
TERMS OF REFERENCE FOR DEVELOPING RHU'S BUSINESS PLAN

Background

RHU's core business is to provide quality, integrated sexual and reproductive health and Rights (SRHR) information and services and to advocate for SRHR for all. RHU is an Association with more than 260 members of staff and numerous volunteers working with and for communities and individuals. RHU is also committed to Universal Health Coverage (UHC) by contributing to the achievement of equitable access to life-saving, quality sexual and reproductive health care for all, including to the most marginalized and hard-to-reach population groups.

Many of our primary clients are vulnerable and poor, and many are girls and women. We serve our clients without discrimination or judgement, and we respect the right of all individuals to freely exercise their SRHR. At all levels, RHU strives to respect and protect the rights of women and girls, promotes gender equality and works to redress unequal power imbalances between women and men. However, RHU also deliberately targets other segments of the population, including the relatively well to do, with the objective of offering services, but also generating additional resources to cater to its core mission of supporting the more vulnerable and poorer (social enterprise).

RHU's primary mission is:

To Champion, Provide and Enable universal access to rights based SRHR information and services to vulnerable and underserved communities, including young people

RHU's Mission Statement clearly describes why the business exists and what sort of clients the products and services.

RHU's values include:

- *Rights Based*
- *Results Oriented*
- *Choice*
- *Voluntarism*
- *Integrity*

RHU's STRATEGIC GOALS

RHU's integrated approach to the delivery of essential, rights-based sexual and reproductive health (SRH) services and information is aligned to the IPPF Strategy and Business Plan. From 2020-2024, RHU aims to achieve core business goals in four Outcomes Areas,

Outcome 1: **Advocacy:** 40% of the districts in Uganda are implementing at least 2 SRHR policies;

Outcome 2: **Information, Education and Communication:** 10 million persons have access to SRH information;

Outcome 3: **Service Delivery:** 35 million services are offered to RHU's clients;

Outcome 4: **Ensuring sustainability and results.** RHU is a high-performing and accountable organization that aims to double its national income by 2024.

The business plan should provide a detailed roadmap for how RHU will achieve each of these outcomes.

i. Why RHU needs a Business Plan

RHU is a leading provider of SRHR services in Uganda. It strives to increase the prospects for sustainability of its services and approaches.

It is essential that the organisation remains relevant and dynamic in a changing SRHR environment, such as, reduction in funding, a more competitive and changing donor landscape; different reproductive health needs of various subgroups such as adolescents, the youth, refugees, sexual minorities, etc., cultural and political opposition to some SRHR issues such as Comprehensive Sexuality Education (CSE), and also puts in place a plan concerning how it can obtain a sustainable competitive advantage that will propel it even more successfully into the future. RHU needs to define the key actions necessary to grow, manage and/or increase the value of its business over time.

The Plan will be mainly informed by RHU's past and present strategies, plans and activities, within the national SRHR environment as well as benchmarking with other sister IPPF member associations, e.g. Family Health Options Kenya (FHOK) and UMATI.

Currently, RHU depends heavily on external resources, including mainly donors and funding agencies, which does not auger well for longer term survival. The leadership is interested in how the organization can develop locally-generated income sources that will support it to deliver in 4 Outcome areas. In light of this the Business Plan aims to:

- Improve the prospects for program and financial sustainability by identifying products or services that can bring new revenue streams
- Gain a deeper understanding of RHU's market, including market share
- Strengthen RHU's structure for service delivery, youth SRH programming and SRHR advocacy

ii. Core actions in RHU's approach:

At the community level:

- Strengthening community-based health systems, creating demand for and ensuring the provision of SRHR information and services, which are integrated and of appropriate quality
- Working to influence social norms or barriers that deny the SRH rights of young people and women access to care, and related behaviours
- Improving accountability of local health and community leaders for key SRHR services and for health outcomes, and strengthening the resilience and emergency refugee response capacity

At the district level:

- Working with public and private health structures and improving health leaders' capacity for evidence-based planning, budgeting, supervision and monitoring of priority interventions for youth, men and women;
- Strengthening integration with community-based systems, and better coordination with other sectors (Community Development, gender, security and law enforcement, education, etc.)

