



## **TERMS OF REFERENCE**

### **ORGANISATIONAL DEVELOPMENT REVIEW**

**Duration:** Short term consultancy (30 person days maximum)

**Place of work:** Kampala, Uganda

#### **1. Introduction**

##### **1.1 Background**

Chapter Four Uganda is an independent not-for profit non-partisan organization dedicated to the protection of civil liberties and promotion of human rights for all in Uganda. It derives its name from the bill of rights contained under chapter four of the Constitution of the Republic of Uganda.

Incorporated in 2013 under the laws of Uganda, Chapter Four Uganda is a robust and coordinated mechanism for legal response to abuse of civil liberties. The organization provides bold and innovative legal response through representation, litigation and counsel to the most vulnerable and discriminated sections of society.

Chapter Four envisions a society in which civil liberties and human rights are enjoyed without discrimination and those who abuse the rights are brought to account. Our mission is to provide a robust, strategic and non-discriminatory legal response in the defense of civil liberties in Uganda. We do this through employing public interest litigation, research and legal analysis, and advocacy to advance social change for the protection of civil liberties and human rights.

Our strategic actions include: 1) Mobilizing domestic, regional and international legal expertise to provide public interest litigation, strategic litigation, legal representation and lawyering as a means to access justice, obtain redress for the abuse of civil liberties and protect human rights. 2) We provide research, advocacy and outreach services as a means to influence laws, policies and practices; and in cases where laws, policies and practices threaten civil liberties and human rights, challenge them in courts of law. 3) We give priority to the cases with the greatest impact (far reaching impact), as well as those involving the most vulnerable and marginalized groups.

Our programming is in four areas 1) Civil Liberties Network and Lobbying 2) Human Rights Documentation and Policy Advocacy 3) Organizational Development and 4) Strategic and public interest litigation.

## **1.2 Context**

Chapter Four is five years old in existence and currently in the middle of implementing its second strategic plan after the maiden strategic plan of three years. The organization is growing and getting established. Chapter Four is governed by five Board of Directors, and led by an Executive Director with the help of a management team.

## **2.0 Objectives of the Assignment**

### **2.1 Overall goal:**

The Goal of this assignment is to work with Chapter Four's staff to take steps in creating an enabling and conducive work environment supported by strong organizational structures through an OD process. The specific objectives will be shared with the successful candidate.

### **3.0 Scope of work and specific tasks:**

The proposed Organisational Development Review is expected to cover all the three arms of the organisation (The Board, Management and Staff). Where need be, the consultant can interact with other stakeholders like beneficiaries, partners and donors after obtaining management clearance to do so. The specific activities will be shared with the successful candidate but briefly, they include the phases of planning; actual organizational development review; and data analysis, report writing and presentation.

## **4.0 Deliverables**

- 1) An Inception Report max. 10 pages.
- 2) A high level of engagement and ownership of the team in an effective change process.
- 3) A draft Organisational Development Review Report.
- 4) Workshop Materials.
- 5) Final Organisational Development Review Report.

## **5.0 Time line for the Assignment**

The assignment is expected to take maximum of 30 days from the start date. The consultant will propose an appropriate project implementation plan for effectively completing this assignment.

## **6.0 Line of communication and working arrangement**

The consultant will report to the Executive Director, while working closely with the Chairperson Board of Directors and the Finance and Administration Manager.

## **7.0 Payment Terms**

The consultant will be paid in phases upon completion and submission of key deliverables. The payment schedule will be discussed with the successful candidate.

## **8.0 Person Specification**

The consultant should have the following profile:

- A minimum of Masters' Degree preferably MBA, Organizational Psychology and Social Sciences;
- At least 15 years of experience and a minimum of 5 years at strategic management level;
- Consulting experience in Organisational Development Review;
- Sufficient knowledge and experience in different areas of an organisation (Finance, Programming, M&E and Management); and
- Ability to undertake research and lead strategic dialogue on key development issues.

## **9.0 Address and application**

Interested applicants should send a response to this ToR and attach a budget and CV to [info@chapterfouruganda.com](mailto:info@chapterfouruganda.com) not later than April 15, 2019.