

**Terms of Reference for the Strategic Plan Development  
(2025-2029)**



**LNFD**

**JULY 2024**

## Background/Context

Lesotho National Federation of Organisations of the Disabled (LNFOD) is a dynamic and fast growing non-governmental umbrella body of organisations of persons with disabilities (OPDS).

Its membership consists of six (6) OPDS including Albino AID Multipurpose Association of Lesotho (AMA), Deafblind Association of Lesotho (DBAL), Intellectual Disability and Autism Lesotho (IDAL), Lesotho National Association of the Physically Disabled (LNAPD), Lesotho National League of the Visually Impaired Persons (LNLVIP) and National Association of the Deaf Lesotho (NADL). Currently, LNFOD is supporting women with disabilities and youth with disabilities to establish organisations which will fully represent their interests.

## Our understanding of disability

We define disability as a social factor resulting from the interaction between a person with impairment and the environment and attitudes which may hinder full and effective participation of persons with disabilities in society on an equal basis with others.

## Vision

A Basotho society that is accessible and inclusive of all people that live in it, and that enables and empowers people with disabilities to enjoy social, economic, cultural, political, and human rights on an equal basis with others, and to reach their full potential in all aspects of development.

## Mission

To advocate for, promote, defend human rights of persons with disabilities and their families through provision of training, emotional support and by representing their interests to government, private sector, development partners and the wider community.

In order to deliver on our goal to social inclusion through advocacy, awareness and capacity building, LNFOD recognizes the value of reviewing the current organisational strategy and developing a strategic plan to assess the strengths and weaknesses of our approach and to consider the internal and external factors that influence the trajectory of our work.

LNFOD plans to review the current organisation's strategy (2020-2024) and develop a five-year strategic plan for 2025-2029, to reconfirm the Organization's vision and to establish a

design process and approach for the effective implementation and sustainability of its mandate over the next five years. LNFOD believes that its staff members, board members, government, private sectors, academia, and key stakeholders are at the centre of this strategic planning effort, helping to assess ways in which to strengthen the impact of the organization, providing direct input into consultations.

### Purpose of the consultancy

The strategic development consultant will facilitate a directional analysis of LNFOD's communications, monitoring, and evaluation plan. This includes assessing the Theories of Change employed by LNFOD and examining how they serve to deliver LNFOD'S mission. The consultant will support the definition of a detailed outcomes measurement methodology for LNFOD's anticipated disability rights advocacy organisation.

The purpose of this consultancy is to implement a strategic methodology, support, and lead LNFOD staff, partners, and board in a participatory planning process, ensuring a sense of ownership, engaging meaningfully with the member organisations, board of governance and key stakeholders. The substantive outcome is a five-year strategic plan for the 2025-2029.

### Scope of Work

The plan must address, amongst other things, development of strong partnerships and resource mobilization initiatives and how to engage government agencies and communities more meaningfully more effectively in the realization of LNFOD'S mission and vision. The consultant will draw from any best practices within similar strategic plans for other non-governmental organizations with similar modus operandi as LNFOD.

### Elements of the plan will include but not limited to:

- Develop a sound methodology that grounds the strategic plan and facilitates a directional analysis for LNFOD's current operations.
- Conduct a needs assessment of the Organization including consideration of situation analysis and identification of constraints and opportunities for growth and development.
- Guide stakeholder mapping, consultations and understand, obtain, and analysed qualitative and quantitative data relevant to stakeholders and partners.
- Develop plans and strategies with clear deliverables, indicators and tools that address the constraints and create the needed support systems and incentives.

- Development, validation and finalization of the strategic plan 2025-2029, including outcome mapping for monitoring and evaluation, detailed implementation for 2025-2029.
- Recommend methodology and tools for evaluating outcomes and develop monitoring and communication strategy.
- The Consultant will collect, evaluate and lead in the presentation and validation process. Some of these elements may be included in the final document, as an appendix or cited as separate literature.

### Specific Task

#### The Consultant will:

- Review the current LNFOD strategy (2020-2024) to inform the development of the new organisation's strategy.
- Carry out a desk review of documents relevant to an understanding of the mandate, legal frame, work and context of LNFOD
- Review existing national strategies/actions, laws and policies on gender and disability in the disability sector and include these when developing strategic actions.
- Assess existing Theories of Change employed by LNFOD and support the LNFOD team in establishing an Organizational Theory of Change for (2025-2029).
- Conduct needs assessment of LNFOD, which shall include a review of the existing structure, financial strategy and sustainability and engagement with a view for the future expansion to be components of the final strategy.
- Understand, obtain and analyse data relevant to target population (e.g. Situation of persons with disabilities in Lesotho).
- Develop a comprehensive methodology and work plan for a participatory process with a view of achieving support from members and partners, which includes holding consultations and facilitating interviews with relevant stakeholders including, but not limited to, donor and development partners, private sector and civil society NGOs.
- Together, with the executive director, lead a program of wider consultations to receive feedback on the draft strategic plan.
- Finalize the strategic plan, The plan should include priority programs and strategies, baselines and targets, timelines and a monitoring plan and communication plan.

- conduct the validation workshop for the stakeholders and present the final version of the strategy to LNFOD board on the date and time to be agreed upon with the board.

### Deliverable Outputs

Based on the above, Consultant shall prepare and complete the following:

- Inception report to be approved by LNFOD.
- five-year strategic plan.

This shall entail, among other things the following:

- A five-year strategy with clear deliverables, key milestones, and direct guidance on implementation to strengthen The LNFOD'S mission and vision.
- External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
- Establish specific objectives for the communication strategy and implement tools for evaluation of the communication strategy.
- Present the draft strategic plan to stakeholders to validate.

### Commitment to Quality Work

The consultant shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The consultant shall ensure clarity of objectives and process during the consultations, counter check all facts and figures cited, ensure that the content and format of the draft strategic plan meets the high standard for such documents and ensure proper editing and clarity.

The consultant shall, at the onset of the planning process, identify all stakeholders having a direct and indirect interest in the strategic plan. Listing people, groups and institutions that influence the work of LNFOD. All stakeholders must be able to make inputs into the strategic plan to promote ownership of the plan.

### Qualifications/Competencies/ Experience

- LNFOD is seeking for the services of a professional or a consultancy firm to develop a five-year strategic plan. The firm/individual must possess the following:
- Relevant work experience in strategic planning and development
- Excellent and proven analytical skills

- Excellent organizational and communication skills, ability to prioritize and work with minimum supervision
- Possess knowledge in the general social, economic and political environment that influences gender and disability landscape in Lesotho.
- Understanding of participatory approaches to management and operations
- Understanding of disability models including medical, social and human rights model to disability

### Duration

The consultancy shall be for a period no longer than 1 month, beginning on 15 August 2024.

Details:

### How to apply

Interested parties should submit a concise proposal for how the work will be carried out. Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy.

### Included should be:

- Technical approach and suggested timeline (maximum 5 pages)
- Case studies of previous experience of strategic development planning (maximum 2 pages)
- Budget for work to be undertaken (submitted in a single Excel worksheet and broken down into personnel, fees, travel and other)

### Application timeline

Proposals should be submitted to:

recruitmentlnfod1@gmail.com, with the subject line ‘LNFOD Strategic Planning Consultancy’

Application deadline: Monday, 12 August 2024

Applications must be address to:

Attention: Executive Director

Lesotho National Federation of Organisations of the Disabled, LNFOD

P.O Box 9988, Maseru 100, Naleli alongside Maria Mabasothe Catholic Church - Naleli-  
Sekamaneng Road alongside Maria Mabasothe Catholic Church.