



*“Justice without Discrimination”*

## TERM OF REFERENCE FOR DEVELOPMENT OF MCJL’S STRATEGIC PLAN FOR 2021-2026

### 1.0 BACKGROUND INFORMATION ABOUT MCJL

Muslim Centre for Justice and Law (MCJL) is a local not for profit Non-Governmental organization founded in 2009 but officially registered in 2011 to advocate for the rights of the most vulnerable members of our society. It is dedicated to promoting and advancing justice, tolerance and human rights in Uganda.

**MCJL’s VISION:** A Ugandan society that upholds universal faith-based principles in ensuring Access to Justice, Human Rights and observance of the Law.

**MCJL’s MISSION STATEMENT:** To facilitate observance of Human Rights, Justice, Peace, and Good Governance through promotion of public interest, civil liberties, and obligations under the law.

#### **MCJL’s CORE VALUES:**

The organization is committed to the following values:

- Human Rights based approaches
- Tolerance and accommodation of diversity
- Popular participation and Social responsibility
- Collaboration and team work
- High ethical standards and Professionalism

#### MCJL’s Objectives

- To conduct Human Rights and Legal Education with the primary target of reaching Muslim communities and members of other faiths in general
- To create a religious pluralist and tolerant society nationally, regionally and globally
- To lobby government and the legislature to put in place policies that promote Access to Justice and Legal Aid for the marginalized communities and individuals
- Health promotion and Advocacy
- To provide expert advice for Organizational Growth and Development
- To network with local and international civil society organizations to create synergies in promoting social justice and legal awareness
- To contribute to poverty reduction by reducing social injustices in Uganda

The primary focus is on members of the grass root Muslim communities and further encompasses the diverse community as a whole.

MCJL's Key programme Focus Areas include: -

- Legal Aid and Access to Justice.
- Environmental Justice.
- Human Rights Awareness and Legal Education.
- Civic Education for Women and Girls.
- Resource Rights and Women Empowerment
- Tackling Domestic violence in Muslim Communities.
- Peace building, Multifaith and intercultural.
- Health Promotion and Advocacy.
- Youth Empowerment.
- Countering Violent Extremism

MCJL has strengthened local communities and societies to effectively advocate and deal with dynamic social challenges in the different communities in Uganda. The organization works directly with local communities and also in partnership with both public and private sector entities. MCJL has been able to sustain its programs through grants from public and private funders. We strive towards self-sustenance of the organization's programs through sustained collaborations with strategic partners with whom we share our core development objectives. The most cherished and effective attribute of the organization is its focus on professionalism and people centered interventions in articulating justice, human rights and governance concerns. We work with in the entire Muslim community in Uganda.

MCJL is headed by a President with support from the organization's staff, with an established team of both full time and associate staff team that is ready to implement activities to create positive change in the targeted communities. MCJL also works with part time consultants who bring on board technical expertise on a need's basis. The organization also works with partners to draw synergies in areas of commonality. The partnerships are with existing local leadership structures in the communities, civil society organizations that implement related activities and development partners.

## **2.0 PURPOSE AND OBJECTIVES OF THE WORK ASSIGNMENT**

The assignment will be undertaken by a Consultant who will conduct a review of the current strategic plan, carry out background assessments and facilitate the development of a renewed strategic plan for MCJL for the 2021 - 2026 period.

### ***Specific Objectives for the work assignment:***

- Assess and analyze MCJL's internal environment
- Assess and analyze the Coalition's external environment and stakeholders
- Synthesis of results and identify strategic opportunities
- Plan to facilitate a day-long workshop with Board members, staff and others to prioritize strategic directions.
- Support the President in designing appropriate metrics using the Theory of Change model to best align with identified strategic priorities.
- Draft and finalize MCJL's strategic plan 2021-2026

### **3.0 JUSTIFICATION FOR THE WORK ASSIGNMENT**

MCJL's strategic plan was designed in 2012 to provide the organization with a strategic framework for the 2012/13-2015/16 period. Since the writing of MCJL's first strategic plan there have been many programmatic, socio-economic and political changes in the development fields of legal, human rights, domestic violence prevention, youth empowerment development programmes, ICT, research, health promotion and advocacy; including increasingly competitive resources available to civil society organizations. Globally there has been a shift in funding models among donor agencies, attached to the near conclusion of the Millennium Development Goals (MDGs) and the design of a post-2015 development agenda that led to SDGs yet it has been realized that the National Development Plan for Uganda is worth contributing to by our current efforts. These shifts at the global and national level are a critical juncture of MCJL and they call on us to timely revisit MCJL's strategic framework to renew the analysis that will enable us develop a feasible and visionary strategic plan for advancing MCJL's vision and mandate within this new landscape for the next planning cycle in 2021-2026. The new framework will be accompanied by a theory of change document, which together will comprise all of MCJL's work. In addition, the strategic planning process will inform the renewal of MCJL's operations as part of the transition to Uganda's new not-for-profit legislation.

