



Ref: SHE/ADM/26/71-AD

Date: 01st September 2026

TERMS OF REFERENCE

Consultancy for Management Audit, Organisational Restructuring, Salary Review and HR Policy Revision

1. Background

The Society for Health Education (SHE) is a national non-governmental organization established in 1988, working to improve the health and wellbeing of individuals, families and communities in the Maldives. SHE delivers services and programs in sexual and reproductive health, counselling and psychosocial support, Thalassaemia laboratory and diagnostic services, health promotion, advocacy and community-based interventions.

Over the years, SHE's programs, services, partnerships and operational requirements have expanded and evolved. This growth has created a need to review whether the existing organizational structure, management arrangements, staffing, remuneration framework and human resource policies remain appropriate for the organization's current operations and future strategic direction.

SHE has undertaken preliminary internal discussions on its organizational functions and possible future structure. An Organizational Functional Map has been developed to identify the core functions considered necessary for SHE to effectively deliver its mandate. This will be provided to the consultant as an input to the review rather than as a predetermined organizational structure.

SHE therefore intends to engage an independent consultant to undertake a comprehensive management audit and organizational restructuring exercise, including a review of the salary and grading structure and relevant human resource policies.



2. Purpose of the Consultancy

The purpose of the consultancy is to undertake an independent assessment of SHE's current organizational and management arrangements and develop a practical, efficient and sustainable organizational model that supports effective service delivery, accountability, staff development and future organizational growth.

The exercise should ensure alignment between SHE's:

- Strategic priorities and organizational functions;
- Organizational structure and staffing requirements;
- Roles, responsibilities and accountability;
- Salary, grading and remuneration framework;
- Human resource policies and employment practices; and
- Current operational needs and future sustainability.

3. Specific Objectives

The consultancy will:

1. Assess the effectiveness and appropriateness of SHE's current organizational and management structure.
2. Identify structural, functional and management gaps, overlaps, duplication and areas requiring strengthening.
3. Review SHE's organizational functions and recommend an appropriate functional and organizational model.
4. Develop a proposed organizational structure with clear accountability, reporting relationships and spans of control.



5. Review staffing requirements and recommend an appropriate staffing establishment aligned with organizational needs and financial sustainability.
6. Review existing positions, job titles, job descriptions and grading arrangements and recommend appropriate changes.
7. Review SHE's salary and remuneration structure and develop a fair, internally equitable and financially sustainable salary and grading framework.
8. Review relevant provisions of the HR Manual and related policies to ensure alignment with the proposed organizational structure and employment arrangements.
9. Develop practical recommendations and an implementation roadmap for transitioning from the existing structure to the approved structure.

4. Scope of Work

4.1 Management Audit and Organisational Assessment

The consultant will:

- Review SHE's existing management and organizational arrangements.
- Review existing reporting and decision-making mechanisms.
- Assess management roles, responsibilities, accountability and spans of control.
- Assess coordination and communication across organizational functions.
- Identify duplication, gaps, bottlenecks and areas of unclear accountability.
- Assess whether management resources are appropriately distributed relative to operational and service-delivery requirements.
- Review the adequacy of organizational systems supporting effective management and performance.
- Consult EXCO, management and staff, as appropriate.



- Provide recommendations for strengthening organizational effectiveness, accountability and efficiency.

4.2 Organisational Restructuring

Based on the assessment, the consultant will:

- Review SHE's Organizational Functional Map and recommend any additions, consolidation or realignment of functions.
- Recommend an organizational structure appropriate to SHE's mandate, size, operations and future direction.
- Define appropriate management levels and reporting relationships.
- Recommend appropriate spans of control and allocation of functions.
- Review existing positions and identify positions to be retained, revised, consolidated, created or phased out.
- Develop a proposed staffing establishment for the organization.
- Ensure that the proposed structure supports strong frontline service delivery while maintaining adequate strategic, technical and corporate capacity.
- Consider the financial sustainability and practicality of the proposed structure.

4.3 Job Analysis, Job Descriptions and Grading

The consultant will:

- Review existing job descriptions and responsibilities.
- Conduct job analysis for positions within the proposed structure.
- Develop or revise job descriptions for positions affected by the restructuring.
- Establish clear responsibilities, accountability, reporting relationships and minimum competency requirements.



- Develop an appropriate job classification and grading framework.
- Ensure consistency and internal equity across comparable positions and levels.

4.4 Salary and Remuneration Review

The consultant will:

- Review SHE's existing salary structure, allowances and other relevant remuneration arrangements.
- Assess internal salary equity and consistency across positions and grades.
- Undertake appropriate salary benchmarking against comparable NGOs, health/service organizations and relevant labour market information in the Maldives, where reliable information is available.
- Recommend an appropriate salary scale linked to the proposed grading structure.
- Develop clear salary ranges and progression mechanisms for each grade.
- Consider affordability and SHE's long-term financial sustainability when developing recommendations.
- Recommend an appropriate approach for transitioning existing staff to the revised salary and grading structure.
- Identify the financial implications of implementing the proposed salary structure.

