

Terms of Reference - Consultancy Work

Oxfam

Oxfam is inviting proposals from prospective consultants to provide technical assistance in line with the assignment below

Background

Oxfam is conducting a Water, Sanitation and Hygiene (WASH) project in the cities of Gweru and Kwekwe under the Environmental Health Alliance (EHA); a consortium of Health and WASH NGOs being funded by the European Humanitarian Aid Office (ECHO). This action is a continuation of the phasing out strategy from direct implementation of emergency response in the country. While continuing to address the emergency WASH needs, the action will build the resilience of communities and urban councils through setting up of Community Health Clubs (CHCs) as well as making improvements to basic WASH infrastructure in the most vulnerable communities. Oxfam is partnering with ECHO to enhance capacity of residents to improve health and hygiene practices and build the capacity of urban councils to improve service delivery in the cities. The intervention by Oxfam is intended to compliment work currently being done by the urban councils to reduce the risk of WASH disease outbreaks and to enhance the operational capacity of the city councils by complementing improvements in hardware interventions.

A). BUSINESS STRATEGY FORMULATION FOR GWERU AND KWEKWE CITY COUNCILS

Objective

- To review and analyze the current operations of the City Councils
- To define the future direction, strategy and priorities for the City Councils

Scope of Work

The successful consultant will be required to undertake the following main activities:

- Familiarize with the City Councils, its existing programs and structures, including review of organizational documents and meetings with key staff.
- Conduct a needs assessment to find out what the current Business Strategy initiatives/needs are in Gweru and Kwekwe City Council. A complete needs assessment report must be produced after the assessment has been successfully concluded. The report must include a work plan for completion of required tasks.
- Conduct Strength, Weaknesses, Opportunities and Threats (SWOT) analysis of the Town Council and design business strategies building upon the Town Council's existing strengths
- Provoke critical review and thinking amongst the City Council Management, Stakeholders and Residents.
- Scenario planning in the strategic planning process
- Facilitate the Strategic Planning workshop
- Conduct consultations with key stakeholders
- Compile report and the strategic plan document

Key deliverables

The successful consultants will deliver the following:

1. Detailed Work plans for the two cities
2. Business Strategy Needs Assessment reports.
3. Business Strategy Formulation Reports
4. Business Strategy Documents (draft and final)

Draft versions of these reports will have to be submitted and reviewed by Oxfam

Required Experience and Qualifications

Oxfam is seeking to engage the services of a consultant possessing the following:

- **Experience**

1. Experience in conducting and facilitating similar strategic planning processes
2. Vast Experience with Business Strategy Formulation especially with local authorities
3. Experience in Evaluation and re-engineering of business processes, organizational audit and restructuring customer driven service delivery entity.
4. Demonstrated knowledge and experience in using participatory approaches.
5. Good interpersonal skills and ability to negotiate shared positions

- **Qualifications**

1. Lead Consultant should possess relevant postgraduate qualification in Business Management / Administration

Proposed duration for Assignment

4 weeks from the date of signing of Contract

Preparation of Proposals

Proposals should clearly indicate the following:

1. Methodology proposed to undertake activities outlined in the scope of work.
2. Proposed work plan and milestones.
3. Proposed budget with all costs clearly broken down.
4. Detailed CVs of the proposed team members clearly indicating the experience and qualifications required for the assignment.
5. A breakdown of tasks and responsibilities between the team members.

B). CUSTOMER CARE SERVICES SKILLS TRAINING FOR KWEKWE CITY COUNCIL

Assignment Description

Consultant: A firm or other relevant entity legally registered in a Zimbabwe
Station: Midlands, Kwekwe Town Council
Responsible to: OXFAM GB
Duration: Training of 50 Council Staff over a period of 2 weeks
Closing Date: 26 July 2013

Main Objective

To improve the customer care service skills of Kwekwe City Council staff members.

Scope of Work

The following main activities will be undertaken by the successful consultant:

1. NEEDS ASSESSMENT

The selected consultant will conduct a needs assessment to find out what the current customer care initiatives/needs are in that council. A complete needs assessment report must be produced after the assessment has been successfully done including a work plan for completion of required tasks

2. DEVELOPMENT OF TRAINING MANUALS

After the Needs Assessment phase, training manuals must be developed by the consultant. It is expected that the consultant already has a blueprint of training manuals for Customer Care; however, these must be adjusted to suite the given environment, scenario and council needs.

3. MEETING WITH DIRECTORS, MANAGERS, COUNCILORS

This is a crucial stage that should be handled with extreme care. The directorate and management should champion the Customer Care initiative and cascade it to the lower level staff. At this stage the contractor is expected to get a buy in into the Customer Care Training Strategy from this team. Ideally this team should know that there is a Customer Care Training initiative to be launched before phase 1 begins.

4. COMMUNICATION WITH COUNCIL STAFF

This should be done through the Public relations/ HR department. This is intended to alert the staff of the upcoming Customer Care Trainings, their importance in the council and the need for everyone to participate.

