



ECOWAS COMMISSION
COMMISSION DE LA CEDEAO
COMISSÃO DA CEDEAO

TERMS OF REFERENCE

FOR

**THE RECRUITMENT OF A HR CONSULTING FIRM
TO CONDUCT JOB EVALUATIONS & REVIEW OF THE
ORGANOGRAM OF ECOWAS INSTITUTIONS.**

November 2024

1. Background

Created on 28 May 1975, the Economic Community of West African States (ECOWAS) is a regional intergovernmental organization formed by the following fifteen (15) Member States: Benin, Burkina Faso, Cape Verde, Côte d'Ivoire, The Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo. Its Headquarters is in Abuja, Nigeria and its official working languages are English, French, and Portuguese.

The Economic Community of West African States (ECOWAS) Commission is committed to continuously enhance the efficiency, effectiveness, and cost-effectiveness of its operations. To better align its organizational structure with strategic objectives, ECOWAS Commission seeks to engage an experienced HR consulting firm to conduct a comprehensive job evaluation and review of its current organogram and that of its Community Institutions. The initiative aims to standardize job roles, clarify reporting relationships, establish an equitable grading structure across the Community Institutions, eliminate redundancies, and ensure the organization is well positioned to achieve its mission/mandate.

2. Objective

The main objective of this consultancy is to engage a reputable HR consulting firm to conduct a thorough review of the ECOWAS Institutions. The Firm will identify opportunities to merge similar functions, eliminate redundant roles, and propose a revised organogram that is streamlined, efficient, and cost-effective. Additionally, the consulting firm will work closely with the ECOWAS HR team to build their organizational restructuring and management capacity.

The specific objectives of this assignment are as follows:

- i. Conduct a detailed evaluation of all existing job roles within ECOWAS Institutions and Agencies.
- ii. Identify competencies, responsibilities, and skill requirements for each role.
- iii. Establish a standardized grading and classification system based on job complexity and value.
- iv. Review the current organizational structure to assess effectiveness and efficiency.
- v. Develop an updated organogram that clarifies reporting lines, decision-making structures, and departmental relationships.
- vi. Provide recommendations for any necessary changes to align with the strategic vision of ECOWAS.

3. Scope of Work

The scope of service for the selected HR consulting firm will be as follows:

3.1. Inception Phase

- Engage key stakeholders to understand the current organizational structure, strategic objectives, and specific needs.
- Set up a preliminary communication and reporting plan to ensure transparent updates throughout the project lifecycle.
- Review existing documents, including the current organogram, job profiles, and relevant policy documents.

3.2. Data Collection and Analysis

- Collect detailed information on current job profiles and roles within the ECOWAS Commission and its community institutions.
- Conduct interviews and focus group discussions with staff and management to gather insights on the functionality and efficiency of the current structure.
- Establish guidelines for identifying roles to be merged, streamlined, or eliminated based on function, skill overlap, and strategic value.
- Anchored on the data collected, identify preliminary insights on potential redundancies, overlapping functions, and alignment with strategic objectives.

3.3. Proposing a Revised Organogram

- Develop a draft revised organogram based on the analysis.
- Ensure the proposed structure aligns with the strategic goals of ECOWAS and promotes operational efficiency.
- Provide a detailed rationale for the proposed changes, including the benefits of each change.

3.4. Capacity Building

- Work collaboratively with the ECOWAS HR team throughout the consultancy process.
- Provide training and capacity-building sessions to the HR team on organizational restructuring, job analysis, and management.
- Equip the HR team with the necessary tools and knowledge to maintain and continuously improve the revised organogram.

3.5. Validation and Finalization

- Present the draft revised organogram to the ECOWAS management and relevant stakeholders for feedback.
- Incorporate feedback and finalize the proposed organogram.
- Develop a comprehensive implementation plan for the new organogram, including a timeline and steps for transitioning to the new structure.

4. Expected Deliverables

The HR consulting firm will deliver the following:

- i. Inception Report - Including a detailed work plan and methodology.
- ii. Data Collection Report - Summarizing the findings from interviews, focus group discussions, and document reviews, including the methodology for data collection, analysis and processing.
- iii. Draft Revised Organogram - With detailed explanations and justifications for the proposed changes.
- iv. Final Revised Organogram - Incorporating feedback from stakeholders.
- v. Implementation Plan - Outlining the steps and timeline for transitioning to the new structure.
- vi. Capacity Building Report - Detailing the training sessions conducted and the outcomes achieved.