4.5 Review of HR Manual and Related Policies

The consultant will review the existing HR Manual and identify provisions requiring amendment as a result of the organizational restructuring and changes in employment arrangements.

The review should include, where relevant:

- Organizational roles and reporting relationships;



- Recruitment and selection;
- Job classification and grading;
- Salary administration and progression;
- Performance management;
- Working hours and working arrangements;
- Attendance and leave;
- Probation and confirmation;
- Staff development;
- Promotion and career progression;
- Employee welfare;
- Code of conduct;
- Disciplinary and grievance procedures;
- Separation and termination; and
- Other provisions affected by the restructuring.

The consultant will revise existing policies and/or develop additional policies where gaps are identified and where necessary to support implementation of the proposed organizational arrangements.

5.Key Deliverables

The consultant will be expected to submit:

Deliverable 1 – Inception Report

- Understanding of the assignment;
- Proposed methodology;
- Consultation approach;
- Workplan and timeline;



- Documents and information required from SHE.

Deliverable 2 – Management Audit and Organisational Assessment Report

- Assessment of the existing organizational and management arrangements;
- Key findings;
- Identified gaps, overlaps and organizational risks;
- Recommendations for improvement.

Deliverable 3 – Proposed Organisational and Functional Structure

- Final organizational functional map;
- Proposed organizational structure;
- Reporting relationships and accountability framework;
- Recommended staffing establishment;
- Rationale for the proposed structure.

Deliverable 4 – Job and Grading Framework

- Job classification framework;
- Proposed grades;
- Revised/new job descriptions for positions within the proposed structure;
- Position-to-grade mapping.

Deliverable 5 – Salary and Remuneration Framework

- Salary benchmarking analysis;
- Proposed salary scale and ranges;
- Salary progression framework;
- Proposed transition/mapping of existing staff;
- Financial implications and estimated recurrent cost of implementation.



Deliverable 6 – Revised HR Manual and Related Policies

- Revised HR Manual aligned with the proposed organizational arrangements;
- New or revised supporting policies, where required;
- Summary of significant policy changes.

Deliverable 7 – Final Organisational Restructuring Report and Implementation Plan

- Consolidated recommendations;
- Final proposed structure and staffing establishment;
- Implementation priorities;
- Transition arrangements;
- Indicative implementation timeline;
- Key risks and mitigation measures.

6. Methodology

The consultant is expected to propose a participatory and evidence-based methodology. At a minimum, the assignment should include:

- Desk review of relevant organizational documents;
- Review of the existing organizational structure and staffing establishment;
- Review of the Strategic Plan, Constitution, HR Manual and relevant organizational policies;
- Review of job descriptions and salary information;
- Interviews and/or consultations with EXCO, management and staff;
- Functional and job analysis;
- Appropriate organizational and salary benchmarking;
- Validation of key findings and recommendations with SHE; and
- Presentation of the final recommendations to EXCO.



The consultant should maintain independence in conducting the assessment and clearly distinguish between findings, recommendations and options requiring governance-level decisions.

7. Duration and Timeline

The consultancy is expected to be completed within 10 weeks from the date of commencement.

The consultant should propose a detailed workplan with timelines for each deliverable as part of the inception report.

8. Payment Structure

Payment will be made upon satisfactory completion, submission, and acceptance of the respective deliverables and supporting documentation by SHE.

Deliverable	Output Document / Material / Data (Proof of Deliverables)	% Payment
Inception Report & Detailed Work Plan	Inception report; detailed methodology; work plan and timeline/Gantt chart; consultation plan; list of documents/data required; approval from SHE	10%
Management Audit & Organisational Assessment Report	Management audit and organisational assessment report; analysis of current structure, management arrangements, roles, reporting relationships, gaps, overlaps, duplication, spans of control and organisational risks; summary of consultations and supporting analysis	15%



Proposed Organisational & Functional Structure	Reviewed/final organisational functional map; proposed organisational structure; recommended staffing establishment; reporting and accountability framework; rationale for proposed changes; identification of positions/functions to be retained, revised, consolidated, created or phased out	15%
Job & Grading Framework	Job analysis; proposed job classification and grading framework; position-to-grade mapping; revised/new job descriptions; defined reporting relationships, responsibilities and competency requirements	15%
Salary & Remuneration Framework	Salary benchmarking analysis; proposed salary scale and ranges by grade; salary progression framework; mapping/transition approach for existing staff; analysis of financial implications and recurrent costs	15%
Revised HR Manual & Related Policies	Revised HR Manual aligned with the proposed organisational structure and salary/grading framework; revised and/or newly developed related policies; summary of key amendments and rationale for changes	15%
Final Organisational Restructuring Report & Implementation Plan	Final consolidated restructuring report incorporating feedback from the CEO–EXCO review/validation exercise; final organisational and functional structure; staffing establishment; salary and grading framework; HR policy	15%



	recommendations; transition and implementation plan; timeline; risks and mitigation measures; final presentation to SHE	
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9. Reporting and Coordination

The consultant will report to the Chief Executive Officer of SHE and work in consultation with the designated organizational focal point(s).

