

Terms of Reference: Consultancy assignment for facilitating development of strategic plan

Assignment: Consultancy

Duration: 30 working days during months of September and October 2016

Location: Lusaka

1.0 Background

The Zambia Agency for Persons with Disabilities (ZAPD) previous strategic plan was designed for the period 2011-2015 with focus on guiding the Agency to become an efficient and effective service provider to persons with disabilities throughout the country.

There has been many significant changes in the national legal and policy environment since this strategic plan. The national legal framework has been strengthened with the entering into force of the National Disability Act No. 6 of 2012 and the National Policy on Disability which was launched in 2015. In addition, there is a better understanding of the provisions of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) ratified by Zambia in 2010 and internationally the Sustainable Development Goals adopted in 2015 which feature disability far more than its predecessor, the MDGs.

The operational capacity of ZAPD has been strengthened during the past two years through an increased budget allocation and new recruitments to enhance organizational capacity. However, ZAPD continues to face challenges in terms of overall organisational capacity which would enable the agency to deliver effectively and meaningfully contribute to the inclusion of persons with disabilities in Zambia.

These call for revisiting the agency's strategic framework and to identify the challenges and opportunities and to develop a feasible and visionary blueprint for advancing ZAPD's vision and mandate for the next 7 years. The strategic plan will be aligned with the Seventh National Development Plan. These are the ToRs for the preparatory work which will feed into the Plan.

2.0 Purpose and Objective

The purpose of this assignment is to lead the preparatory process in facilitating for the development of a renewed strategic plan for ZAPD for 2017-2023. As part of this process, the consultant will review and update the background assessment on "Improvement of Planning, Budgeting and Monitoring - Capacity to Enhance Service Delivery of ZAPD" from 2009, review and assess the implementation of the ZAPD strategic plan 2011-2015 and based on these reviews and assessments facilitate the preparation of a renewed strategic plan for ZAPD for the 2017-2023.

Specific Objectives:

- Assess and analyse ZAPD's internal environment
- Assess and analyse the ZAPD's external environment and stakeholders
- Review and assess to what extent the recommendations from the latest organizational assessment "Improvement of Planning, Budgeting and Monitoring - Capacity to Enhance Service Delivery of ZAPD" from 2009 has been implemented
- Review and assess to what extent ZAPD strategic plan 2011-2015 has been implemented and identify key areas of success and key areas of challenges

- Synthesise results of the assessments listed above in report format and identify (alternative) strategic directions for ZAPD outlining the rationale for the proposed directions
- Plan and facilitate workshop/s to prioritize strategic directions
- Support ZAPD in designing appropriate metrics to best align with identified strategic priorities
- Review the organisation's structure with a view to recommend if desirable, aligned Departments, sections and units in order for ZAPD to effectively discharge its mandate.
- Draft and finalize ZAPD's strategic plan

3.0 ZAPD

The Zambia Agency for Persons with Disabilities (ZAPD) is a statutory body established under the Persons with Disabilities Act Number 6 of 2012 cap 65 of the Laws of Zambia. The Agency falls under the Ministry of Community Development and Social Welfare.

ZAPD's mandate includes the following:

- To plan, coordinate, promote and administer services for persons with disabilities;
- To facilitate and coordinate habitation, rehabilitation, training and welfare services for persons with disabilities;
- Develop and implement measures to achieve equal opportunities for persons with disabilities by ensuring to the maximum extent possible, that they obtain education and employment, participate fully in sporting, recreation and cultural activities and are afforded full access to community and social services.
- Promote research into all aspects of disability, including incidences and causes of disability.
- Promote public awareness in all aspects of disability.
- Cooperate with state institutions and other organizations in the provision of preventive, educational, training, employment, rehabilitation and habilitation services and other welfare services to persons with disabilities;
- To register persons with disabilities, organizations of, and for persons with disabilities and institutions rendering services to persons with disabilities.
- Monitor and evaluate the provision of services to persons with disabilities and the implementation of the persons with disabilities Act.
- Advise the Minister (Community Development and Social Welfare) on matters relating to the social and economic development and the general well-being of persons with disabilities;

4.0 Scope and Focus of the Assignment

The scope and focus of the assignment is to provide technical, strategic and facilitation support to enable the drafting of ZAPD's strategic plan for 2017-2023. After the initial document review, the consultant will develop an analysis framework and work plan to guide the assessment and the development of the strategic plan.

S/he will conduct a thorough but focused assessment of ZAPD's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2017-2023 operational period. The assessment will include review of relevant documents as identified in collaboration with ZAPD, Govt, the ILO and GIZ, including related domestic and international legal frameworks, and in particular the ZAPD organizational assessment from 2009 on "Improvement of Planning, Budgeting and Monitoring - Capacity to Enhance Service Delivery

of ZAPD”, ZAPD’s vision and mission statements, the 2011-2015 strategic plan and key project documents. The consultant will also conduct individual interviews with key informants from government, Disabled Person’s Organizations, selected NGOs as identified in collaboration with the ILO, GIZ, Govt and ZAPD.

The use of participatory processes is expected. Critical reflection by ZAPD and stakeholders is integral to this strategic planning initiative, as well as the understanding of the implications of a human rights based or social model of disability inclusion, as provided for in the CRPD. As such, the Consultant will be expected to provide for active and meaningful engagement of ZAPD staff and the Board, relevant government representatives, and in particular the Management Development Division (MDD) under the Cabinet Office, and other stakeholders.

