



Consultant to Develop the a Strategic Plan for PCAU 2022-2026

Terms of Reference

Background

Palliative Care Association of Uganda (PCAU), is the national association for palliative care providers in Uganda. PCAU was registered as a Non-Governmental Organization in 2003 with a vision to extend access to palliative care services to all patients and families in need in Uganda. The association is composed of 1,200 individual members and 24 member organizations. PCAU leads and coordinates all civil society efforts and works closely with the Government of Uganda towards the integration of palliative care services within the health care system across the country.

Context of the Consultancy

PCAU's current strategic plan ends in December 2021. The end-term summative evaluation of the current 5 (five) year strategic plan was dully accomplished. The evaluation report proposes areas of prioritization for the next PCAU strategic plan. PCAU's programmatic focus areas have remained the same since its formation in 1999. Palliative care services face a changing landscape characterized by a move to strengthen palliative care at the primary health level of the health care structure. The World Health Organization (WHO) has (in 2021) released a new set of actionable indicators for assessing the development of palliative care worldwide and a New palliative c Development Monitoring Framework with the 4 old components reformulated and additional 2 new components. The other major changes facing the palliative care field both globally and nationally touch the impacts and lessons derived from the Covid-19 Pandemic and the shifting donor commitments. As a country, Uganda has also taken some strides in establishing the structural coordination for the palliative care service at the Ministry of health and seeking to improve national data collection and management on the service. PCAU continues to grow by expanding the staffing structure and capacity, Membership including Life membership, regional presence, and local partnerships. It is thus a good time for the organization to reflect on her past and think through the most effective ways to capitalize on the new realities.

The objective of the consultancy

The overall objective of this consultancy is to develop a five-year Strategic Plan to support PCAU to fulfill the organization's mandate.

Scope of Work

The scope of work for the consultant will include the following:

- i) Orient PCAU staff members on strategic planning, its purpose, and its role.
- ii) Study the End Term Evaluation Report for the current PCAU Strategic Plan.
- iii) Facilitate the participatory process for PCAU identified stakeholders to review and establish PCAU's vision, mission, core values, and goal for the next 5 years based on the mandate of PCAU.
- iv) Undertake a situational analysis through a SWOT, PESTEL, and other relevant analysis tools
- v) Facilitate a consultative process and apply appropriate tools of analysis, to identify focus areas and develop strategic objectives and key result areas for the same.
- vi) Construct a Theory of Action for the Strategic Plan.
- vii) Develop a logical framework approach for the Strategic plan.
- viii) Propose a strategy for achieving the strategic objectives and key results.
- ix) Develop a Results, implementation, and Resources Framework for the Strategic Plan Period.
- x) Facilitate a stakeholder's meeting to validate the draft Strategic Plan.
- xi) Finalize and submit the PCAU Strategic plan 2022 – 2026 to PCAU

Key Deliverables

The deliverables for this consultancy work will be:

- i) An inception report on the assignment, including an activity schedule, and methodology on how the specific tasks would be achieved.
- ii) Submitting the first draft of the PCAU Strategic Plan 2022-2026 following stakeholders' consultative meetings and validation.
- iii) A results framework indicating a Monitoring and Evaluation for the Strategic Plan.
- iv) An implementation framework.
- v) Costing for the PCAU Strategic Plan indicating annual required resources framework.
- vi) A complete five-year strategic plan submitted in soft copy to PCAU.
- vii) A Separate Report on the processes undertaken including held stakeholder consultations and workshops

Time Scope

The assignment is expected to be accomplished in a period of 20 workdays.

Required Qualifications of the Consultant

- i) Advanced University degree in organizational development, Health Systems Straightening, Governance studies, development studies, or any of the related fields.
- ii) Minimum of 10 years' experience in any of the above fields.
- iii) Experience in developing an achievable strategic plan.
- iv) Experience conducting strategic planning processes.

- v) Ability to steer high-level meetings while providing strategic guidance.
- vi) Understanding of Palliative Care concepts.
- vii) Expert in knowledge management processes.
- viii) Excellent communication and relationship-building skills.

Application process

Interested applicants can submit their expression of interest not later than December 17th, 2021 to the Country Director PCAU by email: mark.mwesiga@pcau.org.ug copy pcau.admin@pcau.org.ug

The application should contain the following elements:

- i) A cover letter indicating motivations and relevant experience.
- ii) A Technical Narrative and Financial Proposal.
- iii) Curriculum vitae.
- iv) Contacts of 4 organizations that have recently been contracted for similar consultancy.