



## Terms of Reference for Consultancy to develop and operationalize CECI's strategic plan 2024-2028

<b>Title of the ToR</b>	Consultancy to develop and operationalize Community Empowerment creative Innovations (CECI) strategic plan 2024-2028		
<b>Donor</b>	Global Affairs Canada (GAC)		
<b>Time frame</b>	30 days upon signing of contract		
<b>Location of the consultancy</b>	Koboko		
<b>CECI Thematic areas ToR developed by</b>	Protection, livelihood, environment and education and WASH		
<b>ToR approved by</b>	<b>Name</b>	<b>Designation</b>	<b>Date</b>
	Strategic Plan Committee	SPC	20 <sup>th</sup> /08/2024
<b>ToR approved by</b>	<b>Name</b>	<b>Designation</b>	<b>Date</b>
	Benson Khemis Soro	Executive director	23/08/2024

### I. Background/context

#### Community Empowerment for creative Innovations (CECI):

Community Empowerment for creative Innovations (CECI) is a dynamic and fast-growing Regional - non-governmental organization that focuses on addressing Vulnerability through the power of education. We offer individual refugees (vulnerable persons) the Opportunity to succeed through access to quality education and psychosocial support, provide life Skills programs through our livelihoods interventions. Additionally, we work to improve social cohesion through our peace building work. CECI believes systemic change happens from the community level and is Excited to play a role in transforming the education landscape in Uganda.

In order to deliver on our goal to combat vulnerability with education, CECI recognizes the value of Developing a strategic plan to assess the strengths and weaknesses of our approach and to consider the Internal and external factors that influence the trajectory of our work. CECI plans to develop a five year Strategic plan for 2024-2028, to reconfirm the Organization's vision and to establish a design process and Approach for the effective implementation and sustainability of its mandate over the next five years. CECI Firmly believes that its staff members, scholars, boundary partners and key stakeholders are at the Centre Of this strategic planning effort, helping to assess ways in which to strengthen the impact of the Organization, providing direct input into consultations.



## 2. Purpose of the consultancy

The strategic development consultant will facilitate a directional analysis of CECI and a communication, Monitoring, and evaluation plan. This includes assessing the Theories of Change employed by CECI and Examining how they serve to deliver CECI's mission. The consultant will support the definition of a detailed outcomes measurement methodology for CECI's anticipated programmes/projects. The purpose of this consultancy is to implement a strategic methodology and support and lead CECI staff, partners, and board in a participatory planning process, ensuring a sense of ownership, engaging meaningfully with the boundary partners, board of governance and key stakeholders. The substantive outcome is a five year strategic plan for the period 2024-2028.

## 3. Objectives:

This exercise of the Strategic Plan will:

- a) Evaluate the changing context within the refugee operation in Uganda, the region and globally and use this to guide the review and recommendations for the revised strategic plan.
- b) Examine the trends shaping the present and future forced displacement operations in Uganda
- c) Review CECI's performance against the 2019 – 2023 strategic plan, key programmatic milestones and the Risk Plan.
- d) Develop a 5-year Strategic Plan, with clear mission and vision, revised SMART Outcomes, Outputs and Indicators against the outcomes. Further revise each Programs' specific objectives against the revised outcomes, outputs and indicators and suggest any new focus areas as the case may be.
- e) Revise CECI resource mobilization strategy in accordance with the developed 2024-2028 strategic plan.
- f) Recommend an implementation strategy for achieving the strategic objectives and key result areas.

## 4. Scope

The operational scope of this consultancy service will include:

- a) The service period in which the 2019-2023 CECI Strategic Plan has been operational
- b) The national and current field Programs in Bidibidi, Parolinya, Lobule other CECI areas of operation
- c) Revision of the resource mobilization plan to facilitate the developed 2024-2028 strategic plan.

### Elements of the plan will include but not limited to:

- i. Develop a sound methodology that grounds the strategic plan and facilitates a directional analysis for CECI's current operations and the integration of programmes
- ii. Conduct a needs assessment of the Organization including consideration of situation analysis and identification of constraints and opportunities for growth and development.
- iii. Guide stakeholder mapping and consultations and understand, obtain, and analyze qualitative and quantitative data relevant to stakeholders and partners.
- iv. Develop plans and strategies with clear deliverables, indicators and tools that address the constraints and create the needed support systems and incentives.
- v. Development, validation, finalization and costing of the strategic plan 2021-2025, including outcome mapping for monitoring and evaluation, detailed implementation for 2019-2023, and general activities for 2024-2028.
- vi. The Consultant will collect, evaluate and lead in the presentation and validation process. Some of these elements may be included in the final document, as an appendix or cited as separate literature.

