



AFRICAN CENTRE FOR TREATMENT & REHABILITATION OF TORTURE VICTIMS (ACTV)

TERMS OF REFERENCE FOR CONSULTANCY

TITLE OF CONSULTANCY: DEVELOPMENT OF THE ACTV STRATEGIC PLAN (2026 - 2030)

Background and Summary

The African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a Non-Governmental Organization established in 1993 to advocate against torture and provide holistic treatment and rehabilitation to survivors of torture, GBV, and other forms of violence in Uganda and from other countries. Since 2021, ACTV has been implementing its five-year Strategic Plan (2021-2025), structured around six strategic pillars: 1) Holistic Treatment and Rehabilitation, 2) Advocacy for Torture Prevention, 3) Research and Documentation, 4) Livelihood Support, 5) Legal Aid, and 6) Enhancing Institutional Sustainability. As the current strategic plan nears completion, the organization seeks to ensure that its next phase of operation (2026–2030) is informed by emerging priorities and lessons learned, building upon its successes while addressing key challenges for meaningful and impactful social change.

In this regard, ACTV is seeking the services of a highly professional and experienced consultant to undertake the assignment of the development of her new strategic plan 2026-2030. This plan will serve as a roadmap for ACTV's continued efforts in addressing torture and violence at local, national, regional and international level, ensuring alignment with emerging priorities, lessons learned, and evolving human rights challenges. The consultant will be responsible for conducting a comprehensive assessment of the current strategic plan, identifying gaps and areas for improvement, and formulating clear objectives and actionable strategies for the next phase (2026–2030).

Purpose of the Assignment

The purpose of the assignment is to guide the development of ACTV's new strategic plan for the period (2026–2030), ensuring it builds on past successes, addresses identified gaps, and positions the organization to effectively respond to its mission of advocating against torture, gender-based violence and other forms of violence while providing holistic care to survivors. In so doing the assignment aims to evaluate the effectiveness, relevance, and impact of the current strategic framework (2021–2025), identifying best practices and areas for improvement to guide future interventions. Through a comprehensive assessment, the consultant will examine ACTV's progress across its strategic pillars and provide evidence based recommendations for strengthening and refining the organization's approach.



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The development of the strategic plan shall focus on;

Assessing the current strategic plan implementation (2021 – 2025)	Evaluate the effectiveness, relevance and impact of the ACTV strategic plan (2021 – 2025) in achieving its objectives across the six thematic pillars.
Identify strengths and best practices.	Document successful strategies and interventions that have contributed to ACTV's mission and identify scalable models for future programming.
Analyze gaps and challenges	Examine structural, operational and contextual challenges that have affected implementation offering recommendations for mitigation.
Context analysis	Examine the political, economic, social, technological and environmental factors that influenced ACTV's work. Identify the strengths, weaknesses, opportunities and threats within both the internal and external environment.
Stakeholder analysis	Identify key stakeholders and their level of influence and power in shaping ACTV's work.
Risk analysis	Assess potential risks to strategic success and develop mitigation measures.
Evaluate alignment with emerging priorities.	Assess how ACTV's strategic direction aligns with evolving human rights trends, global regional and national frameworks.
Formulate a Comprehensive Strategic plan	Design a structured, actionable plan that positions ACTV to continue advocating against torture and gender-based violence



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	while enhancing holistic rehabilitation services for survivors at the national, regional and international level. A strategic plan that includes cross cutting issues of gender, youths and the environment.
Assessing the organization capacity needed to effectively implement the strategic plan (2026 – 2030)	Assess the structures, processes and mechanisms in place to support strategy execution.

Specific objectives.

1. To evaluate the ACTV strategic plan implementation (2021 – 2025).
2. To identify gaps, challenges and emerging priorities.
3. To formulate a comprehensive ACTV strategic plan (2026 – 2030)
4. To assess the organization capacity and develop an adaptive framework for strategic plan (2026 – 2030) implementation.

