



Championing Regenerative Human Development

TERMS OF REFERENCE

Strategic Plan Review (2022–2026) & Strategic Plan Development (2027–2031)

Location: Kampala, Uganda

Date of Issue: June 2026

1. About Regenerate Africa

Regenerate Africa (RA) is a Uganda-based non-governmental organisation championing regenerative human development. Its work is anchored in five interlinked thematic areas:

- Regenerative Food, Agriculture & Landscapes
- Climate & Green Energy Solutions
- Forests & Water resources
- Gender, Health & Environment
- Business, Nature and Sustainability

RA is approaching the conclusion of its 2022–2026 Strategic Plan. As this cycle closes, the organisation is seeking an experienced consultant (or consultancy firm) to undertake two closely related assignments: (i) a comprehensive evaluation of the 2022–2026 plan, and (ii) the development of a forward-looking Strategic Plan for 2027–2031 that responds to emerging regional priorities, Uganda’s National Development Plan IV (NDP IV), and the evolving climate, health and gender landscape.

2. Background and Rationale

Since its establishment in 2022, Regenerate Africa has been at the forefront of promoting sustainable and regenerative approaches to development across Uganda and the wider East African, sub-saharan and global region. The organisation’s work bridges community-level action with national policy engagement, drawing on deep partnerships with government agencies, international donors, and grassroots networks.

The current 2022–2026 Strategic Plan has guided RA’s programming across its five thematic areas, setting out clear targets for organisational growth, programme delivery, and financial sustainability. As the plan approaches its final year, it is both timely and necessary to undertake a rigorous review of the organisation’s performance, assess what has worked well, identify areas requiring improvement, and synthesize lessons that will inform future strategy.

The operating context for RA’s work has evolved considerably since 2022. Climate change continues to intensify, placing unprecedented pressure on food systems, water resources, and vulnerable communities in Uganda. The Government of Uganda has launched its fourth National Development Plan (NDP IV), setting new targets for economic transformation, environmental sustainability, and gender equity. Regional commitments and global frameworks further define the landscape within which RA operates.

Against this background, RA requires a forward-looking Strategic Plan for 2027–2031 that is evidence-based, stakeholder-informed, and strategically positioned to maximise impact. This Terms of Reference sets out the scope, methodology, deliverables, and requirements for the consultancy assignment that will deliver both the strategic review and the new plan.

3. Purpose of the Assignment

The overarching purpose of this assignment is twofold:

- To provide Regenerate Africa with a credible, evidence-based assessment of its performance under the 2022–2026 Strategic Plan, including an analysis of achievements, gaps, lessons learned, financial performance as well as emerging threats and opportunities in the operating landscape.
- To co-develop with RA leadership and stakeholders a robust, action-oriented Strategic Plan for 2027–2031 that positions the organisation for sustained impact, organisational resilience, and financial growth over the next five years.

The assignment will generate knowledge and strategic direction that will guide RA’s Board, management, staff, and partners over the coming strategic cycle. It is intended to be a participatory process that builds internal ownership of the new plan and strengthens RA’s institutional capacity for strategic management.

4. Objectives

4.1 Strategic Plan Review (2022–2026)

1. Assess the degree to which strategic objectives and targets were achieved across all five thematic areas.
2. Support in mapping and evaluating key stakeholders and their degree of influence and contribution to RA’s work.
3. Evaluate financial performance against the projections set out in the current plan.
4. Identify key achievements, implementation gaps, and lessons learned as well as risk assessment.
5. Conduct a SWOT analysis of the operating system and provide recommendations of how best Regenerate Africa can position itself in the landscape.
6. Provide evidence-based recommendations to inform the next planning cycle.

4.2 Strategic Plan Development (2027–2031)

1. Develop a comprehensive, action-oriented Strategic Plan aligned with RA’s mandate and the priorities of its stakeholders.
2. Integrate Uganda’s NDP IV, regional climate commitments, and gender-responsive development frameworks into the strategic plan
3. Define a clear Theory of Change, strategic propositions, and a robust implementation and resource mobilisation framework.
4. To review and strengthen the Strategic Plan's goals and objectives informed by SWOT analysis and other institutional reviews in order to reposition RA as a distinctly competitive and high-impact organization within East Africa, Sub-Saharan Africa, and the broader global development landscape.