### Specific Task

The Consultant will:

- ✓ Carry out a desk review of documents relevant to an understanding of the mandate, legal frame,



work and context of CECI.

- ✓ Review existing national strategies/actions, laws and policies on education and governing NGOs in the education sector and include these when developing strategic actions.
- ✓ Assess existing Theories of Change employed by CECI and support the CECI team in establishing an Organizational Theory of Change for 2019-2023.
- ✓ Conduct needs assessment of CECI, which shall include a review of the existing structure, financial strategy and sustainability and engagement with a view for the future expansion to be components of the final strategy.
- ✓ Develop a comprehensive methodology and work plan for a participatory process with a view of achieving support from members and partners, which includes holding consultations and facilitating interviews with relevant stakeholders including, but not limited to, donor and Development partners, private sector and civil society NGOs.
- ✓ Together, with the steering committee, lead a program of wider consultations to receive feedback on the draft strategic plan.
- ✓ Include a plan to align actions with existing relevant sectors' strategies informed by best practices internationally and within Uganda working in a similar environment

#### **5. Time frame**

The Strategic Plan consultancy is a 30-day engagement spread between September and October 2024.

#### **6. Methodology**

The consultant shall obtain disaggregated data, review relevant literature, interviews, and undertake field visits in selected areas. The consultant is permitted to form a team for the delivery of the objectives of the Consultancy. CECI's participants and alumni may be trained in semi-structured interview methodology by the consultant to assist in community interviews.

#### **7. Deliverables:**

Based on the above, Consultant shall prepare and complete the five-year strategic plan. This shall entail, among other things the following:

- a) A five-year strategy with clear deliverables, key milestones, and direct guidance on Implementation to strengthen CECI's mission and vision.
- b) External environment assessment and internal environment assessment of the stakeholders/SWOT analysis.
- c) Establish specific objectives for the communication strategy and implement tools for evaluation of the communication strategy.
- d) Present the draft strategic plan to stakeholders to validate.

#### **8. Qualification and experience.**

CECI is seeking for the services of a professional or a consultancy firm to develop a five year strategic Plan. The firm/individual must possess the following:

- 1) Relevant work experience in strategic planning and development
- 2) Excellent and proven analytical skills
- 3) Excellent organizational and communication skills, ability to prioritize and work with minimum supervision.
- 4) Possess knowledge in the general social, economic and political environment that influences education, Livelihoods landscape in Uganda
- 5) Understanding of participatory approaches to management and operations

#### **9. Ethical Considerations:**

The consultant must adhere to ethical guidelines, ensuring informed consent, confidentiality, and respect for the privacy and safety of all participants



## 10. Budget:

The consultant should provide a detailed budget proposal covering all expenses related to the research, including personnel, travel, data collection tools, and other relevant costs. CECI will provide resources professional fees to facilitate implementation of the assignment.

Statutory Deductions, the Consultant will be responsible for declaration of the income for income tax purposes (i.e. **6% from the gross payment**) payable to Uganda Revenue Authority in accordance with the income tax regulations of the Republic of Uganda.

## 11. Evaluation and award of Consultancy

The award of the contract shall be made to the consultant whose offer has been evaluated and determined against the financial score, compliance, experience and other technical skills. Only candidates obtaining a minimum of 40% of the total 60% technical points would be considered for the financial evaluation. Shortlisted candidates shall be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

<b>Financial Proposal</b>	<b>Points to be awarded</b>
Finance	40%
<b>Technical Proposal</b>	<b>Points to be awarded</b>
Methodology & Work plan	20%
Management	10%
Past performance	5%
Relevant experience	5%
Technical skills	20%
<b>Total</b>	<b>100%</b>

**Payment:** The consultant will be paid 30% upon approval of the inception report and 70% upon submission and approval of final report and any agreed upon products of the consultancy. The technical fees will be subjected to 6% withholding Tax.

## 12. Supervision/management of the assignment

The consultancy will be supervised by the Executive director CECI and the MEAL contact person.

## 13. Submission of Technical and Financial Proposal:

Interested and qualified candidates are expected to submit two sets of proposals, one **Technical** and another **Financial + A** cover letter outlining relevant experience in similar work (1-2 pages), List of proposed key activities, Level of Effort and timeframe via email address **ceciuganda@gmail.com** with subject line **Strategic Plan Consultancy**, by **9<sup>th</sup> September 2024** close of business.

**Only shortlisted candidates will be contacted. CECI reserves the right to pick the lowest or the highest bidder.**

