

Terms of Reference

Organisational Development Consulting Firm Skills Audit & Job Restructuring

About Zizi Afrique Foundation

Zizi Afrique Foundation (ZAF) is a not-for-profit organization committed to improving learning outcomes for children and youth furthest behind. ZAF works at the intersection between evidence, policy, and practice, and uses research as a pathway toward improving public education system. ZAF's areas of focus include values and life skills, foundational literacy and numeracy, parental empowerment and engagement, whole child development and technical and vocational education. ZAF envisions a world where all children and youth learn and thrive. We contribute to the nurturing of a generation of children and youth who are well-equipped with the skills for learning, skills for living and skills for working. ZAF's mission is to consolidate evidence, innovate solutions through collaborative networking, and shape policy and practice to equip children and youth with competencies they need for life and work.

About the consulting firm

To support the successful implementation of its **new 2026–2040 strategic plan**, Zizi Afrique Foundation seeks to engage a consulting firm to lead a comprehensive organizational development process. This assignment will focus on three key components: conducting a skills audit to assess existing staff competencies and identify capacity gaps; reviewing and revising job descriptions to reflect evolving roles aligned with strategic priorities; and advising on job restructuring to enhance organizational efficiency, agility, and performance.

The consultancy is expected to bring strategic insights and practical solutions that align HR processes and structures with the organisation's future direction. The ideal partner will demonstrate strong expertise in human resource management, organizational design, and change management. Their recommendations will be instrumental in ensuring that Zizi Afrique is equipped with the right talent, structures, and systems to deliver on its mission in the coming strategic period.

Objectives of the Consultancy

The consultancy aims to:

- **Conduct a comprehensive skills audit** to assess current staff competencies, identify capacity gaps, and map existing capabilities against the organization's strategic and operational needs.
- **Review and revise job descriptions** to accurately reflect current roles, responsibilities, required qualifications, and performance expectations in line with industry standards and Zizi Afrique's evolving priorities.
- **Advise on job restructuring** to streamline functions, eliminate role overlaps, enhance workflow efficiency, and ensure optimal alignment with the new 2026–2040 strategic plan.
- **Develop a targeted capacity-building plan** to address identified skills gaps and strengthen team capabilities.

Scope of Work & Deliverables

Zizi Afrique is undertaking a strategic exercise to realign its organizational structure, workforce, and talent strategy with its long-term vision and evolving programme ambitions. This process is intended to ensure that the organization is optimally positioned to deliver on its strategy through a structure that is responsive, collaborative, and future fit.

Strategy Interpretation

This deliverable focuses on translating Zizi Afrique's strategic ambition into a fit-for-purpose organizational structure that enables effective delivery. This exercise will be conducted internally by the Zizi Afrique team, drawing from the new 2026-2040 strategy document, leadership input, and organizational analysis. The resulting output will be shared with the consulting firm to inform further technical review, role refinement, and change management planning. It includes:

- **Interpretation of strategy into structure:** Analyzing how the organization must be structured to deliver on its vision, mission, and new strategic objectives; defining the core functional pillars and their interdependencies.
- **Clarifying strategic ambition:** Understanding Zizi Afrique's intended direction and outcomes, and shaping a structure that is responsive, scalable, and aligned with the organizational theory of change.

- **Alignment of strategy to structure:** Ensuring that each structural component directly supports a specific strategic pillar, programme, or cross-cutting objective, minimizing gaps and overlaps.
- **Mapping the current structure to the proposed one:** Conducting a side-by-side comparison of the existing and proposed structures, highlighting shifts, consolidations, redundancies, and new requirements.

Deliverable 1: Inception Report

The Inception Report will be a foundational deliverable that sets the direction for the entire assignment. It will provide a clear and detailed outline of the consulting firm's understanding of the assignment, the proposed methodology, and a comprehensive work plan and timeline for delivery. Specifically, the report will include:

- A refined interpretation of the scope of work, reflecting initial consultations with Zizi Afrique and alignment with strategic priorities;
- A detailed methodological approach, outlining how the firm intends to carry out the various components of the assignment; such as organizational structure analysis, job mapping, skills audits, and recruitment planning;
- A stakeholder engagement plan, detailing how key internal stakeholders (e.g. leadership, line managers, staff) will be consulted, involved, and updated throughout the process;
- Clear data collection methods, including tools for interviews, document review, staff consultations, and validation of findings;
- A realistic and sequenced timeline, showing key milestones, deliverables, and decision points;
- Any assumptions, dependencies, or risks that may affect the successful delivery of the assignment, along with proposed mitigation strategies.

Deliverable 2: Skills Audit and Workforce Alignment:

This deliverable entails a comprehensive review of Zizi Afrique's existing human capital, with the goal of aligning available talent to the new organizational structure and identifying critical skills gaps. It will include:

- A thorough audit of existing staff skills and competencies, documenting what capabilities the organization currently possesses.
- One-on-one staff interviews to assess technical skills, functional expertise, and individual interests or aspirations, forming the foundation for accurate placement and development planning.
- Matching existing staff to the newly defined job roles, using a competency-based approach to determine best fit and optimize internal placement.
- Placing staff into roles within the new structure where alignment exists, ensuring clarity on job expectations and reporting lines.
- Identifying gaps where the organization lacks the necessary skills or capacity to deliver on strategic goals; indicating where new talent needs to be hired or where redundancies may need to be considered.
- A complete set of updated and standardized job descriptions for all positions within ZAF, aligned with the 2026–2040 strategy, HR best practices, and Kenyan labour law.
- A comprehensive report detailing:
 - Competency mapping across departments and functions
 - A clear analysis of skills surpluses and shortages
 - Evidence-based recommendations for capacity strengthening, re-skilling, recruitment.