5. TRAINING SCHEDULE

In liaison with the HR, a Training schedule should be developed. Ideally, the directorate and management should be trained first. The rest of the staff can be arranged into groups (mixing departments and grades). The training schedule should be communicated to staff as early as 2 weeks before commencing. Regular reminders should be sent to participants. Depending on the staff compliment, the groups should not exceed 25 participants.

6. IMPLEMENTATION

The contractor initiates the training. It is advisable for Oxfam staff to attend these trainings so as to ensure product quality and to learn the skills needed for Oxfam to later implement these initiatives on our own.

A Customer Care Manual (policy) and Customer Care Charter should be developed with the professional guidance of the consultant.

Key Deliverables

The successful consultants will deliver the following:

1. Assessment and Inception report.
2. Trainers' workshop report.
3. Participant & Trainers course material
4. Customer Care Charter
5. Customer Care Manual (Policy)

Draft versions of these reports will have to be submitted and reviewed by Oxfam

Required Experience and Qualifications

Oxfam is seeking to engage the services of a consultant possessing the following:
Vast number of years of experience in:

1. Design of training materials for customer care skills in Council staff.
2. Delivery of customer relationship management skills training

Qualifications:

1. University graduate degree in Human Resources Development, Marketing and
2. University graduate degree in a field related to customer care

The Consultants should possess a good understanding of the operations of customer relations management and training.

Preparation of Proposals

Proposals should clearly indicate the following:

1. Methodology proposed to undertake activities outlined in the scope of work.
2. Proposed work plan and milestones.
3. Proposed budget with all costs clearly broken down.
4. Detailed CVs of the proposed team members clearly indicating the experience and qualifications required for the assignment.
5. A breakdown of tasks and responsibilities between the team members.

C). OPERATION AND MAINTENANCE TRAINING FOR KWEKWE CITY COUNCIL

Consultant: A firm or other relevant entity legally registered in a Zimbabwe

Stations: Midlands Kwekwe City

Responsible to: OXFAM GB

Duration: Two Weeks

Assignment: Training of 25 Council Staff (Water and Sewer Operatives of the Engineering department)

Main objective

Improving the operation and maintenance skills of people working in the

Kwekwe City Council Works department.

Scope of work

The following main activities will be undertaken;

1. Needs Assessment

The selected consultant will conduct a needs assessment to find out what the current operation and maintenance initiatives/needs are in that council. A complete needs assessment report must be produced after the assessment has been successfully done including a work plan for completion of required tasks

2. Development of Training Manuals

After phase 1(Needs Assessment), training manuals must be developed by the consultant. It is expected that the consultant already has a blueprint of training manuals for operations and maintenance; however, these must be adjusted to suite the given environment, scenario and engineering department needs.

3. Meeting with Engineers and Management

The town engineer and management should help in the preparation of the operation and maintenance training schedule. At this stage the contractor is expected to get buy-in into the operation and maintenance training strategy from this team.

4. Communication with Council Staff

This should be done through the Public relations/ HR department. This is intended to alert the staff of the upcoming operation and maintenance trainings, their importance in the engineering department and the need for everyone to participate.

5. Training Schedule

In liaison with the HR, a Training schedule should be developed. Ideally, the supervisors should be trained first. The rest of the staff can be arranged into groups (mixing departments and grades). The training schedule should be communicated to staff as early as 2 weeks before commencing. Regular reminders should be sent to participants. Depending on the staff compliment, the groups should not exceed 20 participants.

6. Implementation

The contractor initiates the training. It is advisable for Oxfam staff to attend these trainings so as to ensure product quality and to learn the skills needed for Oxfam to later implement these initiatives on our own.

An operation and maintenance Manual should be developed with the professional guidance of the consultant.

Key Deliverables

The successful consultants will deliver the following:

1. Assessment and Inception report.
2. Trainers' workshop report.
3. Participant & Trainers course material.
4. Kwekwe City Council WASH infrastructure Preventative Maintenance Plan.
5. Training on issues of revenue and non revenue water
6. General principles in use and operation of leakage detectors and portable water flow meters.

Draft versions of these reports will have to be submitted and reviewed by Oxfam

Required Experience and Qualifications

Oxfam is seeking to engage the services of a consultant possessing the following:

Vast number of years of experience in:

1. Design of training materials for operation and maintenance skills for engineering department staff.
2. Delivery of operation and maintenance skills training in line with the requirements of the engineering department.

Qualifications and experience

1. University graduate degree in Civil and Water engineering or any relevant field to water and waste water engineering
2. University graduate degree in a field related to Mechanical engineering or Industrial and Manufacturing.
3. Relevant qualification in health and safety.
4. Experience of a similar task and also knowledge of operation and maintenance of a water and wastewater supply system of a town.

Preparation of Proposals

Proposals should clearly indicate the following:

1. Methodology proposed to undertake activities outlined in the scope of work.
2. Proposed work plan and milestones.
3. Proposed budget with all costs clearly broken down.
4. Detailed CVs of the proposed team members clearly indicating the experience and qualifications required for the assignment.
5. A breakdown of tasks and responsibilities between the team members.

If interested, please send **technical and financial proposal** to
 The Human Resources and Organizational Development Manager
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 28 Josiah Tongogara/ Blakiston Street
 Milton Park
 HARARE

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