

**TERMS OF REFERENCE FOR THE REVIEW AND DEVELOPMENT OF RIAMIRIAM CIVIL SOCIETY NETWORK – KARAMOJA STRATEGIC PLAN 2026 -2031**

**Introduction**

Riamiriam Civil Society Network-Karamoja (RCSN-K) is a regional umbrella body for civil society organizations (CSOs) operating in the Karamoja region. The Network serves as a critical coordination and capacity-building platform to unify CSO voices and amplify collective advocacy for peace, human rights, and sustainable development. Riamiriam envisions a vibrant civil society that empowers self-reliant communities and drives meaningful change. The Network works through strengthening member organizations through coordinated action, advocacy, and capacity development especially in advancing the rights and welfare of vulnerable populations including girls and women, children, persons with disabilities, and the elderly.

The current Strategic Plan (2020–2025) is ending and Riamiriam seeks to review and develop a new plan to provide strategic direction for the next five years. In this regard, UNNGOF seeks to procure a firm or Consultant to review the current strategic plan by assessing its relevance, performance, and lessons learned, and to co-create a new forward-looking and dynamic Strategic Plan (2026–2031) that is informed by stakeholder priorities, evolving civic trends, and emerging opportunities.

**Objective of the Assignment**

To conduct a comprehensive review of Riamiriam’s 2020–2025 Strategic Plan and lead the development of a robust, forward-looking Strategic Plan for 2026–2031.Specific Objectives:

1. Assess the relevance, effectiveness, efficiency, and impact of the current Strategic Plan (2020–2025), and document key achievements, challenges, and lessons learned.
2. Facilitate a participatory and inclusive strategic planning process that results in the formulation of a comprehensive, actionable, and stakeholder-informed Strategic Plan (2026–2031).

**Scope of Work**

The selected consultant/firm will be expected to:

1. Conduct a desk review of key documents including the current strategic plan, program and financial reports, evaluations, governance documents and partner/member publications.
2. Lead comprehensive stakeholder consultations with relevant stakeholders including members, partners, donors, government agencies, beneficiaries, and local leaders.
3. Facilitate strategic reflection workshops with Riamiriam’s Board, staff, members, and other key actors to assess performance and co-develop strategic priorities.
4. Organize a stakeholder validation meeting to discuss the draft strategic.
5. Finalize the Strategic Plan incorporating all stakeholder input and aligning with national development frameworks.

**Methodology**

This assignment will be undertaken by a consultant/firm with close engagement with key Riamiriam staff. The consultant/firm is expected to employ a participatory, inclusive, and iterative methodology anchored in qualitative and quantitative research, literature review, strategic foresight, stakeholder engagement and civic development trends. Riamiriam will provide logistical support, facilitate access to documents, and coordinate stakeholder engagements.

**Duration of the Assignment**

The assignment is expected to be completed within 60 working days agreeable between UNNGOF, Riamiriam and the Consultant.

**Expected Deliverables**

The consultant/firm will be expected to deliver the following:

1. Inception report outlining the proposed methodology, tools, timelines, and work plan.
2. Strategic Plan review report (2020–2025) with detailed analysis of achievements, challenges, and lessons.
3. Situational and Strategic analysis report including SWOT, PESTLE, stakeholder priorities, and regional context.
4. Draft Strategic Plan (2026–2031)
5. Stakeholder Validation Report
6. Final Strategic Plan (2026–2031) incorporating inputs from the validation.

**Required qualifications, skills and experience**

The lead consultant/firm must demonstrate the following minimum qualifications and competencies:

* Proven experience in strategic planning, evaluation, and organizational development within civil society settings.
* Sound knowledge of Uganda’s socio-political, civic, and development context.
* Experience working with regional CSO networks and multi-stakeholder processes.
* Demonstrated facilitation skills and experience in participatory planning methodologies.
* Excellent analytical, communication, and report-writing skills.
* Familiarity with the Karamoja region will be an added advantage.

**Supervision and Reporting**

The consultant will work closely with the Executive Director of Riamiriam, under the oversight of the UNNGOF Team Leader – Programmes. Regular coordination and feedback meetings will be held throughout the assignment.

**How to Apply**

Interested candidates should submit a detailed (a) technical and (b) financial proposal that includes the following components:

1. Understanding and interpretation of the ToR.
2. Statement of capability by the Consultant highlighting relevant experience.
3. Methodology to be used in undertaking the assignment.
4. Clear work plan including outputs/deliverables and detailed time frames.
5. The financial proposal (in Ugandan shillings), highlighting total costs as per person-day rates, and any other costs anticipated in undertaking the process of the assignment.

**Note:** The Technical and Financial proposal should not be more than five (5) pages

**Submission**

Full Technical and Financial Proposals should be submitted to the Executive Director by email to procurement@ngoforum.or.ug no later than **Friday, 26th September 2025**.