



Terms of Reference for Consultancy Services to conduct an organization development assessment for Organic Producers and Processors Association of Zambia (OPPAZ)

Reference: ODA/01/OPPAZ/24

1 Background:

Since 1999, the Organic Producers and Processors Association of Zambia (OPPAZ), as a non-profit organization committed to promoting and advancing organic agriculture practices has been supporting the development of organic producers and processors in Zambia. OPPAZ plays a crucial role in advocating for policy changes, providing technical assistance, facilitating market access, and fostering sustainable agriculture and rural development. OPPAZ strives to enable its members create wealth and employment and increase income earnings through socially acceptable and environmentally friendly natural and sustainable green production methods. It is locally and externally networked and currently holds the Vice Presidency of the African Organic Network [AfrONet] and is the Official convenor of the 6th African Organic Conference in 2026. AfrONet is an African continental organisation leading, coordinating and uniting African organic stakeholders. Other key external links are the African Union Commission led Ecological Organic Agriculture Initiative and Inter-continental Network of Organic Farmer Organizations [INOFO] and through these, Biofach [global organic trade fair] and IFAD Farmers Forum. It has private business linkages with Envroliser Sustainable Challenge and the Tridge Channel Partnership.

2 The Mandate

2.1 Vision

To become a renowned global Certified Organic and Natural Products [CONaPs] supplier of choice.

2.2 Mission

To conscientiously lead a coordinated organic agriculture sector development initiative and offer training for transformation to actors, advocates and facilitators and enable development of ethical food systems and livelihoods on the bedrock of environmental stewardship and socio-economic prudence in a food secure and gender balanced environment with booming employment, wealth and incomes.

2.3 Goal

By 2030 annually facilitate the supply of ZMW780m worth of CONaPs to domestic and global markets.

2.4 Purpose and Objectives

The purpose is **commercialisation of the organic and natural products value chains.**

The main objective is **to identify, develop, commercialise and build requisite capacity in specific organic and natural products value Chains for neighbourhood and outlying communities to engage meaningfully in organic production.**

OPPAZ pursues the following specific objectives:

1. To Facilitate mutually beneficial synergies for smallholder producers in neighbourhood and outlying areas to produce, market, add value and ensure quality of CONaPs;
2. To support smallholder producers in neighbourhood and outlying areas to implement climate actions across gender, age and other social divides;
3. To conduct research and actively develop and promote sound organic agriculture skills and practices;
4. To support initiatives for household and commercial production of local seeds and affordable organic farming inputs for enhancing production and health of crops and livestock; and
5. To support green living education, conduct public awareness, advocate and lobby for pro-organic policy reforms.

2.5 Range of Services

1. Training and extension support;
2. Production, marketing and value addition support;
3. Technical advice and certification support; and
4. Research, development and consultancy.

3 Governance

An Annual General Assembly elects a Board of men and women which manages all OPPAZ affairs. Routine management is delegated to a Technical Secretariat headed by the Chief Executive Officer who also functions as the OPPAZ Board Secretary.

4 Location of Activities

OPPAZ activities are national whereby specific projects operate in respective project areas. The only project of the time, Organic Food Systems: A strong organic programme on the right to food for individuals, households and communities in Zambia [OPPAZ OFS-RFZ] operates in Chongwe, Kaputa, Lunte, Luwingu, Mpongwe, Petauke and Sinda districts.

5 Objectives of the Consultancy:

The primary objective of this consultancy is to facilitate the development of a comprehensive strategic plan for OPPAZ, which will serve as a roadmap to guide the organization's activities, initiatives, and resource allocation over the next five years. The specific objectives include:

1. Conducting a thorough situational analysis to assess OPPAZ's internal strengths and weaknesses, as well as external opportunities and threats.
2. Engaging the board members, staff members, partners, and donors, to gather input and ensure buy-in for the strategic planning process.
3. Reviewing OPPAZ's vision, mission, values, and strategic priorities based on the organization's mandate, goals, and the needs of its constituents.
4. Reviewing strategic objectives, goals, and key performance indicators (KPIs) aligned with OPPAZ's mission.
5. Identifying strategic initiatives, activities, and interventions to achieve the defined goals and objectives.
6. Establishing a monitoring and evaluation framework to track progress, measure impact, and ensure accountability.

In turn, the strategic plan will focus on the following areas:

1. Provide a strategic direction and planning by outlining measurable goals, evaluating progress and realigning approaches during implementation.
2. Allow the organisation to anticipate and respond to changes in the business environment and through a SWOT analysis help to forecast potential opportunities and threats.
3. Provide a basis for all management decisions thereby enhance resource use and mobilization.

