



**TERMS OF REFERENCE FOR CONDUCTING PERSONNEL AUDIT AT THE ELCT  
HEADQUARTERS OFFICE**

**JULY 2025**

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## **1. Background**

The Evangelical Lutheran Church in Tanzania (ELCT) was registered on 19th June 1963 with a Headquarters office at Arusha. The management and leadership oversight is provided by the Secretary General assisted by four Deputy Secretary Generals. The Headquarters office comprises four departments which are; Mission and Evangelism, Planning and Development, Finance and Administration and Social Services and Women Work. The departments are headed by Deputy Secretary Generals. There is also the Secretary General Office and Audit Division. The core functions of the Headquarters Office are capacity building, facilitation and coordination, advocacy and church unity and identity. The church intends to conduct a personnel audit at the Headquarters Offices with the aim of providing a comprehensive assessment of staffing requirements by analysing the current workforce, structure, roles, and responsibilities. Also to identify whether the organization is overstaffed or understaffed in various departments or functional areas. This will provide informed decisions on workforce optimization, enhance efficiency, and support the organization's mission and vision. Therefore, this Terms of Reference (ToR) serves as a guiding framework in the process. Therefore, ELCT is looking for a service of a consultant to conduct the personnel Audit at the ELCT head office and subsequently provide strategic recommendations to the organization for better human resource planning, enhanced performance and operational efficiency in the workplace.

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## **2. Objectives**

### **2.1. General Objective**

The overall objective of the consultancy is to provide an external consultant on staff personnel audit at the ELCT head office to enhance organizational performance and operational efficiency.

## **2.2. Specific Objectives**

- i. To assess the ELCT Head Office structure including the current staffing level against the office capacity and needs.
  - ii. To assess and identify key staffing areas for understaffing or overstaffing in alignment with key strategic priorities of the Head Office.
  - iii. To propose actionable recommendations for the functioning structure and optimization of staffing levels at ELCT Head Office.
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## **3. Scope of Work**

The personnel Audit will cover 75 staff at the Headquarters Office and will encompass the following areas:

- Current Staffing Levels: Assess the current number of staff in each department/function.
  - Job Descriptions & Roles: Evaluation of job roles and responsibilities to ensure alignment with organizational needs.
  - Workload Assessment: Analysis of workloads across departments to determine whether staff are under-utilized or overburdened.
  - Employee Performance & Efficiency: Review of individual and team performance to assess whether current staffing levels are optimal for achieving organizational goals.
  - Operational Impact: Assess how staffing levels affect service delivery, operational efficiency, and productivity.
  - Budget and Cost Efficiency: Evaluation of the financial implications of staffing levels, including payroll costs and productivity output.
  - Organization structure: Assess how organization structure affects the staff level.
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## **4. Methodology**

The staff personnel audit should be participatory and consultative. It is expected that the exercise will be built on broad consultations with all staff at the ELCT head office to help collect, and validate information from them. Categorically, the audit will be conducted using the following methods:

- Document Review: Examination of staffing records, job descriptions, performance appraisals, organizational charts, strategic plans, constitution, organizational Capacity Assessment reports(OCA), Leadership Capacity Assessment Report(LCAs) and other relevant documents.
  - Interviews: Conducting interviews with department heads, managers, and employees to gather qualitative insights.
  - Questionnaires: Distribute questionnaires to staff to assess workloads, satisfaction, and staffing concerns.
  - Workload Analysis: Review the workload distribution across teams and individuals to assess capacity and gaps.
  - Benchmarking: Comparison with industry standards or similar organizations to gauge appropriate staffing levels.
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## **5. Deliverables**

The consultant/firm is expected to deliver the following:

- i. Inception Report: Outlining the detailed audit plan, methodology, and timelines.
  - ii. Interim Report: Highlighting preliminary findings and any immediate concerns.
  - iii. Final Report: Comprehensive analysis with clear recommendations on staffing levels and workforce optimization.
  - iv. Presentation of Findings: A summary presentation to management
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## **6. Duration**

The personnel audit will be conducted over a period of 6 weeks (30 working days) from the start date of the audit. A detailed timeline will be developed and provided at the onset of the audit, outlining key milestones and deliverable deadlines.

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## **7. Roles and Responsibilities**

- Audit Team: Responsible for conducting the audit, including gathering data, performing analysis, and drafting the final report.
  - Human Resources Office: Provide access to staffing records, job descriptions, and other relevant documents. Assist in coordinating interviews and surveys.
  - Management: Provide strategic insights and assist in identifying areas for evaluation.
  - Head of Departments and Units, Directors, supervisors and Line Managers: provide overview of the Departments or units and the flow of work including distribution of responsibilities.
  - Staff: Participate in interviews and surveys, providing feedback on staffing levels and workload.
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## **8. Confidentiality**

All information collected during the audit will be treated with the utmost confidentiality. Sensitive data, such as individual performance reviews, will be handled carefully and only shared with authorized personnel.

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## **9. Expertise required**

The staff personnel Audit exercise should be conducted with an expert or a team of experts with diverse skills in organizational capacity audit, research, management capacity audit, and human resource capacity audit. The team may be composed of consultants who have no conflict of interest (e.g. no staff members or close relatives etc.) and have good knowledge and understanding of the Evangelical Lutheran Church in Tanzania and the operations of the Faith Based Organizations (FBOs). It is imperative that it should comprise team members with both excellent verbal English and Kiswahili. The consultant (s) should clearly describe roles and tasks to be undertaken by each member of the team

In short, the consultant's/firm profile should include the following qualification, competency and skills:

- Experience in conducting personnel audits or similar organizational assessments.
- Expertise in human resources, organizational development, or related fields.
- Strong analytical and communication skills.
- Practical knowledge and experience in conducting staff/ human resources development capacity audit and reporting.
- Strong analytical skills and proven extensive experience in quantitative and qualitative data collection analysis
- Knowledge and experience human resource capacity assessments in Faith based Organizations will be an added advantage.
- At least Master Degree in relevant fields including human resource development, corporate governance and management, planning, and, interfaith and ecumenism

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## **10. Reporting and Accountability**

The consultant/firm will report to the ELCT Secretary General and provide regular updates on progress.

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## **11. Payment methods**

A detailed contract for the task will be signed between ELCT Headquarters and the Consultant. 50% of the total payment will be made as a lump sum, while the remaining 50% will be paid upon completion of the task.

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## 12. Application Process

Interested consultants/firms in the position are expected to provide the following documentation:

- A technical proposal detailing the approach and methodology.
- A financial proposal with a detailed budget.
- Profiles of the firm/ team conducting the audit and team composition with a lead consultant, and a CV of each person to be involved in the assignment, including relevant experience.
- Sample of previous works on staff capacity audit or related work,
- Relevant experience and references.

Interested applicants should submit their technical and Financial Proposal by the close of business on the 7<sup>th</sup> August 2025. The application should have the title **“Personnel Audit ELCT Headquarters”** This should be addressed to the ELCT Secretary General electronically to the following address: -

Secretary General  
Evangelical Lutheran Church in Tanzania  
P.O. Box 3033  
ARUSHA  
Email: [elcthq@elct.or.tz](mailto:elcthq@elct.or.tz)

**Copy to:**

Deputy Secretary General Finance and Administration [dsgfinance@elct.or.tz](mailto:dsgfinance@elct.or.tz) and  
Human Resources Officer [hr@elct.or.tz](mailto:hr@elct.or.tz)