Methodology

After an initial document review of relevant documents, the consultant will develop a work plan to guide the assignment. A participatory approach will be central to the methodology, allowing ACTV staff, management, board members, and key stakeholders to engage in critical reflection. This will be achieved through;

- ✓ Stakeholder Consultations: Structured discussions, focus groups, and interviews to gather insights on achievements, challenges, and future priorities.
- ✓ Collaborative Planning meetings: Facilitated sessions for ACTV staff, partners and stakeholders to shape strategic direction and refine thematic pillars.
- ✓ Gap Analysis and Capacity Assessment: Identification of institutional and operational strengths, gaps, and areas for capacity strengthening.
- ✓ Alignment with Policy Frameworks: Ensuring integration with national, regional, and global human rights mechanisms for relevance and impact.

The final output will be a comprehensive strategic plan, incorporating evidence-based recommendations, sustainability measures, implementation roadmap, budget, risk and mitigation plan, and an M&E framework that will be used to evaluate the plan.



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ACTV Responsibilities:

- ACTV will develop the consolidated terms of reference
- ACTV will avail the Consultant with the list of targeted stakeholders to be contacted.
- ACTV will avail organizational literature relevant to the assignment.
- The consultant will work closely with the Board, Management and Staff as well as other stakeholders involved in the fight against torture

Consultant's Tasks:

1. Review of relevant literature including but not limited to: the past ACTV Strategic Plans and the current Strategic Plan (2021-2025); Evaluation Reports of ACTV; ACTV Annual Reports; ACTV Annual Work Plans and Budgets; ACTV base line survey reports; UHRC Annual Reports, development partners plans and civil society plans and activities available;
2. Conduct a series of meetings with selected Members of the Board, Management, staff, partners and of ACTV to gain an understanding of emerging issues, challenges and solutions;
3. Carry out key stakeholder consultations involving field visits and interviews with identified stakeholder groups.
4. Re-assess the external context and the internal situation context as well as progress of ACTV's existing programs.
5. Compilation, presentation and discussion of the new strategic plan developed with the management and board.
6. Develop a final comprehensive ACTV strategic plan (2026 – 2030).

The consultant is expected to provide the following deliverables:

1. Work plan schedule clearly showing how the assignment will be carried out with clear timelines for development of the strategic plan
2. Budget and appropriate assessment framework
3. Inception Report clearly highlighting how the development of the strategic plan will be conducted for discussion with ACTV Board and Management.
4. A comprehensive ACTV strategic plan (2026 – 2030).
5. An abridged version of the ACTV strategic plan (2026 – 2030).
6. Well thought out strategies on how ACTV can able achieve her set Objectives in the strategic Plan
7. An organization capacity assessment report with detailed analysis of governance, leadership, resource mobilization and operational readiness. It should also include an identification of



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strengths, gaps and recommendations for capacity enhancement.

Please Note: Deliverables are subject to amendment based on consultation outcomes.

Duration

The consultant is expected to complete the assignment within 60 working days after being contracted.

Qualifications and experience

Required

- Advanced university degree in Human Rights, Development Studies, Management Studies, Organization Development, and any other related fields.
- Minimum of 10 years' experience in evaluations, organizational development, strategic planning, Programming, Project Planning and Management, or any other related field.
- Substantial knowledge of current human rights issues and familiarity with program monitoring and evaluation methodologies.
- Background knowledge of NGOs in Uganda
- Proof of Knowledge in such consultancies
- Ability to work collaboratively with multiple individuals and groups.
- Excellent communication, facilitation, synthesis and organization skills.

Submission of application

Along with their CV interested candidates should submit:

A technical proposal explaining, their comprehension of the, ToR, and how they would approach this assignment, summarising, the methodologies, and approaches they, plan to use, including a timeline.

- Two samples of similar previous assignments
- Their availability
- A financial proposal outlining their expected fees and costs

Interested candidates/firms should submit a technical and financial proposal and two samples of similar previous assignments. Applications should be, submitted to info@actvuganda.org not later than 30th May 2025.