

## TERMS OF REFERENCE (TORs) FOR THE DEVELOPMENT OF CEHURD'S NEW STRATEGIC PLAN, 2025 - 2034

### 1. INTRODUCTION AND BACKGROUND

The Center for Health, Human Rights and Development (CEHURD) has been implementing its five-year strategic plan (2020 – 2024) since January 2020. The duration of the strategic plan (SP) will come to an end in December 2024. A mid-term review (MTR) was undertaken after 2.5 years of implementation to assess progress and a detailed report is available. CEHURD plans to engage services of a consultant with expertise in formulation and evaluation of strategic plans with an advocacy focus and who has a good understanding of issues of health, human rights sexual and reproductive health and rights (SRHR) to support the process of developing a new strategic plan and enablers for its implementation.

CEHURD is a Non-Governmental (NGO), not-for-profit indigenous research and advocacy organization established about 14 years ago to pioneer the justiciability of the right to health by advancing social justice in health and human rights in Uganda and East Africa. CEHURD is legally registered in Uganda.

### 2.1 ABOUT CEHURD'S FIVE-YEAR STRATEGIC PLAN 2020 -2024

In 2019, CEHURD underwent a strategic plan development process with a new five-year strategic plan (2020 – 2024) launched at the end of the same year. Through the strategic plan, we envision a society in which social justice in health and human rights is realized in health systems. Our mission is to advance the health rights of vulnerable communities through an integrated program of litigation, advocacy and action research. This mission is achieved through five strategic objectives:

- i) To promote sustainable access to justice in health and human rights in Uganda.
- ii) To position health and human rights as a key strategy for sustainable. development in Uganda, Regionally and Globally.
- iii) To enhance institutional and programmatic growth through knowledge management.
- (iv) To build community capacities and agency on health and human rights.
- iv) Strengthen CEHURD's institutional capacity, financial independence and operational efficiency to deliver on its mandate.

#### Key outcome areas of our work as set out in the strategic plan are:

- i) Jurisprudence, knowledge & evidence built on the right to health
- ii) A progressive legal & policy environment that promotes the realisation of the right to health

- iii) Strengthened institutional capacity in knowledge management
- iv) Empowered communities able to demand and access health and human rights services
- v) An effective, efficient, resourced, sustainable & professional organisation

Our approaches of work include, among others: strategic litigation; legal aid service for health rights violations; capacity strengthening; research, policy analysis and advocacy; social movement building and institutional grounding. Our core target constituency includes: women and girls; children and youth; persons with Disabilities (PWDs); ethnic Minorities; People Living with HIV/AIDS and TB (PLHIV/TB); the Elderly; survivors of violence, torture and conflict.

Our work is implemented at national, regional, district and community level in Uganda, and seeks to impact laws and policies; health practices and services and change of social norms and practices. We work collaboratively with other health and human rights organisations, community structures, government structures and systems; professional councils and associations as well as relevant Government Ministries and Departments.

## **2.2 IMPORTANT CONSIDERATIONS**

The midterm review of CEHURD's five-year strategic plan provided several recommendations for the institution, including those that are relevant for a new strategic plan. The process also identified emerging areas that needed to be integrated on the final years of SP implementation. Recommendations which were relevant for the current strategic plan were incorporated in the planning for the final 2.5 years of the SP and implemented. It will be essential for the process for developing the new strategic plan to integrate a review of the final part of SP implementation to inform the new strategic plan, in addition to the lessons and recommendations from the MTR. CEHURD has also been implementing its 5-year financial sustainability plan since January 2022. From the perspective of the organisation's financial health, the status of implementation of this financial sustainability plan will be useful in informing the new SP.

It is also CEHURD's desire that the SP development process incorporates a review of its human resources function and align it with the new strategic plan. It is important to note that CEHURD is implementing a new organisational structure within its final year of the current strategic plan (FY2024) and that this structure was developed and approved by the Board of Directors with the future of the organisation in mind although we remain open to critical adjustments that may emerge from the SP development process.

The Trustees, Board of Directors (BoD) and Senior Management of CEHURD held a retreat (19<sup>th</sup> – 20<sup>th</sup> June, 2024) to reflect on CEHURD's future as well as the past and present. This kick started the process for the development of the new strategic plan. From this retreat, the Trustees and BoD set a guiding framework for the higher-level strategic direction of CEHURD. The rest of the strategic plan development process will be undertaken within this framework.

It is upon this background that CEHURD plans to develop its new 10-year strategic plan, 2025-2034, aimed at providing a strategic direction for the institution to continue making advancements towards the realization of its vision.

## **1. OBJECTIVES OF THE ASSIGNMENT**

### **Overall aim:**

The overall aim of this assignment is to provide technical support and coordination for the development of CEHURD's 10-year strategic plan (2025 -2034) and enablers for its implementation.

The new strategic plan should retain CEHURD's identity and draw lessons from the implementation of the expiring strategic plan and past experiences of the institution. It should be guided by the high-level direction provided by the

Trustees and BoD of the institution. It should also be cognizant of the rapidly changing operational context at global, regional and national level, especially in the field of global health, human rights and international development aid.

