



Consultancy for Development of a Strategic Plan for the Justice and Reconciliation Project (JRP)

TERMS OF REFERENCE

1.0. Background

The Justice and Reconciliation Project (JRP) has played a key role in transitional justice in Uganda since 2005 through seeking to understand and explain the interests, needs, concerns and views of the communities affected by the LRA war. Through the active involvement of communities in our research and advocacy, we seek to give a voice to the population which has suffered from this conflict for over twenty years. This intervention empowers affected communities and victims of the conflict to influence local, national and international policy.

We have achieved significant impacts in the areas of understanding and implementation of traditional justice practices and other local justice mechanisms: in the Juba Peace talks where we supported both the Government and LRA delegations in the negotiations and consultations on Agenda Item Three on accountability and reconciliation; in creating awareness of the issues and difficulties of reintegration of former combatants; in documenting the experiences of communities which suffered major atrocities; in explicating how local justice works in relation to national and international processes; and in exposing the moral and judicial complexities of abductees who are both victim and perpetrator.

JRP was founded in 2005 as a partnership of the Gulu District NGO Forum and the Liu Institute for Global Issues (LIGI) - University of British Columbia. Since its inception, it has been funded by the John D. and Catherine T. McArthur Foundation, the Royal Embassy of the Netherlands, GuluWalk, the Compton Foundation and the Norwegian Government. JRP has supported and has been supported by a number of organisations, in particular Ker Kwero Acholi (the Acholi cultural institution and traditional leadership), the Amnesty Commission, Refugee Law Project, International Centre for Transitional Justice, Institute for Justice and Reconciliation, the Justice Law and Order Sector, the Juba Peace Secretariat, Northern Uganda Transitional Justice Working Group (NUTJWG) and more recently the victim networks and associations of West Nile, Teso, Lango and Acholi.

In 2010 JRP became an independent NGO, and has since been largely funded by the Royal Norwegian Embassy. JRP is currently operating under a five year strategic plan developed for 2010 to 2014. This plan was revised following the two year interim period supported by the Royal Norwegian Embassy, Kampala. This strategic plan will come to an end in November 2014.

In light of this, JRP intends to develop a new six year strategic plan (2015 – 2020) to carry forward its work in the lives of victims and pioneer new understandings of how transitional justice can be implemented at a local level to maximise its impact in terms of reconciliation, peace-building, and accountability to bring closure after conflict and to develop tools for and provide support to local TJ mechanisms in other parts of the Great Lakes region.



The coming six years will mark a new phase in JRP's work with an emphasis on victim centeredness through responding to the post-conflict needs of conflict-affected communities towards grassroots documentation, advocacy and participation in local, national and global policy processes.

2.0. Purpose and Objective

JRP seeks a consultant to conduct background assessments and facilitate the development of a renewed strategic plan for the 2015-2020 period.

Specific Objectives:

- Plan and facilitate a three to four day workshop with Board members, staff and other stakeholders to prioritize strategic directions. It is envisioned that the strategic plan retreat will take place from 24th – 28th February 2014 at a venue yet to be decided on.
- Assess and analyse JRP's internal environment
- Assess and analyse JRP's external environment and stakeholders
- Synthesis of results and identify strategic opportunities.
- Draft and finalise JRP's strategic plan 2015 – 2020

3.0. Scope and Focus of the Assignment

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

S/he will conduct a thorough but focused assessment of JRP's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2015-2020 operational period. The assessment will include review of relevant documents, in particular JRP's vision and mission statements, existing strategic plan and key project documents, strategic plans of key partner agencies, donor organisations, and related domestic and international reports.

The consultant, in collaboration with JRP will use of participatory processes to facilitate critical reflection by JRP staff members and stakeholders. As such, the Consultant will be expected to provide for active and meaningful engagement of JRP staff members, JRP board members, and other relevant stakeholders to attend the strategic planning retreat.

It is expected that data will be analysed using a rigorous and transparent analysis framework, summarised and presented back to JRP to aid in prioritization of strategic directions.

A key aspect of the consultancy is preparation for and facilitation of a three to four day strategic planning retreat with JRP Board members, staff and other relevant stakeholders.

All data and the results of the workshop will be consolidated into a draft and finalised strategic document.



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

- Transitional justice
- The northern Uganda conflict
- Participatory approaches in conducting assessments and facilitating strategic planning processes
- Strategic planning document preparation

4.0. Roles and Responsibilities

JRP and the Strategic Planning Committee of the Board will be responsible for:

- Preparing the Terms of Reference
- Selecting, contracting and managing the consultant
- Covering the costs of and managing communications and logistics associated with the assessment
- Actively engaging with the Consultant during the assessment
- Identifying stakeholders and relevant documents as needed
- JRP in collaboration with the consultant will carry out a preliminary review of program activities aimed at gathering views from relevant external stakeholders through interviews and online questionnaires. All information gathered by JRP prior to the strategic planning retreat will be forwarded to the consultant for analysis and integration into the strategic planning retreat.

The Consultant will be responsible for:

- Preparation of a work plan
- Actively engaging with JRP staff, Board members and other stakeholders through the use of participatory processes
- Regular progress reporting to JRP
- Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.
- Facilitation of a three-day strategic planning retreat with JRP Board members, staff and other relevant stakeholders.
- Drafting and finalising the strategic plan

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5.0. Deliverables

The consultant will provide the following deliverables:

- A strategic plan workshop agenda and facilitation plan
- A strategic plan document including but not limited to:
 - Executive summary
 - Background
 - Internal and External analysis
 - Strategic priorities
 - An M&E Framework
 - Hard and soft copies of the final Strategic Plans in line with a work plan submitted and approved by JRP

6.0. Application process

Interested individuals or companies should send a cover letter and a CV of the consultant, a technical proposal or proposed methodology, including a proposed work plan/timeline and consultancy cost to ogoralino@justiceandreconciliation.com. Please note that financial proposals will be evaluated based on total funds available for the project and JRP will enter into negotiations with the best evaluated consultant. Applications should be submitted by **5:30pm on 31st January 2014**.