### **4.0 SCOPE AND APPROACH FOR THE WORK ASSIGNMENT**

The scope and focus of the assignment are to provide technical, strategic and facilitation support to enable the renewal of MCJL's strategic plan. After an initial document review, the consultant will develop an analysis framework and work plan to guide the assessment.

S/he will conduct a thorough but focused assessment of MCJL's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the operational period 2021-2026. The assessment will include review of relevant documents, in particular MCJL's vision and mission statements, existing strategic plan and key project documents, strategic plans of key partner agencies, donor organizations, and related domestic and international reports. The consultant will also develop a;

- 1) a simple but strategic survey for MCJL's strategic members and non-member stakeholders,
- 2) conduct individual interviews with key informants, and
- 3) facilitate in-depth focus group/facilitated discussions among MCJL members and non-member stakeholders.

The use of participatory processes is expected. Critical reflection by members and stakeholders is integral to this strategic planning initiative. As such, the Consultant will be expected to provide for active and meaningful engagement of MCJL members, relevant government representatives and other stakeholders.

It is expected that generated data will be analyzed using a rigorous and transparent analysis framework, summarized and presented back to MCJL to aid in prioritization of strategic directions. A key aspect of the consultancy is preparation for and facilitation of a one-day strategic planning meeting with MCJL Board members and staff.

All data and the results of the workshop/meetings will be consolidated into a draft and finalized strategic document, including analysis and the presentation of metrics using a Theory of Change model approach.

## 5.0 ROLES AND RESPONSIBILITIES

5.1 MCJL's Strategic Planning Committee will be responsible for:

- Preparing the Terms of Reference.
- Selecting, contracting and managing the Consultant.
- Covering the costs of consultancy associated with the assessment.
- Actively engaging with the Consultant during the assessment.
- Identifying stakeholders and relevant documents as may be needed from time to time.

5.2 The Consultant will be responsible for:

- Preparation of a work plan and an appropriate Assessment Framework.
- Actively engaging with staff, Board members and other stakeholders through the use of participatory processes.
- Regular progress reporting to MCJL.
- Carry out timely planning processes.
- Using a Theory of Change approach and building organizational balanced scorecards.
- Strategic planning document preparation.
- Production of timely deliverables in accordance with the requirements and timelines for the Terms of Reference.

## 6.0 DELIVERABLES AND TIMELINES

The consultant is expected to provide the following deliverables:

- A work-plan for the work assignment by end of 10<sup>th</sup> March, 2021
- An appropriate Assessment Framework by end of 19<sup>th</sup> March 2021
- Conduct consultative engagements with key stakeholders by end of 26<sup>th</sup> March 2021
- Develop a theory of change by end of 30<sup>th</sup> March 2021
- Prepare and submit a draft strategic plan by 15<sup>th</sup> April, 2021
- Finalize with the strategic plan document including but not limited to:
  - I. Executive summary
  - II. Background
  - III. Internal and External analysis
  - IV. Strategic priorities, objectives and clear targets
  - V. Metrics to assess progress made in the attainment of these strategic priorities (using Theory of Change and/or Organizational Balanced Scorecard and/or similar methodology)
  - VI. Results frame-work and M&E plan
  - VII. A costed Strategic plan for Action

## 7.0 PERSONNEL REQUIREMENTS

In selecting the right candidate for this assignment, the following will be considered:

The ideal Consultant must have knowledge of and/or proven expertise in:

- Strategic planning

- Communication skills (with special emphasis on written English language and listening)
- Knowledge of current Organizational Development needs at national and global level (desired)
- A clear understanding of MCJL's systems of operation (desired)
- Clear understanding of Uganda's Legal and Human rights policy frame-work.
- Community/organizational development skills.
- Knowledgeable about Uganda's civil society.
- Ability to use Participatory approaches in conducting assessments and facilitating strategic planning.

## **8.0 APPLICATION PROCESS**

The ideal consultant should submit a CV indicating clear previous work in line with the above requirements. Send a cover letter responding to the Terms of Reference that includes a CV, a proposed work plan and a budget to [muslimjustice41@gmail.com](mailto:muslimjustice41@gmail.com) and [Cc:kafeerosulaiman@yahoo.co.uk](mailto:Cc:kafeerosulaiman@yahoo.co.uk), [zurahs16@gmail.com](mailto:zurahs16@gmail.com). Applications should be submitted by **12:00pm ET on May 6, 2021**.