5. Scope of Work

The consultant will be responsible for the following tasks:

Task	Description
1.Document Review	Analyse the current Strategic Plan, annual reports, financial statements, and existing MEL frameworks if any.

2. Performance Assessment	Evaluate progress against the strategic directions and financial projections in the 2022–2026 plan.
3. Stakeholder Consultation	Conduct Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with the Board, senior management, staff, donors, partners, government agencies, and community beneficiaries.
4. Strategic plan Formulation	Facilitate participatory workshops to co-develop the 2027–2031 Strategic Plan, including Vision, Mission, Core Competencies, Strategic Propositions, and an Implementation Framework (MEL system, financial roadmap, risk register).
5. Validation	Present draft findings and the proposed Strategic Plan at a validation workshop with RA leadership, staff, and the Board of Directors, and incorporate feedback before final submission.

6. Methodology

The consultant is expected to apply a rigorous, participatory methodology, including but not limited to:

Desk Review:

Analysis of the current Strategic Plan, annual reports, programme documentation, and MEL frameworks.

Qualitative Data Collection:

KIIs and FGDs with internal staff, partners, donors, and community beneficiaries.

SWOT and PESTEL Analysis

The consultant will conduct a comprehensive SWOT analysis to assess RA's internal strengths and weaknesses alongside external opportunities and threats, complemented by a PESTLE analysis to examine the broader Political, Economic, Social, Technological, Legal, and Environmental factors shaping the operating context.

Participatory Workshops:

Collaborative strategy sessions to define strategic directions, priorities, and resource requirements for 2027–2031.

Validation Workshop:

Presentation of draft Strategic Plan to RA leadership, staff and the Board of directors for review and endorsement prior to finalisation.

7. Expected Deliverables

The consultant will submit the following deliverables, each subject to RA review and approval:

Inception Report:

A detailed work plan, methodology, data collection tools, and schedule, submitted within 10 days of contract signing.

Strategic Review Report (2022–2026):

A comprehensive evaluation covering performance against targets, financial assessment, key achievements, gaps, challenges, opportunities and prioritised recommendations.

Strategic Plan (2027–2031):

A complete, print-ready document including Theory of Change, strategic propositions, action areas, MEL framework, financial roadmap, and risk management strategy as well as workplan and budget to guide implementation of the Strategic plan.

Implementation Framework:

Standalone MEL tools, an operational plan, and a risk register to support roll-out of the 2027–2031 plan.

8. Consultant Profile & Required Qualifications

Applicants must demonstrate the following:

Essential criteria

- A Master’s degree (or higher) in Development Studies, Environmental Sciences, Strategic Management, or a closely related field.
- A minimum of 7–10 years’ experience in strategic planning, organisational development, or programme evaluation, with a focus on NGOs or civil society organisations in East Africa.
- Demonstrable expertise in health climate change nexus, gender-responsive programming, and/or regenerative development, ESG and sustainability and provide evidence of conducting similar assignments.
- Proven experience facilitating multi-stakeholder processes and high-level validation workshops.
- Strong written communication skills, with a portfolio of comparable strategic planning assignments.

Desirable criteria

- Familiarity with relevant national policies, legal, institutional, and development frameworks is an added advantage including Uganda’s National Development Plan (NDP IV), the National Environment Act, the Public Finance Management Act, and sector-specific policies such as the National Climate Change Policy and the Micro, Small and Medium Enterprises (MSME) Policy as well as alignment with global frameworks such as the UN Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, and the African Union’s Agenda 2063 among others.

9. Indicative Timeline and Duration of Assignment

The following is an indicative schedule. Exact dates will be confirmed upon contract signing.

#	Activity	Indicative Duration	Target Date
1	Publication of ToR & Call for Applications	2 weeks	From 4th June to 18th June, 2026.
2	Application Deadline	19th June, 2026	19th June, 2026
3	Consultant Selection & Contract Signing	1st July, 2026	1st July July ,2026
4	Inception Report Submission	14th July, 2026	14th July, 2026
5	Strategic Review Phase (Desk	July, 2026	July, 2026

	Review & Fieldwork)		
6	Strategic Review Report (Draft Final)	July, 2026	July, 2026
7	Strategy Drafting & Participatory Workshops	1st week of August	1st -7th of August,2026
8	Validation Workshop	Third week of August	17th -20th August ,2026
9	Final Submission of All Deliverables	31st August, 2026	31st August, 2026

10. Supervision and Reporting

The consultant will work under the direct supervision of the Executive Director of Regenerate Africa. Day-to-day coordination will be managed by the Partnership & Impact Manager, who will serve as the primary point of contact throughout the assignment.