**Specific objectives are:**

- a) To review past performance, reflect on developments in the operating context (environment scanning) and draw on these to shape CEHURD's strategic direction for the next 10 years. This will include an investigation of recommendations of the Mid-term review of the expiring strategic plan.
- b) To review the final period of the expiring strategic plan (July 2022 – to date) and aggregate findings with the MTR as a means of assessing overall achievement of intended results over the last 5-years, identify critical and emerging issues as well as lessons that are relevant for the new strategic plan.
- c) To support the institution, develop its new strategic plan through a participatory approach that involves internal and external stakeholders, and allows for innovation. This MUST be informed by the high-level strategic direction set by the Trustees and Board of Directors in June 2024.
- d) Support the review and alignment of CEHURD's organizational development function to the new strategic plan.
- e) Assess CEHURD's human resource function to ensure an alignment that will deliver on the new strategic plan.
- f) Review progress of implementation of CEHURD's financial sustainability plan to inform the new SP.
- g) Lead the development of a resource mobilization strategy that aligns with the new strategic plan.

## **2. SCOPE OF WORK**

This process will focus on the development of CEHURD's 10-year strategic plan (January 2025- 2034), guided by the high-level direction set by the governing bodies of the organization. The process will also draw from past experiences, past performance, operating context and emerging issues that are relevant for keeping CEHURD a relevant organization. It will also pay attention towards the implementation of CEHURD's financial sustainability plan and how this informs the future. The process of developing the new strategic plan will also focus on the assessment of CEHURD's organizational development (OD) function especially human resources and align it to the new strategic plan. The content of the SP will be limited to high level strategic areas as it will be supported by various strategies and implementation plans.

## **3. PROPOSED METHODOLOGY**

The strategic plan development process is expected to use a participatory approach that will involve internal and external stakeholders of CEHURD. Internal stakeholders will include the Board of Trustees, Board of Directors, the leadership and management Team (senior management and middle management), Executive Management Team, the current and former staff, volunteers and those who serve as interns if on site at the time of the process. External stakeholders will include, but not limited to: beneficiaries of CEHURD's work; partners and collaborators with whom CEHURD has shared interest; donors; government ministries, departments and agencies who work closely with CEHURD and local government.

### **The assignment will take the form of a phased process:**

#### **I) Development of the new strategic plan**

This phase is expected to last **60 working days** and will focus on: an understanding of the high level direction set by the governance bodies; desk top review of CEHURD relevant information as well as other critical documents for

informing the future; a review of the implementation of the final 2.5 years of the expiring SP and consolidation of achievement of results and lessons with the MTR; a review of the financial sustainability plan and its implementation to inform the future; development of the new strategic plan and presentation of drafts to management and governance bodies and the presentation of the final strategic plan for approval.

#### **II) A review of the organizational development function for alignment with the new strategic plan**

Phase II is expected to last **60 working days** and will focus on the assessment of CEHURD's human resource function and align it with the new strategic plan. This will specifically include: a fit for purpose review of the organizational structure; review of job descriptions; salary structure and performance management practices and tools.

Payments will be milestone based and aligned with key activities from these two phased of the assignment.

### **4. EXPECTED DELIVERABLES**

#### **Phase I:**

- i) An Inception report clearly outlining the methodology, how the consultant will meet the aim and objectives of the assignment, the proposed work plan, the financial proposal, and tools which will be used (the Consultant's proposal refined)
- ii) A draft costed SP presented and discussed before CEHURD staff, management and the governance bodies.
- iii) A final costed 10-year SP for CEHURD.
- iv) A monitoring, evaluation and learning framework for the strategic plan.
- v) A resource mobilization strategy aligned with the new strategic plan.
- vi) An abridged version of the strategic plan – the CEHURD campus which includes a visual theory of change.
- vii) A brief report of the Consultant's experience of the SP development process highlighting important issues for CEHURD and recommendations.

#### **Phase II:**

- i) An organizational structure aligned with the new strategic plan.
- ii) Job descriptions for all positions on the structure.
- iii) A salary structure with clear and feasible grading and notches.
- iv) A performance management system with tools for its implementation.

### **5. TIMEFRAME**

This assignment will require a maximum of 4 months within the months of July – October, 2024.

### **6. CONSULTANT PROFILE**

Consultancy firms or individual consultants qualify for this assignment, provided they meet the requirements below with appropriate evidence:

#### **a) Individual consultants:**

- A Masters' Degree or Post Graduate qualification in an organizational development field, Public Health, Business Development or other relevant development discipline.

- Worked on similar assignments before preferably in NGO setting – SP development and evaluation, organizational capacity assessment and development with work undertaken in advocacy organisations is an added advantage.
- Experience in development work.
- Experience in organizational development for 10 years and above.
- Experience in business development for 8 years and above
- Has knowledge and experience in health, human rights and SRHR.
- Able to deliver the assignment within reasonable budget and set timeline.
- Have a TIN number
- Member of a professional body is added advantage

**b) Firms**

- Have experts with the qualifications, experience and competencies in (a) above
- Legally registered with valid operating permit
- Member of a professional body is added advantage

**WHAT IS REQUIRED FOR THE SUBMISSION WHAT IS REQUIRED FOR THE SUBMISSION**

Please submit a cover letter and the following documents to: [support@cehurd.org](mailto:support@cehurd.org) and copy [info@cehurd.org](mailto:info@cehurd.org) by **Friday 15th July 2024**.

- A proposal outlining your experience in strategic plan development and evaluations; your understanding of this particular assignment; a detailed methodology and workplan.
- A financial proposal for the assignment with basis for the proposed figures.
- Full names, contacts and CVs of the person/team which will undertake the assignment.
- Recommendation letters from two organisations/institutions for which similar assignments have been undertaken previously (both strategic plan development and organisational development with emphasis on human resources).
- Proof of operating legally.
- Proof of membership to an appropriate professional and/or regulatory body
- Publications of previous works where applicable.