

Call for consultancy

Technical consultant for the Zambia Sex Workers Alliance (ZASWA)

Aidsfonds and ZASWA are seeking a technical expert to identify opportunities for development and capacity strengthening in the organisational, governance, financial and accountability mechanisms of ZASWA, a sex worker-led network in Zambia. In this the consultant will work closely with the ZASWA team to ensure that staff members are engaged and own the process. As a technical advisor and facilitator, the consultant is to develop an organisational development plan and support the organisation in addressing the areas specified in this plan (read more about the assignment in chapter 2).

1. Background

1.1 About the Zambia Sex Workers Alliance (ZASWA)

The Zambia Sex Workers Alliance (ZASWA) is one of the sex worker-led partners under the Hands Off programme. ZASWA is a community-led organisation that seeks to promote and improve health outcomes and livelihoods of sex workers and LGBTIQ+ people in Zambia. Established in 2016, the organisation implements activities and programmes focused on outreach and service provision, advocacy to provide input in legislative reform processes and research to address the need for evidence around sex workers' health and human rights.

ZASWA is a member of the Global Network of Sex Work Projects (NSWP) and one of the key partners under the Zambia Key Population Investment Fund (KPIF) programme, which is headed by the Centre for Infectious Disease Research in Zambia (CIDRZ).

1.2 Hands Off II programme

It is increasingly recognised that societal barriers that hinder access for key populations to HIV prevention, such as stigma and discrimination and gender based violence, need to be addressed to get on track to end AIDS by 2030. The risk of acquiring HIV is 26 times higher for female sex workers than for other adult women, 34 times higher for transgender women than for other adults and 25 times higher for gay men and other men who have sex with men than for heterosexual adult men.¹ Large-scale research shows that if violence against sex workers is tackled, we can prevent up to 25 percent of new HIV infections.²

The first phase of the Hands Off programme (2014 - 2019) has proven that the **Hands Off model**, a combination of (I) engagement with police in the HIV response, (II) crisis response and litigation, and (III) movement building results in reduced violence against sex workers. Hands Off 2 (August 2019 July 2025) works directly with sex worker-led groups, police and NGOs working on human rights and health services. Hands Off targets **female, male and transgender sex workers**. The programme is

¹ UNAIDS (2021). Confronting inequalities: lessons for pandemic responses from 40 years of AIDS. Geneva: Joint United Nations Programme on HIV/AIDS.

² WHO, United Nations Population Fund, Joint United Nations Programme on HIV/AIDS, Global Network of Sex Work Projects, The World Bank. (2013). Implementing comprehensive HIV/STI programmes with sex workers: practical approaches from collaborative interventions. Geneva: World Health Organisation.

funded by the Embassy of the Kingdom of the Netherlands in Maputo and is part of the regional Sexual and Reproductive Health and Rights programme (EKN SRHR).

Hands Off will contribute to the reduction of violence through four long-term outcomes:

1. An empowered and resilient sex worker movement that demands its rights
2. Increased access to and use of inclusive services for sex workers
3. A more enabling environment for sex work
4. Sex workers protected and served by law enforcement.

Hands Off is implemented in South Africa, Botswana, Mozambique, Zambia and Zimbabwe. See for more information on Hands Off: <https://aidsfonds.org/work/hands-off-reducing-violence-against-sex-workers>

1.3 Background of Aidsfonds

Aidsfonds is working towards a world without AIDS. We are there to help everyone living with or affected by HIV/AIDS. The main aim of Aidsfonds is to ensure that everyone has access to prevention, treatment, care and support. At the same time, our funding for scientific research contributes to advances in the understanding of AIDS. Aidsfonds always takes the lead when there are fresh insights that could be the start of new and better options. We use scientific research and innovative methods to optimise the programmes that we implement. We also believe in empowering people so they can act in their own interests. For more information see: www.aidsfonds.org

2. About the assignment

As one of the new Hands Off partners, ZASWA started carrying out activities in 2020. Early 2021 within the organisation concerns around the implementation of accountability mechanisms, financial oversight, monitoring and management of programme implementation and leadership were identified. Contractual requirements were not met and as a result of this, the Hands Off programme implementation has been on hold. To support the organisation in addressing the challenges, Aidsfonds and ZASWA are looking for a technical expert to strengthen the organisational capacity, governance and accountability of ZASWA.

2.1 The purpose and scope of the assignment

The purpose of the organisational strengthening assignment is to support the ZASWA team in identifying opportunities for development and capacity strengthening in the organisational, governance, financial and accountability mechanisms. In this the consultant will work closely with the ZASWA team to ensure that staff members are engaged and own the process. As a technical advisor and facilitator, the consultant is to develop an organisational development plan and support the organisation in addressing the areas specified in this plan.

The assignment will be implemented according to the following phases:

Assessment phase

1. Through observation, desk research and conducting of interviews and participatory (self) assessments³ analyse the assets and gaps in the organisation and provide advice on areas for capacity strengthening.

³ Under Hands Off an organisational self-assessment has been developed. During this three-day workshop partners assess their organisations' strengths and areas for improvement. Following the assessment an organisational capacity development strategy is developed.