The consultant is expected to:

- Submit all deliverables to the Partnership & Impact Manager for initial review before escalation to the Executive Director for approval.
- Provide brief bi-weekly progress updates (written or oral) during the assignment.
- Flag any significant methodological challenges, access constraints, or timeline risks promptly to the Partnership & Impact Manager.
- Attend scheduled check-in meetings with RA management as agreed in the Inception Report.

RA’s Board of Directors will be engaged at the inception stage and at the validation workshop. Final approval of the Strategic Review Report and the 2027–2031 Strategic Plan rests with the Board.

11. Application Process

Interested consultants or firms should submit the following to info@regenerateafrica.org in cc. nakiryaronah@regenerateafrica.org by 5:00 PM EAT on 19th June 2026:

- A technical proposal outlining the proposed methodology and work plan.
- A financial proposal with a detailed budget breakdown.
- CVs of all key personnel to be deployed on the assignment.
- Contact details of two professional referees.
- A signed Conflict of Interest Declaration Form (template available on request from RA).

12. Evaluation Criteria

Applications will be assessed using the following criteria:

Criterion	Sub-criteria	Weight (%)
Technical Competence & Qualifications	Qualifications & sectoral experience	30%
Quality of Technical Proposal	Methodology clarity & feasibility	30%
Relevant Experience & Portfolio	Comparable strategic planning work in East Africa	20%
Financial Proposal	Value for money & budget justification	15%
References	Quality of professional referees	5%
TOTAL		100%

Only shortlisted candidates will be contacted. RA reserves the right to cancel or modify this procurement process at any stage.

13. Payment Terms

Payment will be made in three tranches linked to deliverable milestones, as follows:

Milestone	Deliverable(s)	Payment (%)
1 st – Instalment	Signed contract & Inception Report accepted	40%
2 nd – Instalment	Strategic Review Report (final version) accepted	40%
3 rd – Instalment	Strategic Plan 2027–2031 & Implementation Framework accepted	20%

All payments are subject to submission and approval of invoices and satisfactory performance as determined by RA management. Any applicable taxes are the responsibility of the consultant.

Intellectual Property and Confidentiality

All deliverables, reports, data, tools, and materials produced under this assignment shall be the exclusive intellectual property of Regenerate Africa upon receipt of final payment. The consultant may not reproduce, publish, or distribute any deliverable or extract therefrom without prior written consent from RA’s Executive Director.

The consultant may reference this assignment in their professional portfolio (e.g. CVs, capability statements) solely for the purpose of describing their experience, provided no confidential or proprietary content is disclosed. Any such reference must be agreed in writing with RA prior to publication.

The consultant shall treat all information accessed in the course of this assignment including financial statements, programmatic data, governance documents, staff and stakeholder details, and

strategic materials as strictly confidential. This obligation continues in perpetuity beyond the conclusion of the assignment.

Conflict of Interest

All applicants are required to declare any actual, potential, or perceived conflicts of interest as part of their application. A conflict of interest includes, but is not limited to: a current or recent employment or contractual relationship with Regenerate Africa or any of its Board members; a personal or financial relationship with any RA staff member involved in the procurement process; or concurrent work for an organisation whose interests may compete with or be adversely affected by the outcomes of this assignment.

Applicants must submit a signed Conflict of Interest Declaration Form alongside their technical proposal. RA reserves the right to disqualify any applicant who fails to disclose a material conflict of interest or where such a conflict cannot be adequately managed. Declarations will be treated in confidence and used solely for the purpose of this procurement.

Enquiries

Enquiries may be directed to the Partnership & Impact Manager at info@regenerateafrica.org cc; nakiryaronah@regenerateafrica.org.

Only shortlisted candidates will be contacted.

Regenerate Africa is committed to inclusive, participatory, and evidence-based development.

Regenerate Africa | Terms of Reference: Strategic Review 2022–2026 & Strategic Plan 2027–2031