TERMS OF REFERENCE – ORGANIZATIONAL DEVELOPMENT REVIEW, EVALUATION AND PROPOSAL OF ARO NEW STRUCTURE

I. Background

IPPF Africa Regional Office (ARO) is a Sexual and Reproductive Health and Rights (SRHR) international organization operating in 42 countries in Sub-Saharan Africa Region through Member Associations which are locally owned and globally connected. As one of the secretariats of federation, IPPF ARO is committed to the IPPF global Strategic Framework 2016-2022 translated through 4 Outcomes, 8 Priority Objectives and 16 Expected Results.

Since the adoption of IPPF Strategic Framework 2016-2022, IPPF Africa Regional Office (ARO) is implementing a transitional organizational structure which after three years has generated some organizational gaps that undermine the performance of the Africa Regional Office. These gaps include issues related to some core staff relocated to a number of countries, lack of cohesion and synergy between the departments and the teams, difficulty to effectively monitor and supervise some relocated staff and issues related to relocated staff security and communication.

Knowing that a healthier organization structure is able to allow any organization to survive perform during challenging times, IPPF ARO management would like to gather enough insights about the transitional organization structure in order to be able to create a new momentum underpinned by a clear organizational pathway to improve the performance of the office to operate with maximum efficiency.

IPPF ARO seeks to engage the services of a reputable and technically qualified individual or firm with extensive expertise in organizational development and management of people to undertake an independent organization development evaluation.

II. Objectives

IPPF Africa Regional Office would like to solicit proposals from interested individuals or firms to review and evaluate the current organizational development approach and structure of IPPF ARO. The review process must include an initial step allowing the interested individual or firm to gain sufficient understanding of who is IPPF and what IPPF does so that they could determine what organisational structure will best fit with the federation’s trajectory.

Upon completion of this review and evaluation, the results will be shared with the management and human resources to develop a new suitable structure for IPPF ARO.

III. Scope of Assignment

The selected service provider will work closely with the Regional Director, the Senior Management and Human Resources teams. IPPF ARO will provide the service provider with
all relevant documentation, contacts for stakeholders and relevant information to provide insight into the current organisational structure.

Furthermore, the interested individuals or firms should:

- Review the existing organisational strategic documents and advise the ones identified as relevant;
- Review the current structure, job descriptions, grades and make recommendations for a new or improved structure with roles that are aligned with IPPF Strategic Framework and directions;
- Review staff relocation approach implemented by IPPF ARO and gather lessons learned from this initiative;
- Propose a relocation program and structure that complies with IPPF procedures, management systems and needs, to ensure effectiveness and performance;
- Propose functions and mandate for new teams and positions, including job-descriptions and needs that are aligned with IPPF strategic framework;
- Conduct a skills gap analysis as well as identify current capacity which can be up skilled to deliver on new functions, and additional skills needed to deliver the strategy and regional program;
- Develop a draft transition plan and budget for the support needed during the transition period.

IV. Methodology

The selected service provider should use a participatory and consultative approach in ways that engage all members of ARO departments and units. It is also expected that this will include on-going discussion with the IPPF ARO Regional Director and Senior Management Team. The selected service provider will convene team meetings remotely and in person, as possible.

The aim of IPPF ARO is that by the end of the consultancy, ARO will have clear recommendations in terms of organisational development that will help the office to operate more efficiently. The service provider should be keen to conduct a practical exercise in pointing out tangible solutions aligned to IPPF Strategic Framework and the African context, rather than a theoretical exercise in preparing a plan.

V. Deliverables

The service provider will be accountable for the following deliverables

- **An Inception Report**: The inception report should be prepared by the service provider before embarking on a fully-fledged review exercise of IPPF ARO organisation development evaluation. The inception report will detail the service provider’s understanding of what is being reviewed, evaluate and why, as well as proposed methods, tools, sources of data and procedures intended to answer each aspect of the review. The inception report should also include a proposed schedule of tasks, activities, timeline, deliverables and key issues. The inception report shall not exceed 5 pages.
- **A Draft Report**: The service provider will deliver a draft report within the indicative assignment timeframe. The draft report should not exceed 30 pages. IPPF ARO will provide inputs to the report, through both consultative meetings and physical reviews. The report must include the proposed organisational structure, job evaluation, job grading in line with the new direction of IPPF and the relocation program.
- **A Final Report**: The service provider will deliver a final report to IPPF ARO, within the agreed timelines. A transition plan and budget from the current organisational structure
to the proposed organisational structure as well as the relocation program must be submitted together with the final report.

VI. Qualification

The lead consultant should have at minimum a master's degree in Management Studies, Organisational Development or a related field, with:

- At least 10 years demonstrated knowledge and experience in conducting and facilitating organisational restructuring, including feasibility studies and sustainability modelling, for NGOs in the African context;
- Ability to conduct strategic reviews, develop job descriptions and organisational structures to align to the strategy of organisations (national, regional and international);
- Experience with Change Management processes in an organisation working with remote staff;
- Knowledge and experience in using participatory approaches and innovative techniques, with organisational leadership;
- Well-versed in Human Rights, SRHR, HIV prevention and GBV programming and operations;
- Fluent in English; French will be a strong advantage;
- Excellent writing and presentation skills (all required reports shall be written in English).

VII. Implementation timeframe

The completion of this work is expected to take a maximum of 30 working days following the signing of the contract, spread over a period of approximately 2 months, from March – April 2020.

VIII. Application process

Application must include a cv and a supporting letter as well as a financial offer and must reach the IPPFAR HR office at hroffice@ippfar.org by 28th February 2020. Please note that we are unable to respond to applicants who have not been selected for interview.