2. Assess the organisational structure, including the governance body, and provide for recommendations on strengthening governance and accountability of ZASWA. This includes a critical reflection on management and oversight, and on opportunities for (young) leadership.
3. Analysis of the financial management systems of the organisation - including accountability and reporting- and identify opportunities for capacity strengthening.
4. Together with the ZASWA team, identify gaps in staff skills and human resources and in this develop a set of recommendations for human resource management, including procedures to safeguard staff's wellbeing.
5. Develop an logical framework/action plan with clear activities to strengthen the organisation, which includes a description of the activities that will be implemented in the change management phase, responsible staff and indicators for measuring achievements in organisational development.

Change management phase

1. Work alongside ZASWA staff to improve organisational performance on key areas identified during the assessment phase, in this exploring new ways of working where needed that are applicable to the context in Zambia. A combination of training, coaching and the setup of long term mentorship can be applied. Focus areas include governance, financial and accountability mechanisms.
2. Support the organisation's management team, in this apply a strong focus on (young) leadership development and shared, transparent and inclusive leadership. In the event where new leadership or governance members need to be recruited, support the organisation with the development of a Terms of References and the recruitment process.
3. Develop recommendations for human resource management at ZASWA, including specific recommendations for staff evaluation and procedures for filling temporary and new vacancies.
4. Support the ZASWA team with the development of standard financial operating procedures, in line with financial management standards, safeguarding integrity and ensuring compliance to (inter)national standards.
5. Support the ZASWA team with capacity development on not only the technical organisational capacity, but also on necessities to build more effective and dynamic relations with stakeholders.

Sustainability phase

1. Identify both medium and long-term priorities in capacity strengthening for the remaining Hands Off period (2022-2025) and capture these in an organisational development strategy.
2. Support the organisation in finding a host organisation that can support ZASWA in the long-term, and support where needed with due diligence processes⁴.
3. Support the ZASWA team in the establishment of a concrete work plan for the remainder of 2022.

⁴ Aidsfonds works with both young and well-established sex worker-led organisations under the Hands Off 2 programme. Most of the sex worker-led organisations we work with, work in a hosting construction where they are being hosted by a (inter) national NGO. For more information on hosting see: <https://aidsfonds.org/resource/toolkit-for-effective-hosting-relationships>

2.2 Key deliverables

For each phase a set of deliverables has been identified. All deliverables will be reviewed by the Hands Off programme team. After each phase of the consultancy the programme team together with the consultant and ZASWA staff will identify if the consultancy will continue into the next stage. The action plan that will follow the assessment phase, will include key deliverables which need to be achieved during the change management phase. These deliverables will be monitored closely by the programme team.

Phase	Expected deliverables
Assessment phase	<ul style="list-style-type: none"> • Clear description of the process followed leading to the recommendations on governance, accountability and finance and organisational capacity strengthening. • An action plan for the remainder of the consultancy period, focusing on the short- and medium-term outcomes.
Change management phase	<ul style="list-style-type: none"> • Conduct training and mentorship for ZASWA staff to improve organisational performance. • A clear authority and human resources matrix including the roles and reporting models in line with inclusive and transparent decision making, in consultation with ZASWA's partners and other stakeholders. • Where identified, transition and handing over of responsibilities between staff. • A set of clear and concrete standard financial operating procedures. • If needed, open a call for governance positions and oversee the process, including setting selection criteria and scoring.
Sustainability phase	<ul style="list-style-type: none"> • An organisational development strategy which includes medium- and long-term capacity strengthening outcomes. • Identification of a host organisation including the preparation for the contracting. • Work plan 2022 for the Hands Off programme.

2.3 Timespan and budget

The below timespan provides an indication for the consultancy period. The last set of deliverables needs to be finalised mid-2022.

Period	Phase
Jan 2022	0: Recruitment and contracting phase
Feb – March 2022	1: Assessment phase
March – May 2022	2: Change management phase
June 2022	3: Sustainability phase

The budget for this consultancy is €18.500. This excludes the operational budget which can be used for communication and workshops/training. This operational budget will be drafted together with the Hands Off programme team as part of the contracting phase.

5. Profile

We are looking for an enthusiastic, skilled and flexible consultant with experience on organisational capacity building and change management. The consultant should be familiar with the theme of sex work and have a neutral attitude towards female, male and transgender sex workers who receive money or goods in exchange for sexual services and towards other key populations.

Requirements include:

- Proven experience with governance and organisational management, developing governance systems and strengthening accountability mechanisms.
- Experience with facilitation of workshops and trainings, preferably with a focus on organisational capacity assessments and development.
- Experience with working with Civil Society Organisations and international (I) NGOs representing key population communities.
- Current knowledge on policies and practices essential to strong, sustainable and transparent organisations.
- Capacity to listen and think strategically on solutions to overcome organisational development issues.
- Demonstrated experience developing governance systems, in conflict resolution and oversight management.
- Excellent interpersonal skills, demonstrating high levels of personal integrity and professional credibility.
- Ability to facilitate and lead an open conversation around priorities, while keeping mandatory themes and structures in mind.
- Not affiliated with ZASWA or previously worked with ZASWA.
- Because of the nature of the consultancy, in-person facilitation is needed. Consultants from Zambia or neighbouring countries are strongly encouraged to apply.

How to apply

We are looking for a consultant who is available to start February 2022. The selection process will take place in January 2022.

How to apply

You can apply by sending the following information to Soraya Bouwmeester sbouwmeester@aidsfonds.nl before **10 January 2022**.

1. Letter of interest (max 1 page).
2. CV or resumed demonstrating relevant expertise and experience.
3. Financial proposal including the daily rate and indication of number of days needed.
4. Two references.

Applications must include all documents requested. Applications that do not meet the requirements will not be considered.