

# **ETHIOPIAN CENTER FOR DISABILITY AND DEVELOPMENT (ECDD)**

## **TERMS OF REFERENCE (TOR) FOR CONSULTANCY SERVICES TO REVIEW ECDD'S STRATEGIC PLAN**

### **INVITATION TO BID**

#### **1. Introduction**

Ethiopian Center for Disability and Development (ECDD) is an Ethiopian Development Organization established in 2005 and reregistered at Agency for Civil Society Organizations as Ethiopian Development Organization with Certificate no. 0321 under the Proc. No. 1113/2019. ECDD is working with other organizations to promote and facilitate the inclusion of persons with disabilities and disability issues in mainstream service delivery and development programs envisioning an Inclusive Ethiopia where persons with disabilities exercise the same rights and have access to the same services and opportunities enjoyed by other citizens.

The purpose of this Terms of Reference (ToR) is to recruit a consultant who can conduct a detailed review of the Strategic Plan of Ethiopian Center for Disability and Development which has been serving as a road map in the period of 2019 – 2023. The results of the review will be used as an input for the development of Strategic Plan for the period 2024 –2028 aiming at redesigning the overall goal and strategic direction of ECDD in alignment with the achievement of the national and international developmental goals focusing on persons with disabilities. The ToR therefore, provide information on the overall objectives of the consultancy, the general methodology, tools and approaches, the expected deliverables and the required qualification and experiences of consultants to facilitate the review and refinement of the existing strategic plan.

#### **2. Objectives of the Consultancy**

The overall objective of the consultancy work is to deeply review the existing Strategic Plan that has been implemented for the last four years since 2019 with the aim of generating inputs for the development of the next five-year Strategic Plan and enable ECDD to efficiently fulfill its mandated objectives and attain long-term goals.

#### **3. Scope of Work**

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

- a) Review the vision, mission and strategic goals and evaluate the extent to which they align the mandated objectives of ECDD, the program priorities and future trends in the areas of disability inclusion.

- b) Review and analyze the existing strategic plan along with other organizational documents (relevant organizational/project plans against new opportunities and risks.), based upon learning and challenges in the implementation of the strategy, with a focus on (i) Where are we? (ii) Where do we want to be? (iii) How will we get there?
- c) Undertake a situation analysis of ECDD including: its Strengths, Weaknesses, Opportunities and Threats (SWOT) from the perspective of implementing the Strategic Plan in the past four years;
- d) Engage with partners and gather sufficient information in order to prioritize strategic direction and refine mission, vision, objectives and strategy;
- e) Review the monitoring and reporting strategies and mechanisms in the implementation of the Strategic Plan in the past four years;
- f) Through a consultative process and application of appropriate tools of analysis, critically review the program priorities and strategic objectives, evaluate their contribution to the achievement of the overall vision and mission of ECDD, and propose recommendations that reflect long term priorities, strategic interventions and key result areas for ECDD;
- g) Review the contribution of the existing strategic plan in guiding/influencing the decision process of both Senior Management Team and the Board of Directors.
- h) Review the institutional capacity, organizational set-up, financial and administrative systems against the mandated objectives and the identified priorities, strategic interventions, and key result areas, KPIs and make necessary recommendations for the Strategic Plan to be developed for the next five years.
- i) Conduct meetings and hold interview with BoD and partners to collect relevant data
- j) Develop a Results Framework/Theory of Change for the plan period (2024 - 2028);
- k) Identify the strategic issues that the previous strategic plan missed and need to be incorporated; as well as propose areas of improvement for the new strategic plan.
- l) Hold program and admin staff meeting to validate the review result;
- m) Produce final review report as per the requirement.

#### **4. Timeline for the Consultancy**

The duration of the consultancy is expected to be four (4) weeks to complete all activities stated in the above scope of work including:

- Interviewing program and admin staff and the leadership (SMT and BoD) as well as interviewing partners;
- reviewing relevant organizational documents (vision, mission statement, draft strategic plan, organization structure, bylaws, etc.) that would provide information about the current situation of the organization

- Review of other documents that would give the global disability inclusion trends that affect ECDD's work
- conducting participatory process of critical reflection, analysis and consultation (SWOT analysis);
- analyzing feedback from different source documents and reviews
- presenting the review results and recommendations to program and admin staff and improve the review report based on the feedbacks
- submitting the final report

## Methodology

This review process will employ different methodologies where the main ones are qualitative and quantitative data collection methods from both primary and secondary sources using different data collection tools such as questionnaire, Key Informant Interviews (KII), focus group discussion observation / personal judgments. Document review and initial staff meeting should also be included in order to gain valuable information and build better understanding of the existing situations and future expectations.

## 5. Key Deliverables

The key deliverables include:

- a) Brief inception report based on initial consultations and the existing strategic plan, 2019 - 2023;
- b) Progress reports on the process including consultations and validation meetings with ECDD staff, the management, Board of Directors and Partners.
- c) Final version of the review report

## 6. Qualification

ECDD is seeking the services of a qualified consultancy firm to review ECDD's 2019-2023 strategic plan. The firm must possess the following:

- a) At least a Master's Degree with 7 years' professional experience in organizational, project or any other management role requiring strategy formulation, implementation and achievement.
- b) Sound understanding and knowledge of strategic planning, standard management tools and techniques to schedule, plan and measure performance.
- c) At least two previous experiences with a strategic plan review are required
- d) Strong knowledge and experience in disability-inclusion;

- e) Excellent research and analytical skills including desk research, interviewing skills and stakeholder facilitation methodologies.
- f) Recommendations from former organizations on developing similar strategic documents