At national level:

- Leveraging of national, regional and international resources, and linking with RHU's contributions especially women and youth SRH, increased social inclusion, and education and contributing to evidence-based and equitable plans and policies for mainly young people's and women's health, through strengthened use of evidence, (in collaboration with sister CSOs, government and development partners)

Cross cutting Aspects

- Improving data collection, analysis and use of data and information by strengthening the Health Management Information System and making use of innovative technologies, including during health emergencies;
- Gender and gender programming, with an emphasis on the SRH Rights of girls and women
- Engaging with the public and private sectors, civil society and development partners, including in emergency prevention, preparedness and response
- Financial management plan identifying potential sources of income and a detailed plan for how to achieve them, e.g. fundraising contributions; the formation of social enterprises business models in the SRH field (and potentially non-SRH business models)

iii. Proposed Methodology

The development of RHU's Business Plan will employ both analytical and consultative approaches, that could include the following:

1. Desk Review:

Undertake a desk review of information sources relevant to the Business Plan in the context of RHU's programming, carry out initial analysis, and provide guidance to support additional data collection that will be required to inform the Business Plan. It may be necessary to initially identify a wide range of activity types which could include both strengthening and supporting RHU's structures and health delivery system. RHU and the consultant will work together to determine the documents required for review based on a method/procedure to be developed by the consultant undertaking the exercise. A document bank will be created for this purpose. The desk review will include RHU documents and other pertinent materials such as national and international literature pertinent to SRHR, etc.

2. Semi-structured interviews:

Discussions will be conducted (in person and/or over skype/phone) with selected RHU staff and a small number of partners. A list of all the people to be interviewed at the HQ will be developed by RHU and include the Directors, the respective thematic managers and

Coordinators as well as service providers and/or project officers. These interviews will also serve as a mechanism to identify and select documents. Among institutions and development partners to be interviewed are the Ministry of Health, MoGLSD, as well as UNFPA and IPPF. Some of the beneficiaries will also be interviewed. Discussion topics will include, but not limited to, priority issues for analysis such as the Four Outcome Areas of RHU's Strategic Plan, including identifying pertinent issues that need either to be maintained, as well as areas for improvement as guided by the consultant.

iv. Coverage:

The exercise will cover RHU's efforts across the organization and will include RHU HQ, beneficiaries, development partners, and selected sector ministries.

A five-year business plan will be developed. The criteria and scope for selection of respondents will be determined during the inception phase of the exercise. The principle contact person for RHU for this exercise will be the Director of Programmes and the Manager Audit & Compliance. The entire process of development of the RHU Business Plan is expected to be for a duration of one month, preferably over the month of April 2020

Expected Outputs

The Business Plan development exercise will produce the following products:

a) An Inception Report: A brief report outlining the consultant's understanding of the work, proposed methodology, detailed schedule, and logistics. The report will also include an outline which briefly describes the core Business Plan interventions supported by, for example: rationale, purpose, efficiency and effectiveness, possible impact and capacity building for improved resilience, as opposed to shorter term outputs.

b) Brief documentation based on the interviews and desk review clarifying and summarising the major findings and providing conclusions and some key recommendations in relation to the RHU Business Plan.

c) The RHU Business Plan which will be the final product of the other two deliverables as well as a ready-to-use resource, including a clear roadmap of how the Plan will be operationalised.

Consultant Team and Required Competencies

Qualified individuals or institutions (consultancy firms, etc.) that have the capabilities to meet the following requirements, and are available for the period indicated, are invited to apply. The exercise will be carried out by a team led by a Senior Consultant with the overall responsibility for providing guidance and leadership, coordinating the analysis and preparation of the RHU Business Plan in relation to these Terms of Reference. The Senior Consultant will be responsible for the exercise from start to finish as well as report drafting. The Senior Consultant will be responsible for delivering all the outputs outlined in this ToR. The Senior Consultant will also oversee and manage the work of the other members of his/her team.

The Senior Consultant should have the following qualifications:

- Extensive experience (>8 years) in relevant professional/business field e.g. Business management, Organisational Development, Health Management, Marketing, Health Systems Strengthening (HSS), Health Economics;
- A strong team leadership and management track record (> 7 years' experience) in organisational development, and/or program design and finance management;
- Familiarity with Uganda's SRHR environment and RHU's operations is a benefit;
- A strong commitment to delivering timely and high-quality results;
- Good communication and people skills; ability to communicate with various stakeholders and to express concisely and clearly ideas and concepts in written and oral form;
- Language proficiency: Fluency in English is mandatory

Other members of the team are expected to have a background in a variety of competencies, including public health, business management, health management, social sciences, monitoring & evaluation, etc., with competencies in analysis including document review, analysis of qualitative data and demonstrated skill in conducting interviews with a variety of stakeholders.

Application Process

RHU's Management is seeking to contract qualified and competent professionals or institutions (consultancy firms, etc.) for the provision of services to develop RHU's Business Plan. Interested individuals and institutions should send an application including the following:

- a. Updated CV/Resume, and/or the relevant institutional profile
- b. Evidence of similar assignments including contact persons as a source of reference
- c. Availability and costed proposal

The application should be transmitted via email to Reproductive Health Uganda by March 20th 2020, at the very latest, using the following email addresses: akyarimpa@rhu.or.ug; rhu@rhu.or.ug and registry@rhu.or.ug Any queries can also be referred through the same channels