



ALIVE
MEDICAL SERVICES

**TERMS OF REFERENCE (TOR)
FOR AN INDIVIDUAL CONTRACT**

**CONSULTANCY: REVIEW, LEAD, GUIDE, DEVELOP AND PRESENT A
STRATEGIC PLAN**

Expression of Interest: AMS invites independent consultant(s) or firm(s) to express interest in the revision of the AMS strategic plan to chart the way forward towards accomplishing the AMS vision.



Background

Alive Medical Services (AMS) is a non-profit medical center located in Namuwongo, one of Kampala's most densely populated and impoverished neighborhoods. Founded in 2007, the clinic began with just six patients and is now one of the single high-volume HIV clinics in Uganda. Open 24 hours a day, seven days a week, AMS provides free HIV testing, care, treatment, counselling and support and has to date served over 18,000 HIV-positive clients and over 2,000,000 people. AMS staff serve clients with love and dignity, operating under the belief that every person deserves to live a quality life.

The aim of AMS is to provide a comprehensive range of high quality medical services including comprehensive HIV/AIDS, Sexual Reproductive Health and rights care free of charge and accessible to **all** and especially the poor and vulnerable.

Scope of work

To respond to stakeholders needs, the following objectives will be pursued under the current assignment:

A). Terms of Reference and Scope of Work

The consultant will work closely with AMS management to facilitate the strategic planning meetings and the revision of the 5year strategic plan 2025 to 2029.

AMS management will facilitate access to relevant information.

B) The main expected activities are:

1. Develop detailed work plan for revision and finalization of the strategic plan in collaboration with AMS management.
2. Conducting a desk review of relevant documents of AMS in collaboration with AMS management that will include: previous strategic plan (2020 to 2024), policy guidelines, standards and strategies, standard operating procedures, policy statements, Current Uganda National HIV/AIDS Policy and other related policies and The National Health Sector Strategic Plan and any relevant documentations.
3. Conduct planning meetings with AMS leadership, members of the Board and other relevant stake holders.
4. Conduct brainstorming workshops/working meetings with AMS senior management as required.



5. Facilitate the Strategic Planning work shop that will review the current strategic plan and discuss among others:
 - a. Environmental scan of significant opportunities and threats facing AMS
 - b. Review of key success factors for AMS to deliver on identified objectives
 - c. Review of thematic areas that will guide priority setting for AMS
 - d. Review of strategic options and select appropriate strategies to meet them
 - e. Identification of the principle partners for successful implementation of the AMS plan
 - f. Establishment of accurate controls for monitoring and evaluating performance of the strategic plan
 - g. Develop final draft 5 year action plan based on results from the strategic planning workshop
 - h. Conduct post strategic planning meeting workshops as appropriate to develop, review and/or finalize the plan.
 - i. Write and present to AMS a report on the process including lessons learned, meetings held, contact details for people met with and other relevant findings.

C. Responsibilities of AMS

AMS will:

1. Provide relevant materials on AMS.
2. Timely review and guidance on proposed detailed work plans and meeting agenda.
3. Assist with contacting and bringing together key stakeholders during the process.
4. Review draft reports and recommendations for production of the final documents.
5. Manage logistics for the strategic planning meeting and the launch of the strategic plan including sending out invitation letters, transportation to the meetings, managing communications, printing, binding and stationery.



D. Deliverables

The final outputs of the facilitator will include:

1. Inception report to be delivered to AMS within 1 week (after the start date)
2. Agenda for the strategic plan process.
3. Findings from the strategic planning meeting.
4. Revised draft strategic plan including costing schedule, activities, and monitoring and evaluation plan.
5. Findings from the strategic planning workshop
6. Final strategic plan.
7. An electronic copy of all final reports in MS Word

E. Level of Effort and Time Schedule.

AMS anticipates a level of effort of 10 days for this exercise from the consultant. However, the final schedule presented in the inception report will determine the final effort based on the agreed work plan. The proposed engagement of the facilitator will be from September 2024 to November 2024 presentation of the final Strategic Plan.

F. Qualifications

AMS is seeking an experienced CONSULTANT with the following qualifications:

1. Knowledge of strategic planning framework and institutional capacity development.
 2. Experience in Uganda Health Sector and Developmental issues and organization is required;
 3. Experience in working with both government and NGO sectors;
 4. At least a Masters Degree in Business Administration, MBA, or Masters in Organizational Development, Masters in Public Health, Strategic and Operational Management, Corporate Governance, Public Policy and Planning, Health Systems Strengthening or significant experience in these areas;
 5. Prior professional experience in strategic planning and implementation with a specific emphasis in facilitating development of broad based health and/or development of strategic plans for NGOs, governments or government agencies;
 6. Should have undertaken at least one assignment of a similar nature in the past (*not more than 3 years*);
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7. Experience and working knowledge of CDC, PEPFAR and USG and donor funding, preferred.
8. Excellent writing, communication and workshop facilitation skills.
- 9. SHOULD BE READY TO TAKE THE POSITION IMMEDIATELY**
- 10. BE A PERSON OF HIGH INTEGRITY.**

G. Application Procedures for Consultant for Strategic Plan Process for AMS.

Interested applicants should email their CVs, daily pay rates, and capability statements to accomplish the above tasks by close of business (COB) 5th September 2024

SUMMARY

EXPECTED/KEY DELIVERABLES:

The aforementioned objectives shall be achieved by the following **outputs**:

1. Desk review of methodology.
2. Outline of semi-structured questionnaire on consultations/ individual meetings held with stakeholders and short reports (max. 1 page) of each.
3. Agenda and handouts for the two working meetings with stakeholders: (1) to inform on purpose and seek guidance / inputs into refining of the report.
4. Strategic plan final report - maximum 30 pages with 2 page executive summary.

Note: Familiarity with UN/UNICEF, CDC, USAID, PEPFAR, DFID, SWEDISH, EU, IRISH AID, NORWAY and WORLD BANK programmes and activities will be an asset.

Thank you

Yours sincerely,

Dr. Pasquine Ogunsanya, MD, MPH, FAIPH
Executive Director
Alive Medical Services

29th August 2024