



FSD Ethiopia

Statement of work

Request for Proposals to Redesign the Organizational Structure of FSD Ethiopia

Background

FSD Ethiopia is a development agency that aims to support the development of accessible, inclusive, and sustainable financial markets for economic growth in Ethiopia. Established in 2021, its goal is to identify the underlying causes of financial system failures, facilitate market actors to address constraints, and help build a functional and effective financial sector that generates economic gain for all Ethiopians.

With funding from FCDO and the Bill & Melinda Gates Foundation to strengthen the country's financial sector, FSD Ethiopia seeks to identify underlying causes of financial system weaknesses, facilitate market actors to address challenges, and help build an effective sector delivering economic benefits for Ethiopians across all backgrounds.

Objectives

The Consultant will assess FSD Ethiopia's (FSDE) operational, business, and functional unit development needs. This includes evaluating and overseeing the organizational structure. The structure contains an organogram and terms of reference (TORs) defining roles, decision-making authority, responsibilities, and information flows within and outside the organization.

The structure defines FSDE's components and internal/external interactions. It outlines roles, authority, and responsibilities. It also illustrates how information is controlled, coordinated, and shared. The structure should ensure FSDE's governance and operations coordinate prevention, detection, and response to program needs. It should establish accountability mechanisms to track progress and hold the organization and staff accountable for a gender perspective.

The consultant will design a structure enabling quick decision-making and coordination/communication among employees. This improves productivity and communication across teams, units, and programs. The structure should also maintain a cohesive FSD Ethiopia Office team. The consultant will learn from other FSD organizations' experiences.

Roles and responsibilities

The role:

- To conduct desk-review and engage with key informants to determine the program's needs and the most appropriate models for its context. Undertake organizational assessments to identify areas for improved performance, culture, or structure.
- To review the organizational structure and provide guidance on specific human resource issues, such as managerial authority and responsibilities.

Responsibilities:

1. Identify and interview key informants. Develop interview questions and protocol.
2. Conduct interviews to determine desired organizational structure and key areas of focus. Areas include:
 - Barriers to developing or revising the current structure
 - Previous structures that worked well and why
 - Current gaps in the structure
3. Assess communication and decision-making processes within the organization.
4. Evaluate resource allocation including human resources across departments.
5. Examine the organization's ability to adapt to changes in external environment, technology, donor requirements, and industry best practices.
6. Benchmark the organization's structure against peer organizations. Analyze data and create reports to identify trends and opportunities for improvement.

7. Benchmark gender-responsive practices against peer organizations and document best practices.

Required qualifications:

- Bachelor's/Master's degree in organizational development, human resources, business administration, or related field
- 10+ years' experience in organizational development, preferably in financial sectors
- Expertise in skills development and capacity building.
- Experience with international NGOs in similar operations
- Proficiency in office and business administration software

Required skills and knowledge:

- Familiar with the approaches and mechanisms for delivering FSDs in other countries.
- Having a very good understanding of organizational behavior and development theories, change management, and employee engagement.
- Having strong analytic and critical thinking skills and the ability to analyze data and manage time
- Identifying patterns and trends, with effective communication skills, excellent leadership development, and collaboration skills.
- Strong skills in conflict management, coaching, and mentoring.
- A very good understanding of the Ethiopian financial sector and institutions
- Having extensive knowledge of skills development and capacity-building strategies.
- Having advanced proficiency with various data analysis software and project management skills.

Expected Deliverables

- Prepare the inception report and present it to management. Submit a final inception report incorporating inputs.
- Draft an organizational structure based on stakeholder engagement, the program, and best practices.

- Facilitate engagement sessions and validation workshops to obtain stakeholder views on the proposed organizational structure. Incorporate feedback and develop a near-final draft for review and approval.
- Prepare a final, comprehensive report indicating findings such as redundancies in the current structure, additional resource requirements, and inefficiencies in the current structure/workflow for management's review. Include proposed changes to reporting lines, departmental reorganization, and potential resource allocation.
- Propose recommendations and an implementation guide where necessary to enhance the organizational structure and align it with the FSD E program.
- Develop an implementation plan outlining the steps and timelines for executing the recommended changes, including responsible persons for implementation.
- Prepare relevant engagement materials (e.g., handouts, power points) for different stakeholder groups like the Board, employees, and management.
- Deliver reports in hard and soft copies

Period and Post of assignment

The consultant will perform the consultancy assignment within a maximum of one month, starting from the date of contract signing. The consultancy assignment will be expected to be held in the Addis Ababa FSD Office in Ethiopia.

Reporting

The service provider will report on all activities to the FSDE CEO and HR and Admin manager. Reports can be submitted either via email or on paper, depending on the level of detail required.

How to apply:

Interested applicants are invited to submit the following application materials via email to bids@fsdethiopia.org:

- Cover letter expressing interest in the position
- Current curriculum vitae or resume highlighting relevant experience and qualifications

- Financial proposal outlining your proposed fees and payment schedule for the scope of work
- Contact information for three professional references

The subject line of the email submission should read "Application for Organizational Structure Consultancy."

Female candidates are highly encouraged to apply. Only shortlisted candidates will be contacted.

Applicants must have the legal right to work in Ethiopia for the duration of the consultancy. Questions about the position can be directed to bids@fsdethiopia.org.

The deadline for all applications is July 30, 2024 at 3:30 PM. Late applications will not be considered. The candidates expected to submit their financial and technical proposal separately.

Note: FSD Ethiopia is an equal opportunity employer and welcomes applications from all backgrounds.