

## TERMS OF REFERENCE

### FIELDS OF LIFE STRATEGIC PLAN MID-TERM REVIEW

#### 1.0: Introduction

Fields of Life (FOL) is a non-denominational Christian International Development Organisation with 25 years of experience working in East African region (Uganda, Rwanda, Burundi, Kenya, Democratic Republic of Congo and South Sudan). Specifically, FOL seeks to work with development partners at different levels-local, district, national, regional, international and global in providing more sustainable development programs under 4 priority areas as enshrined in its 5-year strategic plan (2016-2020) i.e. **investing in young people, promoting health and well-being** for the less advantaged members of society, **creating opportunities** for young people and **growing FOL family**. In a bid to not only change lives, but also transform targeted communities, and build their hope, its FOL's passionate desire to continuously support partner schools and local faith based Organisations, alongside partner district local governments for systems/technical capacity strengthening and empowerment so as to be drivers of change in such targeted vulnerable communities with major focus on children, to be well nurtured and developed to realise their potential for a better future.

Fields of Life (FOL) is now half way in implementing its 5 year strategic plan (2016-2020) and is thus seeking the services of an Independent Consultant (Firm/Individual) to carry out a mid-term strategic review, in particular to conduct a situational analysis to provide a set of carefully assessed and developed options to be drawn upon for enabling FOL to better structure, finance and implement its program interventions in order to achieve its organizational goal given its operating environment, as well as a performance review to provide an assessment of strategic plan implementation status to date and make recommendations for improving both the design and implementation strategy, ultimately, resulting into a more realistic and transformational strategic plan which draws on the outcomes of the situational analysis and performance review.

#### 2.0: Overall Purpose

The overall purpose of the mid-term review of the FOL Strategic Plan (2016–2020) is to contribute to a better understanding of the progress achieved in its implementation, and determine the extent to which FOL is changing lives, transforming communities, and building hope for the less privileged members of society in particular children and addressing cross-cutting issues of; child protection, environmental protection and gender mainstreaming and further recommend improvements to inform FOL's programs, management systems, practices and culture for strengthening the implementation of the remaining half period of the strategic plan and thereafter.

#### 3.0: Scope of Work

The Consultant will be responsible for carrying out the performance review of FOL's Strategic Plan (2016-2020) and specifically, carry out the following activities;

##### 3.1: Performance Review

Design the methodology for performance assessment of the strategic plan implementation, in consultation with Fields of Life. In particular, assess;

- appropriateness of FOL's priority areas/strategic objectives in achieving its vision and mission.
- appropriateness of the design and content of the strategic plan relative to FOL's mission.
- extent to which the strategic plan has been used to guide FOL's performance management and annual work planning.
- extent to which annual operating plans-to the level that they have been funded -have been implemented in an effective manner and achieved intended results.
- fitness of purpose and effectiveness of FOL's decision-making and management systems, from the board to field level.
- financial performance over the period under consideration in terms of the extent to which FOL has secured its budgeted operating costs.
- extent to which FOL has effectively implemented monitoring, evaluation and learning for its development programs.
- extent to which FOL has been able to respond to key emerging issues and to manage risk thereof.
- extent to which FOL staff competencies/capacity sufficiently exist to deliver on its current strategic focus.
- Nature of other relevant factors that have enabled and/or prevented FOL from successfully implementing its current strategic plan.

### 3.2: Revision of the Strategic Plan (2016-2020)

Take lead in revising the FOL Strategic Plan with the objective of providing a realistic and incisive road-map that enables a transition towards significantly stronger overall performance and financial viability, and which results in better management of program operations and associated services/support rendered to different targeted schools and communities. Specifically, the Consultant will;

- draw on the findings of the situational analysis as well as the recommendations of the performance review to develop the revised strategic plan.
- develop a transformative but realistic road map of change for FOL to transition towards much stronger institutional performance as measured against key targets and performance indicators.
- structure and develop the strategic plan in a manner which ensures that it is easily interpreted by providing clear directive and prioritized objectives underpinned by incisive explanations of how the objectives should or can be achieved.
- Set out a performance management framework which can be further built out by the different program units at FOL as part of implementing the revised strategic plan.
- provide a set of prioritized recommendations for FOL to better implement and achieve its revised strategic plan.

### 3.3: Key Deliverables/Outputs

The Consultant is expected to deliver the following key deliverables/outputs;

1. **Inception Report** indicating the methodology for the performance review and clearly detailed schedule of work.
2. A **Strategic Plan Mid-term Performance Review report** with recommendations for improving FOL's management and strengthening staff performance.

3. A revised FOL Strategic Plan setting out a road-map for improving FOL's performance

#### 4.0: Qualifications and Experience

- The Consultant will be required to have a minimum of a Bachelors Degree in relevant field.
- A proven minimum track record of 5 years' professional experience in providing quality management consulting services, including performance assessments and strategic reviews, as well as facilitating organizational change management processes.
- The Consultant should be able to demonstrate why the previous management consulting carried out has had transformational impact on such Organizations worked with.
- A broad understanding of Water, Sanitation and Hygiene (WASH) and Quality Education including Child Sponsorship as well as the environment in which Non-Government Organisations and other Charitable Organizations operate in East Africa and Uganda in particular.

#### 5.0: Terms and Conditions

- The Consultant will be paid a daily rate for the work done up to a fixed ceiling, payable in 2 installments i.e. 40% upon submission and approval of key deliverable 1 and 60% upon submission and acceptance/approval of key deliverables 2 & 3.
- The Consultant will report to the Monitoring, Evaluation and Learning (MEL) Manager-Fields of Life, East Africa Field Office-Muyenga, Kampala, who will provide overall guidance, including the structure and format of each key deliverable.
- The Consultant will be expected to take care of necessary field logistical requirements
- The consultancy **MUST** be completed within a period of thirty (30) working days from the date of the signing the contract.
- Fields of Life will **ONLY** respond to those applicants in whom it has further interest.

#### 6.0: Application Procedure

Interested Consultants should submit electronic copies of the Technical and Financial Proposals ONLY via; [caleb@fieldsoflifeuganda.com](mailto:caleb@fieldsoflifeuganda.com) with a copy to; [info@fieldsoflifeuganda.com](mailto:info@fieldsoflifeuganda.com) by close of business Friday, March 8,2019 indicating; **CONSULTANCY TO CONDUCT MID-TERM REVIEW OF FOL's STRATEGIC PLAN (2016-2020) in the subject line.**