5. Required Qualifications

5.1. The consulting firm should have the following qualifications:

- Proven experience in organizational restructuring and HR consulting, particularly with international or regional organizations.
- A solid understanding of the operational and strategic context of ECOWAS and similar institutions.
- Demonstrated experience in capacity building and training for HR teams.
- Organisational development and structure expertise
- Technology and data analysis tool proficiency
- HR talent management Knowledge

5.2. Experts' Qualifications and Experience

Expert no. 1: Team Lead

- a. Required qualification:

- **Master's Degree** in Human Resources Management, Organizational Development, Industrial/Organizational Psychology, Business Administration (MBA) or other relevant field.
- b. Relevant consulting experience: 12 years of experience in HR consulting, with strong organisational restructuring and design.
- 7+ years of experience leading a team of consultants, overseeing strategic HR initiatives, and ensuring the delivery of high-quality HR solutions to clients.
 - Proven experience in leading teams and managing multiple HR consulting projects, including strategic HR planning, job evaluation, talent management, or compensation analysis.
 - Substantial experience in client management or stakeholder engagement, ensuring client needs are met and expectations are managed.
 - Experience working with public sector, multinational or regional organisations.
- c. Completion of at least five (5) assignments of a similar nature.

Expert no. 2: Expert in Job Evaluation

- a. Required qualification:
- **Master's Degree** in Human Resources Management, Organizational Development, Industrial/Organizational Psychology or other related field.
 - Specialized Job Analysis and Job Evaluation Training is highly desirable, particularly courses that cover industry-standard evaluation methods.
- b. Number of years of experience required: 10 years of experience in HR roles.
- 5+ years of experience in HR roles focused on job analysis, job evaluation, and/or compensation consulting.
 - Experience with job grading and classification systems and familiarity with common methodologies (e.g., point-factor systems, ranking, factor comparison, or market pricing).
 - Hands-on experience in conducting job analysis, drafting job descriptions, and aligning positions with organizational structures and strategic goals.
 - Proven track record in collaborating with managers and employees at various levels to gather job-related information and communicate findings.
 - Experience in organizational design, restructuring, or reorganisation of projects where job roles and structures are evaluated to align with organisation goals
- c. Completion of at least three (3) assignments of a similar nature.

Expert no. 3: Organogram Expert

- a. Required qualification:
 - **Master's Degree** in *Organizational Development, Industrial/Organizational Psychology, Human Resources Management, or an MBA with a focus on organizational design, or in related field.*

- b. Number of years of experience required: *10 years relevant experience*
 - *5 years of experience in organizational design, human resources, or management consulting, with a focus on structuring departments, teams, or roles.*
 - *Proven experience in analyzing and creating organograms or restructuring departments to improve workflow, efficiency, and alignment with organisation's goals.*
 - *Experience in developing job hierarchies, reporting structures, and role alignment with organisational goals.*
 - *Experience in collaborating with senior leaders to understand strategic objectives and translating them into optimal organizational structures.*

- c. *Completion of at least three (3) assignments of a similar nature.*

Expert no. 4: Capacity Building/Training Expert

- a. Required qualification:
 - **Master's Degree** in *Adult Education, Training and Development, Organizational Development, Psychology, Business Administration or a related field.*

- b. Number of years of experience required: *10 years relevant experience*
 - *5 years of experience in training, instructional design, or capacity building within an organization.*
 - *Proven experience in developing and implementing training programs tailored to specific organizational needs and learning objectives.*
 - *Experience in adult learning principles and training methodologies (e.g., experiential learning, blended learning) to create engaging and effective programs.*
 - *Demonstrated success in evaluating training outcomes and using feedback to improve program effectiveness.*

- c. *Completion of at least three (3) assignments of a similar nature*

Expert no. 5: Data Analysis Expert

- a. Required qualification:
 - *At least **Bachelor's Degree** in Data Science, Statistics, Mathematics, Business Analytics, Computer Science, Economics, or a related field.*
- b. Number of years of experience required: *At least 3 years of relevant experience*
 - *Demonstrated experience in working with large datasets and performing data cleaning, manipulation, and transformation to prepare data for analysis.*
 - *Experience in applying statistical and analytical techniques to interpret data, identify patterns, and draw meaningful conclusions.*
- c. *Completion of at least one (1) assignment of similar nature.*

5.3. Language requirement:

All 5 experts must be fluent in at least one of the three ECOWAS languages. Additionally, at least 3 team members should be fluent in two of the ECOWAS languages, ensuring that all three languages are represented within the team. If this linguistic diversity is not achieved, the consulting firm must arrange for an interpreter to support the team of experts.

6. Application Process

Interested consulting firms are invited to submit the following:

- i. A technical proposal detailing their approach and methodology for the consultancy.
- ii. A financial proposal outlining the cost of the consultancy.
- iii. Relevant qualifications and experience, including CVs of key team members.
- iv. Examples of similar work conducted in the past.
- v. Post-activity support.
- vi. Pre and post-evaluation reports or feedback summaries.

7. Duration of the assignment

The consultancy is expected to be completed within three (3) months from the date of contract signing. The services may be subject to extension as deemed necessary by the Institution.