Deliverable 3: Organizational Structure Operationalization (Organogram) and Job Alignment:

This deliverable entails the translation of the proposed organizational structure into a functional and implementable format. It will include:

- i. A clear interpretation of the revised structure, presented as a detailed organogram that visualizes functional groupings, reporting layers, and collaboration pathways.
- ii. The transformation of the structure into defined job roles, ensuring alignment with strategic priorities, operational needs, and Zizi Afrique's collaborative working posture.
- iii. A comprehensive list of up to 70 rationalized job roles, reflecting a lean, efficient, and agile organization. The roles will be clearly categorized (e.g. strategic, technical, operational, and support) to guide resourcing and planning.
- iv. The alignment of reporting lines, with clear documentation of supervisory relationships to support accountability, clarity in performance management, and streamlined decision-making.

Deliverable 4: Support Staffing Alignment:

This deliverable supports the implementation of staffing changes arising from the new organizational structure and skills audit, with a focus on clear communication, and fairness. It includes:

- Presentation of findings to the Executive Team to inform internal decision-making and guide next steps in staffing alignment.
- Presentation to the Board of Directors for discussion and approval of recommendations related to staffing changes, placements, and/or new recruitment.

- Support in communicating with current staff, including guidance on how to provide transparent and compassionate feedback on placements, development opportunities, or transition pathways; ensuring staff feel supported and informed throughout the process.
- Facilitation of contract renewals for existing staff whose roles remain relevant and aligned to the new structure, with a focus on January 2026 renewals.
- Development of job advertisements for newly defined or vacant roles based on the approved structure and skills needs, ensuring alignment with Zizi Afrique's employer brand and inclusive hiring practices.
- Support the recruitment process, including advertising, shortlisting, interview planning, and onboarding, to ensure seamless integration of new staff into the organization.

Deliverable 5: Documentation and Knowledge Transfer

The consulting firm will be required to submit:

- Document the full process followed during the assignment, including key steps, decisions, tools used, and stakeholder engagements.
- Highlight lessons learnt; what worked, what could be improved, and practical recommendations for future similar exercises.
- Develop a Standard Operating Procedure (SOP) for strategy interpretation to ensure the process is replicable, institutionalised, and easily transferable to future teams or consultants.

Duration

The assignment is expected to start from **5th August 2025** and will be completed on **30th April 2026**.

Consultant Qualifications & Experience

The ideal firm should meet the following qualifications and experience criteria:

- Demonstrated institutional expertise in conducting HR audits, skills assessments, organizational design, and job evaluations, with a strong portfolio of similar assignments; preferably within the non-profit or international development sector.
- A multidisciplinary team with strong credentials in Human Resource Management, Organizational Development, Change Management, or closely related disciplines.
- The firm must include among its core team members certified HR professionals, accredited by recognized bodies such as IHRM, SHRM, or CIPD, as a key requirement.
- Proven understanding of NGO operations, governance frameworks, and strategic planning processes, particularly within the African context.
- Strong capacity in analysis, report writing, and presentation, with a demonstrated ability to synthesize complex organizational issues into clear, actionable recommendations.
- Proven ability to design and facilitate inclusive, participatory processes, engaging a range of stakeholders across departments and leadership levels.
- Previous experience supporting non-profit organizations, especially those in the education, youth development, or social impact sectors, will be considered an added advantage.

Reporting & Oversight

The consultant will report to the Chief Operating Officer (COO). Regular updates and debriefing sessions will be scheduled throughout the assignment.

Proposal Submission Requirements

Interested consulting firms are invited to submit a comprehensive proposal comprising both a narrative and a financial component as outlined below:

A) Narrative Proposal (Maximum 4 pages)

The narrative proposal should include:

- A brief profile of the consulting firm, highlighting relevant qualifications, experience, and key personnel.
- A clear understanding of the assignment, including the consultant's interpretation of the scope and objectives.
- A proposed approach and methodology for delivering the assignment, including facilitation strategies, staff engagement mechanisms, and outputs, will be documented.
- A summary of at least two recent assignments of similar scope, preferably within the non-profit or development sector. Please attach two references (with contact details).
- The expected Level of Effort (LOE) and proposed timeline for completing the assignment.

B) Financial Proposal

The financial proposal should be submitted in Kenyan Shillings (KES) and in MS Excel Format with formulars. The proposal should include the following:

- Mandatory: Show costs per deliverable
- A detailed breakdown of all costs, inclusive of consultancy fees, taxes, and any associated costs.

How to apply

Interested consultants are invited to submit both a **narrative and financial proposal** for this assignment. Submissions should be sent via email to jobs@ziziafrique.org, clearly indicating "**Organizational Development Consulting Firm; Skills Audit & Job Restructuring**" on the subject line. Only shortlisted firms will be contacted. All proposals should be submitted **no later than 30th July 2025 at 5.00 pm**.

Applications will be reviewed on a rolling basis and the role will be filled as soon as we find a suitable firm to deliver the work.

Zizi Afrique Foundation is an equal opportunity employer and encourages submissions from diverse applicants with a passion for driving change and advancing organizational development.