

We Can Work

TERMS OF REFERENCE CONSULTANCY SERVICES

Organizational Structure and Policies Review and Development

Date: 27 November 2025



1. Introduction

The African Disability Forum (ADF) is the continental organization of organizations of persons with disabilities (OPDs) in Africa. ADF's mission is to secure the rights and inclusion of all persons with disabilities in Africa, by building a stronger, more united and effective African disability movement and voice of persons with disabilities and their families. Currently, ADF has 49 National Federations of Organization of Persons with Disabilities, ten continental and four sub-regional OPDs. ADF has developed its Strategic Plan (2024-2028) which includes a key strategic objective of strengthening the capacities of both its members and ADF.

2. Background

Since 2020, ADF has been working in more than 15 countries across Africa, implementing high-quality programmes (around 10 projects) that deliver long-lasting benefits for persons with disabilities. The organisation has grown rapidly, expanding from two staff members in 2020 to 29 staff in 2025. Team members are based in various countries across Africa and collaborate with ADF members, who are the direct implementers of the projects at the national level. It is therefore important to establish a core structure that ensures quality programming while maintaining a balanced approach to supporting both programme implementation and the 2024–2028 strategic plan. <https://africandisabilityforum.org/resources/>.

As a growing organisation, ADF has developed various policies. However, some policies require revision to incorporate implementation and operational plans. The Human Resources, Risk Management, Grant Management, Safeguarding, Code of Conduct, Fraud, Bribery and Anti-Corruption, Equal Opportunity, and Reasonable Accommodation (Personal Assistance - PA) policies need updating, while the Emergency and Security policy and the Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH) policy still need to be developed.

ADF would like to engage a consultant to examine the overall robustness (strengths and weaknesses) of the current organizational structure, review existing policies, and develop new policies. This includes formulating clear recommendations and an actionable implementation plan aimed at strengthening ADF into a fully functional and dynamic organization.

3. Objectives

The consultancy objectives are the following:

- To Review the ADF organizational core structure considering the updated 2024-2028 Strategic Plan, the current project and the competencies needed to deliver it and recommend an adequate structure to its mandate and program/project implementation.
- To review the HR and Remuneration and Benefits, Risk management, Safeguarding, Grant management, Code of Conduct, Fraud, Bribery, anti-corruption, Equal

opportunity, reasonable accommodation - PA policy and recommend implementation plan.

- To develop the Protection of Sexual Exploitation, Abuse and Harassment (PSEAH), Security and Emergency management policies including tools and protocols for reporting, investigation among others.

4. Scope of Work

The consultant will work closely with the ADF Senior Team members throughout this mission. ADF will provide the Consultant with all relevant documentation, stakeholder contacts, and any additional relevant information to undertake the work.

5. Methodology

The consultant will adopt a participatory, results-driven approach to ensure that the organizational structure and HR policy are practical and responsive to ADF's needs. The assignment will begin with an assessment of the current staffing structure and a review of the existing policies followed by consultations with key staff to identify gaps and priorities. Based on the findings, the consultant will develop relevant recommendations, develop supporting tools and implementation plans for revised policies, and new policies.

6. Deliverables

- **An Inception Report:** The inception report should be prepared by the Consultant before embarking on a fully-fledged review exercise. The inception report will detail the Consultant's understanding of what is being reviewed and why, as well as proposed methods, tools, sources of data and procedures intended to answer each review question. The inception report should also include a proposed schedule of tasks, activities, timeline, milestones, deliverables and key issues. The inception report shall not exceed 5 pages.
- **A Draft Report:** The Consultant will deliver a draft report within the indicative assignment timeframe. ADF will provide inputs to the report, through consultative meetings. The report must shed light on the:
 - ✓ **Current Organisational structure:** An assessment of staffing and roles, evaluating the alignment between positions, position holders, and the organization's needs, taking into account the ADF Strategic Plan and current and potential project implementation.
 - ✓ **HR and Remuneration & Benefits Policies:** Review of existing policies.
 - ✓ **Policy Review and Development:** Review and development of policies, including an actionable implementation plan.

- **A Final Report:** The Consultant will deliver a final report to ADF, incorporating feedback from the ADF team, within the stipulated timelines. The report should include an action plan that ensures adequate and realistic implementation.

7. Qualifications

The consultant should have a strong understanding of organizational change and development as well as experience working within the disability sector in Africa, including networks and forums. The consultant should also possess the following qualifications and experience:

- Master's degree in Management Studies, Organizational Development, or related field.
- At least 10 years of experience in organizational development, Organizations of Persons with Disabilities, networks, and sustainability modeling for NGOs.
- Ability to conduct strategic reviews and assessments in organizational structure, human resources, and policy development, including the formulation of implementation plans.
- Proven experience in applying participatory approaches and innovative techniques to enhance organizational leadership and effectiveness.
- Excellent analytical and report writing skills
- Fluency in written and spoken English.

8. Timeline

The consultancy will take place virtually during the months of December 2025 and January 2026 and should not exceed 45 days.

- Key milestones and deadlines to be agreed upon during inception

9. Submission of the proposal

- Interested applicants are encouraged to submit a response to the terms of reference articulating their proposed understanding, methodology, capacity statement, timelines and CVs of the proposed experts and the budget, by close of business (5:00PM EAT) on December 8th, 2025. Please add a track record of your previous work and two references that ADF can contact. The consultant shall submit one original technical proposal, and one original financial proposal addressed and emailed to jobs@adf-secretariat.org, with the subject line: *Policy Development Consultancy*. Please note this assignment doesn't entail travel.

10. Bid opening

Bids shall be opened by ADF evaluation team after the closing date and only the preferred tenderer shall be notified via email from ADF.

11. Proposal evaluation

A two-stage procedure shall be adopted in evaluating the proposals. The technical evaluation shall be carried out first, followed by the financial evaluation.

12. Technical evaluation

The technical criteria and maximum number of points under each criterion are:

Criteria	Maximum Points
General qualifications of the Consultant	10
Experience in the area of disability, OPD	10
Women with disability or Women with disability led organization	5
Experience in organisation structure development/review and policies development	20
Technical approach and methodology	15
Work plan for completing the tasks	10
Total Points	70

Price Component	Currency (USD)	Total Amount

The evaluation committee, after determining whether the financial proposals are complete and without computational errors, shall check the total quotation. Price shall be in USD. The financial proposals shall be ranked in order with the lowest proposal ranked first. Bid prices shall be valid for a period of 60 days from date of submission of the proposals.

To determine financial scores for each proposal, the lowest priced proposal shall be given a financial score of 100, and other proposals shall be given a score proportionate to this, by application of the following formula:

$S_f = 100 \times F_m / F$ in which:

S_f denotes the financial score of the proposal under consideration;

F_m is the price of the lowest price proposal that passed the technical evaluation;

F denotes the price of the proposal under consideration.

13. Mode of Payment

The contract payment shall be as indicated below:

- a) 10 percent of the agreed amount upon signing of the contract agreement
- b) 90 percent after completing all the tasks and Approved by ADF