



The Southern Alliance for Indigenous Resources

Terms of Reference (TOR)

Organisational Expert for the Review and update Of the Human Resources Manual

Job assignment:	Organisational consultancy to review and provide substantive input in developing draft for the Human Resources Manual
Duration:	Up to 40 work days (9 March 2026 – 30 April 2026)
Starting date:	9 February 2026 (approximately).
Application deadline:	20 February 2026.

1. Background

SAFIRE is a non-profit organisation working to advance sustainable natural resource management and community resilience. As SAFIRE grows and engages with multiple donors and partners, there is a need for a contemporary, coherent, and enforceable Human Resources Policy Manual that supports good governance, staff welfare, operational efficiency, compliance with Zimbabwean employment law and donor requirements, and SAFIRE's strategic objectives. Existing HR guidance is fragmented, partially outdated, or inconsistently applied across the organisation. A consolidated HR Policy Manual will provide standardised procedures, enhance transparency, reduce HR risk, and support sound people management across SAFIRE.

2. Purpose of the Consultancy

The purpose of this consultancy is to comprehensively review and update a clear, user-friendly, and legally compliant HR Policy Manual for SAFIRE that:

- Standardises HR policies and procedures across the organisation;
 - Ensures compliance with applicable national labour laws, statutory obligations, and relevant donor requirements
 - Promotes fair, transparent and merit-based people practices
 - Strengthens SAFIRE's ability to recruit, develop, retain and manage staff in a manner consistent with organisational values and best practice.
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3. Scope of Work

The consultant will undertake a full review and/or development process covering policy, procedure and implementation guidance across the HR lifecycle. Key components include, but are not limited to:

1. Review & Diagnostics

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- Review existing HR documents, contracts, staff handbook excerpts, job descriptions, organisational chart.
- Conduct a gap analysis against Zimbabwean labour law, statutory obligations (tax, social security, pensions), donor compliance requirements, and HR best practice.

2. Policy Development / Revision

- Draft or revise policies and procedures covering:
 - Recruitment and selection (including short-listing, interviewing, references, and background checks)
 - Terms & conditions of employment, contracts, and probation
 - Job descriptions and grading (position classification)
 - Working hours, overtime, attendance, and flexible work arrangements
 - Remuneration and benefits policy principles (salary administration, allowances)
 - Payroll administration and statutory deductions
 - Annual leave, sick leave, maternity/paternity/compassionate leave and other special leave
 - Performance management, appraisals, KPIs and probation reviews
 - Training and professional development
 - Employee relations: disciplinary procedures, grievance handling and appeals
 - Separation, resignation and termination (including redundancy and exit clearance)
 - Occupational health, safety and wellbeing (including COVID-19/epidemic considerations if applicable)
 - Code of conduct, conflict of interest, gifts & benefits, confidentiality and data protection
 - Anti-harassment, discrimination and safeguarding (child protection and vulnerable adults where relevant)
 - Diversity, equity and inclusion (DEI) and equal opportunity
 - Remote work and use of organisational assets
 - Records management and HR data privacy
 - Secondment, interns, consultants and volunteer engagement
 - Probity, whistleblowing and protection for reporters
- Ensure policies include roles/responsibilities, approval authorities, timelines and escalation pathways.

3. Tools & Annexes

- Prepare standard templates and practical tools for operationalisation, e.g.:
 - Employment contract templates and offer letter templates
 - Job description template and grading guidance
 - Recruitment checklist and interview score sheet
 - Probation review form and appraisal template
 - Disciplinary and grievance forms and flowcharts
 - HR records checklist, onboarding and exit clearance checklists

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- Leave application form and sample HR metrics/dashboard
- Provide flowcharts/decision trees for complex procedures (disciplinary, grievance, termination).

4. Stakeholder Engagement & Validation

- Consult with key SAFIRE stakeholders (HR staff, Finance, Programme Leads, Senior Management, Board Secretariat as required) through interviews, focus groups or workshops to gather input, validate findings and ensure practicality.
- Facilitate at least one validation workshop to present draft policies and capture feedback.

5. Capacity Strengthening & Handover

- Provide an implementation plan and recommend a schedule for rollout, communication and periodic review.
- Deliver a concise training / orientation session for HR staff and managers on using the manual (can be virtual or in-person).
- Hand over editable and printable versions of the manual and annexes.

