



YSAT
EMPOWERING YOUTH
GENERATIONS

Terms of Reference (ToR) for Strategic Planning Consultant YSAT Uganda Strategic Planning 2026-2030

BACKGROUND

YSAT (Youth Social Advocacy Team) is a refugee led regional NGO founded in 2017. Our core mandate is to **Save lives, Protect communities, and Build resilience for displaced people particularly youth and their vulnerable host communities**. YSAT enhance community based Protection to safeguard vulnerable groups, Food Security & Resilient Livelihoods to improve household incomes, Education to expand access to quality learning, and Environment & Energy to promote climate resilience and clean technologies.

YSAT's 2030 vision is "**Self-sustained and violence free communities**" creating sustainable change and hope for stronger communities. Our vision is aligned with the Sustainable Development Goals (SDGs), particularly SDG 1-ending poverty, 2 Zero Hunger, 4 Quality Education, 8 Decent Work and Economic Growth, 13 Climate Action and 16 Peace, Justice and Strong Institutions which are integral to YSAT's programmatic focus. In Uganda, YSAT has developed strong working relationships with local communities, Office of the Prime Minister (OPM), DLG, and non government organizations in refugee hosting districts and is registered with the National Bureau for Non Governmental Organizations of the Ministry of Internal Affairs Reg. MIA/NB/2020/10/4213 as a **Regional NGO**.

YSAT Uganda's programming spans a diverse range of initiatives that address both immediate humanitarian needs (before and during displacement) and long-term (post displacement) development goals through a nexus approach, integrating humanitarian assistance, development, and peacebuilding. These efforts include programs focused on food security and livelihood, cash Based interventions, Community Based protection, alongside recovery and rehabilitation projects that concentrate on Youth empowerment, Education, Environment & Natural resource management and Peace building in displacement settings.

The strategic planning process for 2026-2030 is a vital step for YSAT Uganda as we look towards the future with hope. This process aims to refocus our efforts for the next 5 years to meet the evolving humanitarian challenges in East Africa region, advance our Youth Empowerment ambitions, and further integrate our activities with the broader regional refugee response programming. The strategic plan developed through this consultancy will guide YSAT Uganda in enhancing its impact and operational efficiency, ensuring that its contributions align with national needs and priorities.

OBJECTIVES OF THIS ASSIGNMENT

To lead and facilitate a comprehensive and participatory strategic planning process that aligns with YSAT's Vision 2030, addressing the unique opportunities and challenges within the Uganda. This consultancy will develop the YSAT Uganda Country Office Strategy 2026-2030 in collaboration with YSAT Senior Management Team and Strategic Planning (People and Organisational Development) committee of the Board of Directors. The plan will enhance YSAT Uganda's impact on **Saving lives, Protecting communities, and Building resilience for displaced people and their vulnerable host communities**, ensure sustainability, and strengthen organizational capacities and partnerships through inclusive and strategic engagement of all key stakeholders.

SCOPE OF WORK

1. Contextual and Market Analysis:

- Conduct a comprehensive analysis of the current socio-economic, political, and funding landscape that affects YSAT Uganda.
- Analyze existing data and feedback from various sources, Framework results, and consultations with stakeholders & program participants to assess internal capabilities and external perceptions.
- Perform market analysis to identify trends, opportunities, and challenges in resource mobilization and partnership development inline with localization trends.

2. Development of Strategic Documents:

- Facilitate workshops with key stakeholders and develop a Theory of Change (ToC) that outlines the intended impacts, target populations, and pathways for achieving strategic goals.
- Draft the strategic planning document, incorporating the Theory of Change, strategic objectives, and key initiatives planned for the period of 2026 -2030.

3. Facilitation of Strategic Planning Meetings and Workshops:

- Plan and facilitate series of strategic planning meetings and workshops with YSAT's Senior Management Team, strategic planning (people and organisational development) team, and other key stakeholders.
- Use participatory approaches to ensure diverse viewpoints are considered, particularly focusing on integrating insights from refugees, host communities and marginalized groups particularly Youth.

