

TERMS OF REFERENCE (TORs) FOR CONDUCTING A MID-TERM REVIEW OF THE IMPLEMENTATION OF CEHURD'S STRATEGIC PLAN 2020-2024

1. INTRODUCTION

The Center for Health, Human Rights and Development (CEHURD) has been implementing its five-year strategic plan (2020 – 2024) since January 2020. In June 2022, strategic plan implementation will be two-and-a-half years and due for a mid-term review to assess progress and whether we are on course. CEHURD plans to engage the 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).

CEHURD is a non-governmental (NGO), not-for-profit indigenous research and advocacy organisation established 12 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. 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 – 2022) 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 realised 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 to 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; sexual minorities; 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 the national, regional, district and community levels in Uganda, and seeks to impact laws and policies; health practices and services and change 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.

3. IMPORTANT CONSIDERATIONS

The new strategic plan came with several changes, including the expansion of the organizational structure and changes in remuneration for staff; governance related transitions that included the transition of the founding Board of Directors into a Board of Trustees and appointment of a new Board of Directors as well as operational changes to meet the needs of the new strategic plan. The implementation of the strategic plan in its first phase has been graced with programmatic, financial and operational growth. Among the developments that are important for the mid-term review of the SP is the establishment of a Performance Management Information system that is configured using the performance indicators set out for the five years.

It is upon this background that CEHURD plans to conduct a mid-term review of the strategic plan implementation to assess the progress in achieving set out outcomes; ascertain whether implementation is still on track; draw lessons to inform improvements and identify emerging issues for attention in the final phase of SP implementation. The review will make recommendations on concrete actions required by CEHURD to keep relevant.

4. OBJECTIVES OF THE ASSIGNMENT

The overall aim of the mid-term strategic plan review is to assess progress towards the achievement of the key outcomes set out for the five years; whether the SP is still relevant and focused; emerging issues for attention and the lessons to inform implementation.

Specific objectives are:

- a) To review past performance, reflect on developments in the operating context and determine how these should influence the remaining duration of the Strategic Plan. This will include an investigation of changes in strategic assumptions earlier made and how they have impacted on the strategic plan.

- b) To track CEHURD 's progress against set outcomes in implementing the strategic plan during the period under review.
- c) To assess the overall achievement and impact of the CEHURD Strategic Plan for the period under review.
- d) To assess the SP's ability to sustain the relevance of CEHURD's work and contribution towards the field of right to health in Uganda and in the region and inform the focus over the next implementation period.
- e) To assess the effectiveness of CEHURD's approaches, strategies and strategic thinking processes in achieving SP objectives and outcomes. This will include the identification of what worked and what did not work in the past two-and-a-half years.
- f) To assess the extent to which CEHURD has given attention to its eleven focus areas and whether they all remain relevant.
- g) To assess the strengths and weaknesses of CEHURD's processes and systems and how these have enhanced or worked against the realisation of set outcomes.
- h) To identify and assess the emerging trends and issues, changes within the operating environment and new opportunities and risks important for the realisation of strategic plan objectives and outcomes.
- i) Assess the effectiveness of the monitoring, evaluation and learning approaches CEHURD is using to measure the progress of implementing the strategic plan.
- j) To identify lessons and make recommendations that are relevant for the implementation of the strategic plan for the remaining period and any changes or modifications which need to be made.

5. SCOPE OF WORK

The mid-term strategic plan review will focus on the strategic plan period (January 2020 - June 2022). It will focus on assessing progress made towards the realization of CEHURD's five goals, strategic objectives and outcomes. It will also assess performance in CEHURD's eleven focus areas; the target beneficiaries as well as advocacy targets and collaborations. The review will also assess the effectiveness of the approaches and strategies employed in the implementation of the strategic plan. It will also assess the extent to which staff job descriptions and performance measures reflect the strategic plan.

6. PROPOSED METHODOLOGY

The review is expected to take a participatory approach and will involve the Governance bodies (Trustees and Board of Directors); CEHURD staff; beneficiaries of CEHURD's work and key partners. A desktop review of key documents and information including financial documents will be undertaken to support the results of the review. Documents such as the strategic plan, the annual reports, quarterly management reports; indicator performance reports; risk management documents, strategy documents; policies, staff job descriptions and performance plans; project and programme proposals and reports will be among those to be reviewed.

These terms of reference will inform a call for proposals from suitable consultants and as part of this will be required to submit proposals outlining their experience in strategic plan formulations and evaluations; a detailed methodology and a financial proposal.

7. EXPECTED DELIVERABLES

- i) An Inception report clearly outlining the methodology, how the consultant will meet the aim and objectives of the assignment review, the proposed work plan, the financial proposal and review tools.
- ii) Share a draft Mid-Term Review Report with CEHURD for feedback and present the second draft to the Board of Directors for final feedback.
- iii) A final Mid-Term Review report responding to the aim and objectives of the review and any emerging critical information/issues relevant to the assignment. The report will elaborate on specific issues and actions that require CEHURD's attention, including a proposal for timelines.
- iv) Proposals for revisions or amendments required in line with the findings of the review process.
- v) A brief report of the Consultant's experience of the Mid-Term Review process highlighting important issues for CEHURD and recommendations.

8. TIMEFRAME

This assignment will require a maximum of (45) working days within the months of July – September 2022.

9. CONSULTANT PROFILE

- Experience in development work
- Knowledgeable and experience in health, human rights and SRHR
- Experience in organizational development
- Past experience in undertaking reviews and evaluations in the same field, and for advocacy work in particular.
- Able to deliver the assignment within the proposed budget and time.

10. ROLES AND RESPONSIBILITIES

7.1 Role of CEHURD

- i) Draw the contract and manage the signing process with the Consultant
- ii) Timely management of logistics required by the Consultant
- iii) Support with introductions and arranging meetings
- iv) Review and approve the deliverables under section 5 above
- v) Provide timely information required by the Consultant
- vi) Make timely payments to the consultant

7.2 Role of the Consultant

- i) Work within the timelines under section 8 above and deliver quality products.

- ii) Ensure deliverables of the assignment in clause 7 of these TORs are accomplished and approved by CEHURD.
- iii) Keep regular communication with CEHURD throughout the duration of the assignment.