

Terms of Reference (TOR) for the Hiring of Individual Consultant- Human Resources

Shelter Afrique is a pan-African development finance institution dedicated to investing in housing and urban development in Africa. The company provides advisory and project management services for major affordable housing projects, as well as credit lines to financial institutions to finance access to affordable housing in 44 African countries. The company has its headquarters in Nairobi with regional offices in Abidjan in Ivory Coast and Abuja in Nigeria.

1. Introduction This Terms of Reference (TOR) sets out the requirements for hiring an individual consultant to provide expert Human Resources (HR) services. The consultant will support the institution in enhancing HR strategies, policies, and processes to improve overall workforce management and organizational efficiency.

2. Objectives The primary objective of the HR consultant is to provide professional expertise in human resources management, including but not limited to:

- Reviewing and improving HR policies and procedures.
- Enhancing talent acquisition, retention, and workforce planning strategies.
- Conducting organizational assessments and recommending HR best practices.
- Providing guidance on performance management and employee engagement.

3. Scope of Work: The HR consultant will be responsible for:

1. **Recruitment and Talent Management:** Designing strategies for effective hiring, retention, and succession planning.
2. **Performance Management:** Recommending frameworks for evaluating and enhancing employee performance.
3. **Training and Development:** Identifying skill gaps and proposing training programs to enhance employee competencies.
4. **Employee Engagement:** Implementing initiatives to foster a positive work environment and enhance job satisfaction.
5. **Individual Development Plans:** Developing individual development plans in collaboration with Heads of Department.
6. **HR Digital Transformation:** Advising on HR technology solutions to streamline processes and improve efficiency.

4. Duration and Timeline The consultancy assignment is expected to last for an initial six(6) months and is subject to renewal based on performance and execution of the scope of work. A detailed work plan with specific milestones will be developed at the inception stage.

6. Qualifications and Experience The consultant should possess the following qualifications and experience:



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- A degree in Human Resources Management, Business Administration, or a related field (Master's degree preferred).
- Certified Human Resources Analyst(CHRA) or CIPD.
- Proven track record in HR consulting, policy development, and workforce management for Multilateral Development Institutions, Tier 1 Banking and Financial Services
- Strong knowledge of global HR best practices, and industry standards.
- Experience in organizational development and change management.
- Excellent communication, analytical, and problem-solving skills.
- Minimum eight(8) years of experience in HR consulting.

7. Submission Requirements Interested candidates should submit the following:

- A detailed technical proposal outlining the approach, methodology, and work plan.
- Updated CV highlighting relevant experience and qualifications.
- At least three references from previous clients or employers.
- Financial proposal detailing consultancy fees and other costs.

8. Reporting and Supervision: The consultant will report to **the Director of Human Capital** which will oversee and coordinate all activities related to the assignment.

9. Confidentiality: All information shared during the engagement shall be treated as

10. Contact Information: Interested applicants to send their details to hr@shelterafrique.org