4. Objectives

The consultancy will achieve the following specific objectives:

1. Produce a comprehensive, legally compliant, and operational HR Policy Manual tailored to SAFIRE's context.
2. Harmonise and standardise HR practices across the organisation to improve consistency and reduce operational and compliance risk.
3. Strengthen internal controls and clear governance for HR decision-making (approval levels, delegations and accountability).
4. Provide practical tools, templates and process flowcharts that enable efficient day-to-day HR operations.
5. Build internal capacity through validation meetings and orientation so SAFIRE can implement and sustain the policies.
6. Recommend monitoring and periodic review mechanisms to keep the manual current with evolving law, donor rules and organisational needs.

5. Deliverables

The consultant will submit the following deliverables (final format: Word and PDF; editable annexes in Excel/Word as appropriate):

1. Inception report and work plan (within 5 working days of contract start) including methodology and stakeholder engagement plan.
2. Gap analysis / diagnostic report summarising findings from document review and stakeholder consultations.
3. First full draft HR Policy Manual (consolidated) and all annexes, templates and flowcharts.

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4. Presentation materials and facilitation of a validation workshop with SAFIRE staff and leadership.
 5. Revised final HR Policy Manual incorporating feedback (clean and tracked versions).
 6. Implementation plan and short training/orientation session (materials and session report).
 7. Final submission including an executive summary, final manual, annexes, and recommendations for periodic review.
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6. Proposed Methodology

The consultant is expected to use a participatory and evidence-based approach. Suggested steps:

- Desk review of existing HR documents and relevant legislation.
 - Targeted interviews and focus group discussions with HR, management and selected staff.
 - Comparative benchmarking with sector best practice and donor standards.
 - Drafting and iterative review cycles with SAFIRE HR and management.
 - Validation workshop and incorporation of feedback.
 - Finalisation and handover with capacity building session.
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7. Duration and Timing

- Proposed consultancy period: **40 working days**
 - A detailed timeline with milestones should be submitted as part of the consultant's proposal.
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8. Consultant Profile / Qualifications

The consultant (individual or firm) should demonstrate the following:

- Minimum of 7 years' experience in HR policy development, ideally with NGOs, international NGOs or donor-funded projects in Zimbabwe or similar contexts.
 - Strong knowledge of Zimbabwe labour law, statutory HR requirements and donor compliance.
 - Proven experience producing HR manuals, HR SOPs and practical HR tools.
 - Demonstrated experience in stakeholder facilitation, capacity building and change management.
 - Excellent drafting skills and ability to present complex processes in accessible formats.
 - Relevant academic qualification in Human Resources, Law, Business Administration, or related field.
 - At least two (2) references from similar assignments.
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9. Proposal Submission Requirements

Interested consultants should submit the following:

1. Technical proposal including proposed approach, methodology, timeline and stakeholder engagement plan.
 2. Financial proposal with day rates and/or total cost (inclusive of taxes, travel and incidental expenses).
 3. CV(s) and qualifications of key personnel and two references.
 4. Samples of previous HR manuals or relevant deliverables (redacted if required).
 5. Confirmation of availability for the proposed timeframe.
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10. Evaluation Criteria

Proposals will be evaluated on the basis of:

- Technical approach and understanding of the assignment (35%).
 - Relevant experience and qualifications (30%).
 - Quality of previous work (20%).
 - Competitive financial proposal (15%).
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11. Reporting and Management of the Contract

- The consultant will report to the SAFIRE Executive Director and HR/Finance focal person (or designated project manager).
 - Progress will be monitored through regular check-ins and review of draft deliverables.
 - Final sign-off will be by SAFIRE board members.
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12. Confidentiality and Intellectual Property

All documents, draft and final outputs produced under this consultancy will be the property of SAFIRE. The consultant must treat all SAFIRE data and staff information as confidential and comply with any data protection requirements.

13. Annexes (to be provided by SAFIRE)

- Current HR-related documents (contracts, existing manual excerpts, job descriptions).
- Organisational chart.
- Any relevant HR audit reports or donor compliance notes.
- List of key staff for interviews.

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Submission Deadline:

20 February 2026

Submission Method:

Proposals should be submitted electronically to:

procurement@safire.co.zw

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