

TERMS OF REFERENCE

CONSULTANCY TO DEVELOP THE ASSOCIATION OF AMBULANCE PROFESSIONALS UGANDA (AAPU) STRATEGIC PLAN AND BUSINESS PLAN 2024 – 2028

1. Background

The Association of Ambulance Professionals Uganda (AAPU), which was founded in 2017, is a legally registered Membership Association with core members being Emergency Medical Services (EMS) professionals (Emergency Medical Technicians, Paramedics, Ambulance Care Assistants, Nurses, Doctors, and Administrators in EMS). We work in partnership with all organizations involved with Emergency Services in Uganda, our programs and interventions are anchored on the 5 pillars of the Rescue chain; Safety, Emergency call, First Aid, Ambulance Services, and Emergency Department.

AAPU's vision is *"To be the leader in the development and linkage of professional providers of Emergency Medical Services in Uganda"*

AAPU's mission is *"to promote the EMS profession through training, advocacy, research, public education, and networking"*

2. Participants

The different workshops shall be attended by AAPU Board, Executive Committee Members, Regional Representatives, Staff, selected key Stakeholders, and Partners.

3. Process

The Association is in the process of developing its 5-year Strategic Plan and Business Plan. This calls for strategic planning session workshops to interrogate the existing programs and develop outcomes and strategies that shall serve as a guide toward designing interventions over the next 5 years. A consultant shall be hired to facilitate strategic planning stakeholders' consultative and validation workshop sessions. The Consultant shall be paid a total of 20 working days including time spent on preparations, workshop days, and compilation of draft and final Strategic Plan and Business Canvas. Relevant documents shall be made available to the Consultant prior to the planning and discussion workshops and is at liberty to review relevant stakeholders and government sector plans and strategies.

4. Purpose of assignment

The main role of the Consultant is to facilitate and lead the development of AAPU's 5-year strategic plan and Business Plan in line with identified program needs and strategy.

5. Objectives

- i. Lead the development of the 5-year strategic plan in line with identified program needs and strategy
- ii. Facilitate Staff and Executive Committee Members to reflect on the context and AAPU's theory of change.
- iii. Clarify the vision, objectives, purpose, and focus (strategic direction) of the Association
- iv. Facilitate consultative and validation workshops on the next strategic direction of the AAPU
- v. Identify improvement and suggest strategies to implement the AAPU action plan and submit a comprehensive investment plan/business canvas.

6. Methodology

The methodology of participatory strategic planning and Investment Plan (Business Canvas) is chosen for its in-depth focus on self-assessment and participants' full involvement in self-reflection, for effective discussion, analysis, and planning.

A participatory approach shall include collective and individual self-assessment through desk review and consultations or focus group conversations with staff, executive committee members, key stakeholders, and partners. Throughout this participatory self-assessment methodology, the consultant should consider objective data and staff perceptions of the achievement of AAPU through an EMS perspective in the programs and Partners to better understand, unsubstantiated facts, and interpretations including assimilating AAPU objectives, and balancing competing interests so that the Strategic Plan reflects consistent, coordinated, and collaborative direction for AAPU.

An internal technical team shall be established to support the Consultant with information as well as logistical aspects. The team shall also provide opportunities for feedback during the strategic planning sessions.

7. Scope of Work

The Consultant shall be required to undertake the following activities with regard to the above:

- a) Conduct internal and external situational analysis.
- b) Develop Strategic Planning Session methodologies and materials in conjunction with AAPU
- c) Design and prepare innovative participatory methodologies, including mind maps and matrix maps activities emphasizing robust discussion focusing on building departmental strengths.
- d) The Strategic Planning Session must be participatory and must be designed to provoke critical thinking and review among participants.
- e) Scenario Planning in the Strategic Planning process.
- f) Facilitate the review of the vision and mission statement.
- g) Compilation of Strategic Plan and Business Plan document

8. Deliverables

One report will be delivered:

- i) Capture data from reviewed documents relating to the Strategic Plan scope items, and engage in discussions with AAPU team to obtain a full understanding of the existing status of Program intervention performance.
- ii) An outline of the Strategic Plan and Investment plan (Business Canvas) methodology and timeline to be undertaken for approval by AAPU
- iii) Facilitate consultative workshops for Staff, Executive Committee Members, key Stakeholders, and Partners to identify and define strategic direction for AAPU
- iv) Submit a draft strategic plan including the Investment plan (Business Canvas).
- v) Facilitate a validation workshop with Staff, Executive Committee Members, key Stakeholders, and Partners involved in the strategic planning and Investment Plan (Business Canvas).
- vi) Submit and present the final Strategic Plan and Investment Plan (Business Canvas) to the Executive Committee and Board for approval.

Other deliverables may include depending on the methodology adopted- a list of indicators, dissemination materials (presentation material and short summaries), and workshops.

9. Timeline and Cost Projection

- a) Starting date: **23rd October 2023**

- b) Timeline: 20 working days from the start date
- c) Outline: one week after signature of the contract.
- d) Draft Strategic Plan and Investment plan (Business Canvas) by 24th November 2023
- e) Final Strategic Plan and Investment plan (Business Canvas) by 30th November 2023

10. Required Qualifications of the Consultant:

Commitment and experience in conducting participatory Strategic Planning and Business Canvas:

- i. Experience with Health Associations; Gender equality or Community Development;
- ii. Sound knowledge of EMS policies & procedures, Health Association Management and Operations, EMS concepts, and firm belief in professionalism;
- iii. Knowledge of results-based management practices
- iv. Profound skills to facilitate and or lead stakeholder discussions
- v. Understanding of the specific needs of EMS professionals in Uganda
- vi. Samples of previous similar work.

11. Application process:

Interested candidates shall send a technical and financial proposal on or before **28th September 2023** to president@aapug.org copied to procurement@aapug.org: detailing:

- a) A brief explanation of the understanding of the assignment and the proposed methodology (max. 3 pages).
- b) This shall include a description of how the team shall function;
- c) CVs of the proposed consultant(s);
- d) Contact details of two references;

12. Timeframe

Twenty (20) working days from Monday 23rd October – 17th November 2023

13. Lines of Communication

The successful applicant shall report directly to the President and General Secretary. The regularity of reporting will be agreed upon with the President and General Secretary. The consultant shall perform the above tasks in close consultation with staff at AAPU Secretariat.

14. Budget and Payment

The payment schedule shall be as follows:

- i. 30% on signing of the contract
- ii. 40% on acceptance of the draft Strategic Plan and Investment plan (Business Canvas).
- iii. 30% upon successful facilitation of the validation workshop and acceptance of the final Strategic Plan including the Investment plan (Business Canvas).
- iv. 6% withholding tax will be deductible from the Consultant's fees

15. Expected outputs of the assignment

- a) Draft Strategic Plan that includes an Investment plan (Business Canvas).
- b) Final Strategic plan that includes an Investment plan (Business Canvas).