4. Prioritization of Programs and Initiatives:

- Guide the strategic planning team in prioritizing program/impact areas and initiatives based on the analysis, organizational and impact drivers.
- Help define clear strategic objectives that align with YSAT's vision and the specific context of Uganda.
- Strategically select priority locations and geographic areas for focused intervention based on comprehensive analysis, organizational objectives, and alignment with impact drivers.

5. Development and Integration of Accountability Systems:

- Assist in the development of robust accountability mechanisms that ensure compliance with National, international standards and organizational values.

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- Outline processes for monitoring and evaluating the implementation of the strategic plan to track progress and impact effectively.

6. Finalization and Approval of Strategic Plan:

- Compile feedback and revisions from YSAT's Senior Management Team and other stakeholders to finalize the strategic plan.
- Present the final strategic plan for approval from the Senior Management Team and Board of Directors.

7. Documentation and Reporting:

- Prepare comprehensive documentation of the strategic planning process, including detailed reports on findings, workshop outcomes, and strategic recommendations.
- Submit a final report that encapsulates the entire process, outcomes, and next steps for implementation.

METHODOLOGY

The consultant will propose an appropriate methodology that would best suit the assignment within the tentative planned period from **Oct - Nov 2025**. This will be reviewed as part of the assessment process. The consultant will ensure that the principle of inclusion, transparency, conflict sensitivity, co-creation, right based methodologies are core of the review process and report.

KEY DELIVERABLES

- An inception report outlining the steps and methodology to be used in developing YSAT Uganda Country Office Strategy 2026-2030.
- A comprehensive context analysis report.
- A draft and final strategic plan for 2026-2030, including a detailed Theory of Change, Annual Budgets, Implementation plans/MEAL Framework & risk register
- A final report summarizing the methodology, process, findings, and recommendations of the strategic planning process.
- Slide deck for dissemination to Board/stakeholders including 1-2 pager concise SP summary
- HR Plan to deliver the SP 2030 Vision

QUALIFICATIONS

- University degree, preferably a Master's degree, in Organizational Development, Social Sciences, Business Management, Strategic Planning, or other closely related fields.
- At least 7-10 years of relevant experience in the NGO sector, with a strong track record in strategic plan development and organizational development, focusing on development, humanitarian, and peacebuilding contexts.
- Seasoned development and/or humanitarian expert with a robust understanding of Uganda, equipped with excellent strategic writing skills and a profound understanding of local socio-economic, cultural, and political dynamics.
- Deep understanding of localization principles, focusing on building local capacities, strengthening local governance structures and partnership models.
- Deep understanding of Humanitarian, Development and Peace triple nexus, with the ability to integrate them into strategic planning and program design.
- Excellent facilitation skills and experience in managing inclusive and participatory processes, capable of guiding diverse groups through complex, sensitive discussions and strategic decision-making processes.
- Fluency in English, with proficiency in arabic, kiswahili or other local languages considered a significant advantage, enhancing the consultant's ability to communicate effectively and engage with local stakeholders.
- Demonstrated experience using participatory approaches in conducting assessments and facilitating strategic planning processes, ensuring diverse and equitable stakeholder engagement.

DURATION OF ASSIGNMENT

The expected duration of the assignment is forty five (45) working days spread over the period Oct-Nov 2025.

MANAGEMENT/ REPORTING

The consultant will be technically managed by the Executive Director, and will work closely and regularly with the Strategic Planning (POD) Team. The consultant will liaise with Programs and Operations Manager for administrative and operational needs.

APPLICATION PROCESS

Prospective candidates should send an application responding to this Terms of Reference that includes a CV, a proposed methodology (maximum 4 pages), an activity time schedule and a financial proposal/ budget to procurement@youthsat.org with the subject "**YSAT Uganda Strategic Planning Consultancy**" by **Sept 30th, 2025**.

SAFEGUARDING:

YSAT is committed to **Zero Tolerance** for **Fraud, Sexual Exploitation and Abuse (SEA), Child abuse** while providing Humanitarian Response, **NO Payment** for our services including application for jobs, consultancy opportunities etc, please report any suspected misconduct to: complaintsfeedback@youthsat.org

