

TERMS OF REFERENCE (TOR)

Consultancy for Development of the MYM Human Resource Policy 2027–2029

1. Background

Mombasa Young Mothers CBO (MYM) is a women-led community-based organization working to advance the socio-economic empowerment, rights, health, wellbeing, leadership and resilience of young mothers and young women in Mombasa County. As MYM grows its programmes, partnerships and organizational systems, it seeks to strengthen human resource management and accountability. MYM therefore intends to develop and adopt a practical Human Resource Policy for 2027–2029 that reflects its structure, operational needs, values and commitment to good governance, safeguarding and staff wellbeing.

2. Purpose and Objectives

The consultancy will develop a practical and contextually appropriate MYM Human Resource Policy 2027–2029 to strengthen HR management, organizational effectiveness, staff wellbeing, governance and accountability.

- i. Review existing HR practices, systems, policies and procedures and identify gaps and priority areas.
- ii. Develop an HR Policy covering the employee lifecycle and clear HR governance responsibilities.
- iii. Strengthen transparent, merit-based recruitment, performance management and staff accountability.
- iv. Provide clear provisions for staff welfare, wellbeing, learning and professional development.
- v. Establish practical grievance, disciplinary, conflict-resolution and workplace conduct procedures.
- vi. Integrate equality, inclusion, non-discrimination, safeguarding and prevention of sexual harassment.
- vii. Ensure alignment with applicable Kenyan labour and employment requirements and provide an implementation and review framework.

3. Scope of Work

The consultant will:

- Review relevant MYM documents, including HR practices, organizational structure, strategic plan, safeguarding and financial policies.
- Consult MYM leadership, management, staff and relevant Board/Advisory representatives.
- Assess strengths, gaps, risks and priority HR needs and provide recommendations.
- Develop and submit a draft HR Policy incorporating consultation findings and applicable requirements.

- Facilitate validation with relevant MYM stakeholders and incorporate agreed feedback.
- Finalize the policy and support orientation, adoption and initial implementation planning.

The policy should cover, at minimum: HR governance and reporting; workforce planning; recruitment and selection; contracts and conditions of service; induction and probation; job descriptions and performance management; learning and development; staff welfare; leave, attendance and working arrangements; code of conduct and ethics; equality and inclusion; harassment and safeguarding; grievances and disciplinary procedures; conflict of interest and confidentiality; staff communication; occupational health and safety; staff records; promotion and succession; separation and exit processes; volunteer/intern management; remote/field work where applicable; and policy monitoring and review.

4. Key Deliverables

- Inception Report – understanding of the assignment, methodology, consultation approach and workplan.
- HR Systems/Gaps Assessment – summary of existing practices, key gaps, risks and recommendations.
- Draft MYM Human Resource Policy 2027–2029 – comprehensive draft based on findings and consultations.
- Validation Workshop – facilitation of stakeholder validation and incorporation of feedback.
- Final HR Policy 2027–2029 – approved final draft, implementation/action plan and review/monitoring mechanisms.
- Orientation and Adoption Support – brief orientation for staff and relevant governance representatives and support for formal adoption.

5. Methodology and Guiding Principles

A participatory and consultative approach will be used, including desk review, consultations/key informant interviews, HR systems assessment, benchmarking of relevant good practices, drafting, stakeholder validation, finalization and orientation. The process should produce a practical, user-friendly and inclusive policy appropriate for a growing CBO.

The work will be guided by transparency and accountability; equity and fairness; inclusion and non-discrimination; staff wellbeing and dignity; professionalism and integrity; confidentiality; safeguarding; participation; merit-based recruitment and advancement; and continuous learning and improvement.

6. Duration and Indicative Timeline

The consultancy will run for two months, with an estimated 20–25 working days. Activities will be phased as follows:

Activity	Timeline
Contracting, inception and document review	Week 1
HR assessment and consultations	Weeks 1–3
Analysis and HR gaps assessment	Week 3
Draft HR Policy development	Week 4
MYM review and revision	Weeks 5–6
Validation and incorporation of feedback	Week 7
Finalization, orientation and implementation planning	Week 8

7. Required Qualifications and Experience

- Relevant university degree in Human Resource Management, Organizational Development, Labour Relations, Business Administration, Law or related field.
- Professional qualification in Human Resource Management is an added advantage.
- At least 5 years demonstrated experience in HR policy development and organizational strengthening.
- Experience developing HR policies for NGOs, CBOs, CSOs or other mission-driven organizations.
- Good understanding of Kenyan employment and labour requirements.
- Knowledge of safeguarding, workplace conduct, staff wellbeing and organizational accountability.
- Strong facilitation, consultation, writing and analytical skills.
- Experience with youth-led, women-led or grassroots organizations is an added advantage.

8. Management, Confidentiality and Ownership

The consultant will report to the Executive Director of MYM and work with the designated management focal person. MYM will provide relevant documents and facilitate access to required stakeholders. The consultant is responsible for the quality, accuracy and timely delivery of agreed outputs.

All organizational, staff and operational information accessed during the assignment shall remain confidential and shall not be shared without prior written authorization from MYM. All documents, tools and outputs developed under the consultancy shall remain the property of Mombasa Young Mothers CBO and may not be reproduced or distributed without written authorization.

9. Application Requirements

Interested consultants/firms should submit:

- Technical proposal outlining understanding of the assignment and proposed methodology.
- Brief workplan and proposed timeline.
- Financial proposal/quotation.
- Updated CV(s) of the consultant(s).
- Evidence of relevant previous assignments.
- At least two relevant references or examples of similar work.

How to Apply

Interested candidates should submit their application documents by email to:

Email: opportunity@mombasayoungmothers.org

Copy: info@mombasayoungmothers.org

Only shortlisted candidates will be contacted for further engagement. MYM reserves the right to shortlist candidates based on the relevance of their qualifications, experience and proposed approach to the assignment.