness entrepreneurs, and a mission is to facilitate access to financial and business development services for agribusiness entrepreneurs in Tanzania.

3. Background of Consultancy

PASS Trust intends to undertake Manpower/ Human Resource Effectiveness Review in order to address two main issues

- **Implementation of the Recommendation of the TechVeloportment¹ Appraisal report.**

As part of the Danish Development initiative, the Danish Government has allocated DKK 20 million to support PASS in its endeavour to accelerate its use of digital technology in its product and service offerings in order to increase efficiency, expand its outreach and ultimately, increase its impact to the target beneficiaries.

According to the Evaluation that was done in 2018, the continued high growth levels of PASS will require new ways to raise its operational efficiency, since further expansion should not happen by establishing more branches, and an increasing work burden exists on the staff that must be contained. This would require several types of measures: The current capacity of PASS in terms of manpower and skillset would have to be addressed, including developing a human resource plan, succession plans, training, and a recruitment strategy as priorities for PASS in the near future.

- **One of the means to address the Trust performance.**

For the past two years the Trust has not performed well in its operational costs as per Management expectations and this has raised a concern to the management and the Board of Trustees. Since Manpower is one of the largest costs for the Trust, Management proposed for a Review of Manpower Effectiveness to ensure that, staff numbers are appropriate and

¹ Techvelopment – Technology in Development. The rapid advancement and drop in price of technologies such as internet and smartphones is having an tremendous impact on socio-economic development. This has lead to a new generation of tech-entrepreneurs who are delivering housing, education, electricity, healthcare, infrastructure etc. to the bottom of the pyramid — services and solutions to problems that was previously primarily the domain of large established NGO's and Governments. These new tech driven developments are collectively referred to as "techvelopment". Source: <https://techvelopment.dk/>

to help 'right size' the Trust and focus on necessary work and correctly job evaluate/grade (or rank) staff. This review will help the Trust to understand whether its HR practices help, hinder or have little impact on its business goals. The review will also help quantify the results of the department's initiatives and provides a road map for necessary changes.

4. Scope of Consultancy

The Key Objectives of the consultancy will be to

- Assesses the current capacity of PASS in terms of manpower and skillset
- To review the performance of the Trust's Departments and its relative activities in order to assess the effectiveness on the implementation of the various policies to realize the Organizational goals.
- To identify the gaps, lapses, irregularities, short-comings, in the implementation of the Policies, procedures, practices, directives, of the Trust's Departments and to suggest remedial actions.
- To suggest measures and corrective steps to rectify the mistakes, shortcomings if any, for future guidance, and advise for effective performance of the work of the Trust's Departments.
- To evaluate the Personnel staff and employees with reference to the Performance Appraisal Reports and suggest suitable recommendations for improving the efficiency of the employees.
- To evaluate the job chart of the Heads of Departments, Managers, Officers, Support staff, whether they have implemented the directives and guidelines for effective Management of their respective Departments/functional areas.

The key Tasks of this Consultancy will be to:

- Organize Project Kick-off Presentation – to ensure project awareness across the Trust
- Familiarize with the organization's business environment and strategy, operations and market context.
- Ensuring timely management of the project and implementation of all activities listed
- Review the existing HR Processes
- Develop report on Job Analysis, Job Evaluation and other task mentioned.
- Guide the Management Team (PASS Trust) on setting up standards for Business units/Departments
- Propose on right number of Human Resources needed (Proper Staffing)
- Evaluate the extent to which the Trust has values and culture
- Perform job skill, Knowledge and Skills assessment to see if they align with Job tittle.
- Evaluate Trusts Training and capacity building program, see whether they have impact in Trusts performance.

- Review and recommend a human resource plan, succession plans, training, and a recruitment strategy.
- Review the existing Organisation structure to see if it fits for the Trust Purpose

5. Deliverables

The consultant will prepare and submit a consultancy report to PASS Trust on completion of the assignment.

Comprehensive report, incorporating the aspects specified above at section four of this ToR with firm suggestions on actions required to be taken to optimize manpower. The report to also include suggestions on broad norms / parameters the Trust can refer for its future manpower positioning with specific reference of impact of changes perceived due to technology changes in the near future.

6. Key Background Documents

- PASS Trust will facilitate the consultant's access to requisite information and will provide the consultant with the necessary administrative, support for an efficient performance of the assignment.
- Human Resource Manager will work with the consultant to provide the benefits of cumulative knowledge and experience from within the Trust.

6. Duration and time line

- The consultant is expected to submit the final report within two Months (eight weeks) after award of Contract. During this period, the Consultant is expected to:
 - a) Review the strategic and operational plans and current staffing, gather information.
 - b) Gather all required information to finalize requirements.
 - c) Host consultations with Unit Heads and other staff as he/she find a need to do so
 - d) Submit weekly updates/progress reports to the HR Manager.
 - e) Submit draft recommendations for review and discussion to the Trust Management
 - f) Submit final report to the Trust's Board HR Committee
- Upon submission of the final report to the Trust's Board HR Committee, the consultant may be called upon to Make a presentation regarding process and findings and/or provide advisory services during the period of review.

7. Supervision and Guidance

The Consultant will be expected to be self-motivated and able to work independently. Supervision and support will be provided by the Executive management and the Human Resources manager.

8. Specification/Requirement

- Prior experience of conducting Manpower/HR audit or Organisation Effectiveness in at least five organizations with comparable manpower strength, out of which at least two such organizations should be Private Sector
- Prior experience of conducting Manpower/HR audit/ Organisational Effectiveness in at least to Donor funded organizations. Organisation funded by DANIDA will be an added advantage.
- Registered in Tanzania and is in compliance with all business requirements as per the Government rules and regulation in Tanzania

Submission:

Interested Consultants will be required to submit their Technical and Financial Proposals electronically as per this TOR Guidelines to the web address: <https://pass.or.tz/vacancies>

The Application must be submitted on or before 7th May 2020 at 12,00 noon East Africa Time (EAT).

For any enquiry please send email to: procurement@pass.or.tz