6 Scope of Work:

The consultancy will encompass the following key activities:

- a) Reviewing existing organizational documents, including governance documents, policies, previous strategic plans, reports, and relevant background materials.
- b) Convene a four days' workshop of OPPAZ Board Members and Trustees.
 - i) Gather input and perspectives on OPPAZ's theory of change and strategic direction.
 - ii) Conducting a comprehensive situational analysis, including a Strength, Weaknesses, Opportunities and Threats [SWOT] analysis, stakeholder mapping, and risk assessment.
 - iii) Facilitating strategic planning and brainstorming sessions to define OPPAZ's vision, mission, values, and strategic priorities.
 - iv) Drafting a strategic plan document that includes the vision, mission, values, theory of change, strategic objectives, goals, SWOTs, Risk matrix, Key Performance Indicators [KPIs], strategic initiatives, action plans, timelines, and responsibilities.
- c) Facilitating a validation meeting with OPPAZ Board to present the draft strategic plan and get feedback, input, and finalization.

- d) Developing a monitoring and evaluation framework with clear indicators, benchmarks, and reporting mechanisms to track progress and measure impact.

7 Deliverables:

The consultant is expected to deliver the following outputs:

- a) Inception report outlining the ODA process
- b) Initial report of findings from the SWOT analysis, stakeholder mapping, and risk assessment.
- c) Draft strategic plan document outlining OPPAZ's vision, mission, values, theory of change, strategic objectives, goals, SWOTs, Risk matrix, KPIs, strategic initiatives, action plans, timelines, responsibilities and monitoring framework.
- d) Validation workshop report summarizing feedback and recommendations from stakeholders.
- e) Final strategic plan document incorporating feedback and revisions from the validation workshop.

8 Duration:

The consultancy is expected to be completed within three weeks from the date of commencement, but strictly before mid-June 2024.

9 Qualifications and Expertise:

The consultancy firm or individual consultant should possess the following qualifications and expertise:

- a) At least ten years of experience in strategic planning, organizational development, and capacity-building in the non-profit sector, preferably within the agriculture and rural development context.
- b) Demonstrated expertise in developing a theory of change and facilitation of strategic planning processes.
- c) Strong analytical, communication, and writing skills.
- d) Experience of working with agricultural-based organizations. Familiarity with the organic agriculture sector and the socio-economic context of Zambia would be an added advantage.

10 Reporting and Coordination:

The consultant(s) will report directly to the Board of Directors of OPPAZ through the designated focal point, the Chief Executive Officer. Regular coordination meetings and progress updates will be scheduled throughout the consultancy period.

11 Consultancy Fees

The Consultant will be paid professional fees based on the negotiated financial proposal. The budget for the consultancy, including fees, travel expenses, withholding tax obligations and other costs will be negotiated and agreed upon between OPPAZ and the consultant(s) before commencement of the assignment. Payments will be made net of withholding tax in installments based on the completion of

deliverables and satisfactory performance. The fees will be paid to the consultant according to the plan in the table below.

Table 1: Payment plan for the operations costs and consultancy fees

ODA Milestone	Operations Costs and Consultancy Fees Paid	Proportion of Withholding Tax Obligation
Inception Report	100% Operations Costs 10% Consultancy Fees	1.5% Consultancy Fees
Initial report of findings	10% Consultancy Fees	1.5% Consultancy Fees
Draft strategic plan document	20% Consultancy Fees	3.0% Consultancy Fees
Final strategic plan document	60% Consultancy Fees	9.0% Consultancy Fees
Total	100% Consultancy Fees	15% Consultancy Fees

Application Procedure:

Interested consultancy firms or individual consultants are invited to submit their proposals, including a detailed work plan, methodology, CVs of key personnel, and financial proposal, to OPPAZ Office: C/o African Future College, Plot No.: LUS/36998, Alick Nkhata Road, Mass Media Area Near Kalingalinga Clinic, Lusaka by 17h00 on 20th May 2024. The subject should be;

“CONSULTANCY SERVICES TO CONDUCT AN ORGANISATION DEVELOPMENT ASSESSMENT FOR ORGANIC PRODUCERS AND PROCESSORS ASSOCIATION OF ZAMBIA [OPPAZ]”

Addressed to:

The National Coordinator
 Organic Producers’ & Processors’ Association of Zambia
 C/o African Future College
 Plot No.: LUS/36998, Alick Nkhata Road, Mass Media Area
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