It is expected that data will be analysed using a rigorous and transparent analysis framework, summarized and presented back to ZAPD to aid in prioritization of strategic directions. A key aspect of the consultancy is preparation for and facilitation of a strategic planning workshop/s with ZAPD Board members and staff as well as key collaborating partners.

All data and the results of the workshop will be consolidated into a draft and finalized strategic document, including analysis and the presentation of a Theory of Change model.

The scope of work for the Consultant will include but not be limited to:

- a) Review current relevant global and national standards on disability
- b) Undertake a situation analysis of ZAPD operations to date vs recommendations from the 2009 assessment and 2011-2015 strategic plan and identify strengths and challenges;
- c) Review the institutional capacity, structure, organizational set-up, financial and administrative systems against the ZAPD mandate and the 2011-2015 strategic objectives and key result areas; and make recommendations for renewed focus if needed;
- d) Review ZAPD mandate and the current vision and mission based on the mandate; Facilitate discussion over the vision and mission to inform the new strategic plan;
- e) Through a consultative process and application of an appropriate tool of analysis, identify/select the final focus areas and develop strategic objectives and key result areas for the same;
- f) Propose a strategy for achieving the strategic objectives and key results;
- g) Develop a Results and Resources Framework for the plan period;
- h) Hold stakeholder meeting to validate the draft Strategic Plan;
- i) Finalize Strategic plan and submit to the ILO

Methodology and process:

The methodology will consist of document review, interviews, analysis and synthesis presented in report, workshop facilitation and strategic plan drafting. The consultant will first familiarize him/herself thoroughly with the legal and policy framework both at national and international level so as to fully understand the current standards and provisions for disability inclusion. The consultant will further review relevant ZAPD documents as listed above and agreed in consultation with the ILO, GIZ and ZAPD. This will be followed by a well-planned set of interviews with all key stakeholders so as to assess ZAPD’s internal and external environment and to assess to what extent recommendations from the 2009 assessment and the 2011-2015 strategic plan has been implemented. This process will be followed by synthesising the results in report format, including identification of strengths and weaknesses as well as identifying alternative strategic focus areas for ZAPD. Once the assessment process has been completed, the consultant will plan and facilitate

a workshop with Board members, staff and other key stakeholders with the aim of prioritizing the strategic directions for 2017 to 2023. Throughout the process the consultant will work in close collaboration with the ILO and in consultation with the Management Development Division (MDD) to ensure the strategic plan is aligned with national standards.

5.0 Expertise

a) Academic Qualifications

- At least a master's degree in a relevant field in the area of planning, public policy, disability, social work, development studies or any other related field

b) The ideal Consultant will have knowledge of and/or proven expertise in:

- Disability inclusion and/or development
- The current global standards on rights of persons with disabilities
- Strategic planning document preparation
- Proved experience in strategic planning and management
- Participatory approaches in conducting assessments and facilitating strategic planning processes
- Familiarity with the Theory of Change approach
- Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of capacity development

c) Skills and Competencies:

- At least 7 years of professional experience
- High level written and oral communications skills in English;
- Must be result-oriented, a team player, exhibiting high levels of tact and integrity;
- Demonstrate excellent interpersonal and professional skills in interacting with government and development partners;
- Skills in facilitation of stakeholder engagements/workshops;
- Evidence of having undertaken similar assignments;
- Experience in research, policy development, management and programming-related work.

6.0 Roles and Responsibilities

ZAPD will be responsible for:

- Actively engaging with the Consultant during the assessment
- Identifying stakeholders and relevant documents as needed
- Managing communications and logistics associated with the assessment

ILO will be responsible for:

- Finalizing the Terms of Reference
- Selecting, contracting and managing the Consultant
- Covering the costs of the strategic planning workshop
- Providing technical advice and inputs throughout the process
- Assist ZAPD in identifying stakeholders and relevant documents as needed

GIZ will be responsible for:

- Providing technical advice and inputs in the process
- Assist ZAPD in identifying stakeholders and relevant documents as needed

The Consultant will be responsible for:

- Preparation of a work plan and an appropriate Assessment Framework
- Actively engaging with staff, Board members and other stakeholders through the use of participatory processes
- Regular progress reporting and consultation with the ILO and ZAPD
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

7.0 Deliverables

The consultant will provide the following deliverables:

8.1 An Analysis Framework based on these Terms of Reference

8.2 A summary assessment report (synthesising outcomes of document review and interviews with regards to previous organizational assessment and strategic plan and outlining alternative strategic directions)

8.3 A strategic plan workshop agenda and facilitation plan

8.4 A strategic plan document including:

- Executive summary
- Background
- Internal and External analysis
- Strategic priorities
- Metrics to assess progress made in the attainment of these strategic priorities
- Strategic plan

8.0 Time span

The assignment is expected to be completed within 30 working days, while contract duration can extend over a longer period.

9.0 Application process

Send a cover letter responding to the Terms of Reference that includes a CV, a proposed work plan including a timeline and a budget to korpinen@ilo.org. Applications should be submitted by COB Tuesday 30 August 2016.