



Call for Expression of Interest:

Consultancy to Conduct a Summative Evaluation of the Strategic Plan for the Palliative Care Association of Uganda and to Develop a New Strategic Plan for the Period 2027-2031

1. Background

The Palliative Care Association of Uganda (PCAU) is the national association for palliative care providers in Uganda. It was established in 1999 and registered as a Non-Governmental Organization in 2003 to expand access to palliative care services across the country. The association comprises 40 institutions and over 2000 individual members, with a permanent secretariat and strong governance in place. PCAU coordinates civil society efforts and works closely with the Government of Uganda to integrate palliative care services into the health care and social system nationwide. Since its inception, PCAU has implemented five consecutive strategic plans and is currently implementing the strategic plan for the period 2022-2026. Find out more about PCAU from the official website <https://pcauganda.org/>

2. Purpose and scope of the Consultancy

The purpose of this consultancy shall be to evaluate the implementation of PCAU's current Strategic Plan and to lead the process of developing the new Strategic Plan for the association.

The scope of the consultancy therefore entails two components. The first component shall be the evaluation of PCAU's work during the period (2022-2026).

Under this component, the consultant is asked to:

- i) Evaluate the extent to which the strategic plan has been implemented successfully vis-à-vis PCAU's current strategic positioning, vision, mission, and the five strategic objectives, responses, and activities.
- ii) Analyze strengths with a view to building upon opportunities by using SWOT (Strengths, Weaknesses, Opportunities, Threats) or other tools.
- iii) Submit a summative evaluation report of the implementation of the PCAU Strategic Plan 2022-2026.

The second component is a new strategic plan for PCAU for the period 2026-2031. Building on the evaluation results of the implementation of the ongoing 2022-2026 strategic plan (the first component), the consultancy will lead the PCAU infrastructure through the process of developing a new strategic direction for the association.

3. Methodology of consultancy and deliverables

The consultant will employ a participatory approach, engaging closely with internal and external stakeholders of PCAU.

3.1 Methodology of work for phase one of consultancy/ evaluation

The consultant their proposal for this phase that shall not be limited to the following steps:

- i) Reviewing the organization's situational context by utilizing strategic planning analytical tools, including desk research, interviews, and focus group discussions.
- ii) Examining internal and external documents while benchmarking with similar organizations, i.e., studying successful organizational models in related fields for learning and potential adoption/adaptation.
- iii) Analyzing the changes in global trends and in the operating environment to establish the accuracy and relevance of the strategic responses to global trends.
- iv) Conduct consultations with key stakeholders, including the Board, management, staff, volunteers and selected partners.
- v) Conducting evaluation consultations with sections of members and beneficiaries of PCAU programs and project work.
- vi) Evaluating the existing organizational structure and capacities.
- vii) Reviewing existing and potential donors' and partners' strategic plans to ensure alignment.

3.2 Expected Deliverables for phase one:

The consultant shall submit an evaluation Report of the strategic plan 2022-2026 with:

- i) An executive summary
- ii) Evidence-based results of the evaluation of PCAU's five objectives.
- iii) A detailed analysis of achievements, risks, challenges faced, and lessons learned.
- iv) Identify key success factors and areas needing improvement under each of the objectives.
- v) Recommendations on key focus areas for the new strategic planning period

3.3 Methodology of Work for phase two/developing new strategic plan

The consultant their proposal for this phase that shall not be limited to the following steps: :

- i) Review the vision and mission based on the PCAU constitution and mandate.
- ii) Undertake stakeholder and PCAU membership mapping and analysis.
- iii) Undertake a situation analysis of PCAU operations to date, including regional and global context.
- iv) Conduct, through a consultative process, and apply appropriate tools of analysis to:
 - Identify focus areas

- Develop strategic objectives
- Establish key performance indicators and key result areas for the same.
- v) Review the institutional capacity, organizational set-up, financial and administrative systems against the PCAU mandate and the identified strategic objectives and key result areas; and make recommendations, if any.
- vi) Propose a strategy for achieving strategic objectives and key results.
- vii) Propose an organization structure/organogram and reward system following a thorough benchmarking process.
- viii) Develop a Results and Resources Framework for the planned period.
- ix) Develop a risk management framework for implementation of the Strategic Plan.
- x) Hold stakeholder meeting(s) to validate the draft Strategic Plan.
- xi) Finalize Strategic Plan and submit it to PCAU.

3.3 Deliverables for the second component of the consultancy

The consultant shall be expected to submit two separate reports with contents not limited to the following:

- a) A five-year cost strategic plan containing sections of areas listed in the scope of work:
 - Executive Summary
 - Context and Strategic Assessment/analyses.
 - Refined Vision, Mission and Goal.
 - Refined core values
 - Core Strategies, focus areas, objectives and activities.
 - Financial and other resources forecast and mobilization matrices.
 - Planning Assumptions and Risks matrix.
 - Proposed organizational structure and reward system.
 - Results framework with Key performance indicators.
- b) A report on the process including appendices of lists and contacts, stakeholder consultations, and workshops.

4. Time Span

This assignment is expected to be carried out for a period of 45 man-days.

5. Institutional Arrangements

The Consultant will report directly to the Executive Director. PCAU will provide relevant background documents necessary for the assignment. PCAU shall be responsible for the coordination of meetings and other activities under the Consultancy.

6. Expertise

a) Academic Qualifications

At least a master's degree in a relevant field in planning, public health, public policy,

development studies and other related disciplines.

b) Experience

- i) At least five years of professional experience in strategic planning and management.
- ii) Prior working with a Health NGO and palliative care is an added advantage.
- iii) Demonstrated experience in working with government partners and other stakeholders in public sector development programs, especially in health systems development.

c) Skills and Competencies:

- i) Ability to work with minimal supervision.
- ii) Must be result-oriented, a team player, exhibiting high levels of enthusiasm for compassionate, palliative and community work.
- iii) Demonstrate excellent interpersonal and professional skills in interacting with government and development partners.
- iv) Skills in facilitation of stakeholder engagements/workshops.
- v) Evidence of having undertaken similar assignments.
- vi) Experience in research, policy development, and programming-related work.

7. Application process.

Interested and qualified candidates should submit their applications by 5:00 pm on Sept 11th, including a financial proposal and concept note, and the CV of the lead consultant to the Executive Director, PCAU, by email, ExecutiveDirector@pcau.org.ug, and copy to pcau.admin@pcau.org.ug. Submit a single PDF File. Further details can be accessed on the PCAU Website <https://pcauganda.org/>