Key findings and proposed recommendations will be reviewed through a joint exercise with the CEO and Executive Committee (EXCO) to discuss the proposed organizational structure, salary and grading framework, and related policy revisions. Feedback from this exercise will inform the final recommendations and deliverables of the consultancy

10. Required Qualifications and Experience

The consultant/consulting team should have:

- An advanced degree in Human Resource Management, Organizational Development, Business Administration, Management, or a related field.
- Minimum five (5) years of relevant professional experience.
- Demonstrated experience in organizational restructuring, management audits, organizational reviews, or organizational development.
- Demonstrated experience in job analysis and evaluation, salary benchmarking, and development of salary and grading structures.
- Experience in reviewing and developing HR manuals, policies, procedures, and related organizational frameworks.



- Strong understanding of organizational governance, management systems, human resource management, and organizational effectiveness.
- Experience working with NGOs, civil society organizations, healthcare organizations, or similar institutions would be an advantage.
- Knowledge of the Maldivian employment and labour context and relevant legal and regulatory requirements would be highly desirable.
- Strong analytical, consultation, facilitation, and report-writing skills.
- Ability to develop practical and financially sustainable recommendations appropriate to the size, context, and operational requirements of the organization.

11. Proposal Requirements

Interested consultants should submit:

- Technical proposal demonstrating understanding of the assignment and proposed methodology;
- Detailed workplan and timeline;
- Financial proposal with a breakdown of professional fees and other applicable costs;
- CV(s) of the consultant(s);
- Details of similar assignments undertaken;
- At least two references from previous clients; and
- Samples or evidence of relevant previous work, where available.



12. Selection criteria

Criteria	Details	Weight (%)
Academic Qualifications	Relevant postgraduate qualification in Human Resource Management, Organisational Development, Business Administration, Management, or a related field. Relevant professional qualifications will be an advantage.	10
Relevant Experience & Technical Expertise	Demonstrated experience in organisational restructuring/organisational reviews, management audits, job analysis and evaluation, salary benchmarking and grading, and HR policy development or revision. Experience with NGOs, healthcare/service organisations, or similar institutions will be an advantage.	30
Methodology & Work Plan	Clear understanding of the assignment and a practical, participatory, and coherent methodology covering the management audit, organisational restructuring, job and grading review, salary review, and policy revision. Proposed work plan and timeline should be realistic and achievable	25
Consultant / Team Capacity	Appropriate mix of expertise and demonstrated capacity to undertake all components of the assignment. Strong analytical, consultation, facilitation, and report-writing capacity. Knowledge of the Maldivian employment and labour context will be an advantage.	10
Financial Proposal	Clear, realistic, and cost-effective financial proposal demonstrating value for money, with an appropriate breakdown of professional fees and other applicable costs.	25
Total		100



12. Confidentiality

The consultant will have access to confidential organizational, personnel and salary information. All information obtained during the consultancy must be treated as strictly confidential and used solely for the purpose of this assignment.

The consultant will be required to comply with SHE's confidentiality, safeguarding and data protection requirements.

13. Intellectual property

All reports, frameworks, organisational structures, job descriptions, policies, tools and other materials developed under this consultancy will become the property of the Society for Health Education (SHE). The consultant may not reproduce, publish or share these materials without prior written authorization from SHE.



14. Submission

All proposals must be submitted by the specified deadline, either in a sealed envelope or electronically via email, clearly marked with the following:

Proposal Title: Consultancy for Management Audit, Organisational Restructuring, Salary Review and HR Policy Revision

Submission date and time: 08th September 2026, 14:00

Reference: SHE/ADM/26/71-AD

Applicant's Name, Address, Contact number, and email address.

Address for Submission:

Society for Health Education (SHE)

M. Kuluni Vehi, 2nd Floor

Buruzu Magu

Male' 20318, Republic of Maldives

For further information, please contact 7989037 or hr@she.org.mv.

'SHE is committed to the safety and protection of children, young people and vulnerable adults and this role may involve contact with these groups. Our recruitment and selection procedures reflect our commitment to the safety and protection of children, young people and vulnerable adults in our programs.'