



**TERMS OF REFERENCE (TOR) FOR HIRING A CONSULTANT TO CONDUCT  
THE FINAL EVALUATION OF HRAPF'S STRATEGIC PLAN (2018-2022)**

**AUGUST 2022**

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### 1) BACKGROUND TO THE TASK

HRAPF has so far developed and implemented three strategic plans since its inception. The first plan was developed for the period 2010-2012 and was successfully implemented creating a stepping-stone to blossom into the second strategic plan. The second strategic plan was developed for the period 2013-2017 and was also successfully implemented, evaluated and lessons learnt were used to feed into the development of a new plan for strategic period 2018-2022. The 2018-2022 Strategic Plan comes to an end on 31 December 2022. Unlike the previous plans that had three strategic objectives, the 2018-2022 plan has four strategic objectives and therefore four thematic areas: Access to Justice, Research and Advocacy, Community Capacity Enhancement and Institutional Development. This strategic plan pointed HRAPF towards continued growth as an institution, consolidating its gains while at the same time innovating new ways and strategies of engagement. It also grounded HRAPF as a key leader and active participant in the human rights movement in Uganda, Africa and internationally. The strategies in this plan also positioned HRAPF to scale up beyond more centralised work to working in the regions and with a number of strategic partners. Not only did it scale up and broadened to new areas of work but also deepened the existing work for purposes of sustainability and consolidating gains and impact.

Under the HRAPF M&E policy, HRAPF is mandated to conduct a final external evaluation of its strategic plan to assess overall performance and achievement of the strategic objectives in preparation for the development of a new strategic plan. HRAPF therefore intends to conduct a final evaluation of its current strategic plan 2018-2022. The evaluation report shall be used as reference in the development of a new strategic plan.

HRAPF is therefore seeking for services of a qualified and experienced consultant to conduct the final evaluation of the HRAPF strategic plan 2018-2022.

## **2) OBJECTIVES OF THE CONSULTANCY**

### **i. General objective**

To evaluate the effectiveness, efficiency and impact of the HRAPF's strategic plan 2018-2022.

### **ii. Specific objectives**

- To analyse the context with in which HRAPF works
- To assess the overall achievement and impact of the HRAPF strategic plan 2018-2022.
- To document lessons learnt during the implementation of the strategic plan 2018-2022
- To inform management decisions on strategic positioning for the organisation for the next strategic period 2023 - 2027.

## **3) SCOPE AND FOCUS OF THE EVALUATION**

The final evaluation will focus on assessment of the relevance, effectiveness, efficiency, impact, sustainability and coherence of the strategic plan.

## **4) CONSULTANTS' TIMELINES AND TASKS**

The process of evaluation of the plan is expected to take a period of 2 months from 1 August 2022 to 30<sup>th</sup> September 2022.

<b>NO.</b>	<b>Activity</b>	<b>Duration (Working days)</b>
1.	Call for consultants and evaluations of the applicants	15 days
2.	Signing a contract	1 day
3.	Developing and submitting an inception report	5 days

3.	Stakeholders consultations	20 days
4.	The Evaluation drafted report finalized	10 days

## 5) DELIVERABLES

The consultant shall submit the following deliverables to Human Rights Awareness and Promotion Forum:

- Inception report detailing the methods and procedures of the evaluation
- A final Evaluation report for the HRAPF strategic plan 2018-2022 finalized and approved.

## 6) QUALIFICATIONS AND EXPERIENCE OF THE PROSPECTIVE CONSULTANT

The prospective consultant will be selected on the basis of their proven experience; qualifications and ability to deliver good quality work in a timely and efficient manner. Minimum qualifications, experience, knowledge and other capabilities of the consultant will include:

- a. A minimum of a Master's degree in a relevant field of human rights, law, programme management and monitoring and evaluation, with vast experience in strategic plan evaluation and development.
- b. Comprehensive knowledge, understanding and a proven track record in development of institutional strategic plans.
- c. Proven ability to apply contextual deep analysis while assessing development and human rights-based interventions.
- d. Proven experience in developing and implementing programmes aimed at promoting human rights for marginalised groups.
- e. Excellent analytical and writing skills.

## 7) SUPERVISION

The Executive Director will be in charge of supervising the entire assignment and ensuring that all terms and conditions of the assignment are executed as agreed. The consultant shall closely work with the Deputy Executive Director as well as the M&E team to deliver the assignment.

## 8) REMUNERATION

- a) The remuneration for the assignment will be determined and agreed upon during

the first meeting with the successful candidate.

- b) 30% payment of the quoted amount will be paid on submission and approval of inception report.
- c) 40% shall be paid upon submission of the draft evaluation report
- d) 30% shall be paid upon submission of the final evaluation report
- e) The payment will be subject to statutory deductions as per laws of Uganda.
- f) All payments will be made by EFT or by cheque upon submission of an invoice, and will be acknowledged with a valid document.

## **9) COMMENCEMENT OF WORK**

The consultant will begin work immediately upon signing the contract.

## **10) APPLICATION PROCEDURE**

Interested consultants must submit the following documents/information:

1. Personal CV including past experience in similar projects listing at least three referees
2. Expression of interest explaining why they are the most suitable person for the work and providing a brief methodology on how they will approach and conduct the work.
3. Two sample assignments in the field of Programme evaluations and strategic plan developments done by the applicant as the lead consultant.
4. A financial proposal
5. Interested persons are encouraged to send their expression of interest with all the required documents not later than 12<sup>th</sup> August 2022 to [emwebaza@hrapf.org](mailto:emwebaza@hrapf.org)
6. Only the successful candidate will be contacted.