

ZANZIBAR NATIONAL ASSOCIATION OF THE BLIND

TERMS OF REFERENCE (ToR)

FOR REVIEW AND UPDATE OF ZANAB HUMAN RESOURCE (HR) MANUAL

1. Background

The Zanzibar National Association of the Blind (ZANAB) is a national organization representing persons who are blind or visually impaired in Zanzibar. ZANAB promotes the rights and inclusion of people with visual impairments across education, health, and economic sectors.

As part of strengthening institutional systems and ensuring effective human resource management, ZANAB has an existing HR Manual. However, evolving organizational needs, legal frameworks, and best practices particularly in disability necessitate a comprehensive review and update of the HR Manual.

This includes strengthening provisions on inclusion, non-discrimination, and reasonable accommodation to ensure equal opportunities for all staff, including people with disabilities.

2. Purpose of the Assignment

To engage a qualified consultant to review and update the ZANAB HR Manual to:

- Aligning with current labor laws and best HR practices
- Strengthen inclusive and non-discriminatory workplace policies
- Integrate disability inclusion and reasonable accommodation principles
- Improve clarity, usability, and implementation of HR procedures

3. Objectives

The objectives of this assignment are to:

- Review the existing HR Manual and identify gaps
- Ensure alignment with national labor laws and international standards
- Integrate inclusion, diversity, and equality principles across all HR functions
- Develop clear guidelines on reasonable accommodation for people with disabilities
- Strengthening HR procedures including recruitment, performance management, and staff welfare
- Improve internal accountability and compliance mechanisms

4. Scope of Work

The Consultant will be expected to:

i. Review the existing ZANAB HR Manual and assess its relevance, completeness, and compliance with applicable laws and standards.

ii. Conduct consultations with management, staff, and key stakeholders to identify gaps, challenges, and priorities.

iii. Identify and propose revisions in the following key areas:

- Recruitment, selection, and equal opportunity practices
- Staff induction, training, and professional development
- Performance management systems
- Staff welfare, benefits, and working conditions
- Disciplinary procedures and grievance mechanisms
- Gender equality and non-discrimination
- Inclusion of people with disabilities in all HR processes

iv. Specifically strengthen provisions on:

- **Inclusion and diversity in the workplace**
- **Reasonable accommodation** (e.g., accessible workplace, assistive devices, flexible work arrangements, communication support)
- Elimination of barriers for people with disabilities
- Safeguarding and protection of vulnerable staff

v. Ensure the HR Manual uses clear, inclusive, and accessible language.

vi. Develop practical implementation guidelines and tools.

vii. Facilitate a validation workshop with stakeholders.

viii. Submit the final revised HR Manual in English and Kiswahili.

5. Expected Deliverables

- Inception report with methodology and work plan
- Stakeholder consultation report
- Gap analysis report on the existing HR Manual
- Draft revised HR Manual

- Presentation of key revisions
- Final validated HR Manual

6. Duration of the Assignment

The assignment will be conducted over a period of 4–6 weeks from the date of signing the contract.

7. Consultant Qualifications

The Consultant should possess:

- Degree in Human Resource Management, Law, Development Studies, or related field
- Proven experience in HR policy/manual development or review
- Strong knowledge of labor laws and HR best practices
- Experience in disability inclusion and reasonable accommodation
- Excellent facilitation, analytical, and writing skills

8. Reporting and Supervision

The Consultant will report to the Executive Director of ZANAB and work closely with a designated technical team.

9. Application Process

Interested consultants should submit:

For Individuals:

- Cover letter
- Technical and financial proposal
- Updated CV

For Consulting Firms:

- Cover letter
- Technical and financial proposals including methodology
- Team composition and CVs
- Certificate of registration
- TIN certificate

Applications should be sent to: wasioona@gmail.com

Deadline for submission:

10. Confidentiality

All information obtained during the assignment shall remain confidential and used solely for the purpose of this assignment.