



ORGANIZATIONAL DEVELOPMENT (OD) CONSULTANCY

TERMS OF REFERENCE

GENERAL INFORMATION

Service:	Organizational Development Consultancy
Type of Contract:	Consultancy Contract
Project title:	Capacity and Institutional Strengthening of KAPCDAM for Impactful Programming and Sustainability
Project Location:	Makindye Division in Kampala District
Assignment period:	December 2022 – November 2023
Application deadline:	9.12. 2022

1. Introduction

Kampala Parents of Children with Disabilities Association Makindye (KAPCDAM) is a parents support group established in 2012 by parents of children with disabilities (CwDs) to advance the rights of parents and children with different categories of disabilities including those with mental, visual, hearing, physical, and learning disabilities. KAPCDAM is registered with Kampala City Council Authority under Reg. No MAK/13/452, and has structures/membership at parish levels – currently in Nsambya, Salaama, Buziga, Makindye I, Katwe, Kibuye, Luwafu, and Makindye II.

The organization envisions a society in which children with disabilities and their parents are fully integrated into society and enjoy their rights. KAPCDAM's mission is "To empower groups of parents of children with disabilities to maximize their potential to improve their standards of living".

KAPCDAM's programs include: Economic Empowerment, Inclusive Health, and

Inclusive Education (for details: <https://kapcdam.org/>).

The organization also runs an inclusive social enterprise to sustain its interventions. The enterprise equips community members with tailoring skills and also engages parents of children with disabilities to make a range of products that include candles, liquid soap, bathing soap, body Lotions, and garments.

KAPCDAM is currently composed of four full-time and one part-time staff members, 7 Board Members and one volunteer, who together support the work of the organization.

2. Background to the proposed organizational development

With support from a development partner, KAPCDAM is implementing a one-year¹ Institutional Strengthening project titled “Capacity and Institutional Strengthening of KAPCDAM for Impactful Programming and Sustainability Project”. This project aims to strengthen KAPCDAM’s organizational capacity and sustainability to efficiently and constructively implement integrated programs across the Makindye Division by the end of 2023. Overall, the project aims to:

- a) ***To Improve KAPCDAM governance, internal leadership, collaboration, and program implementation.***
- b) ***Improve the resource mobilization capacity, resource availability and management.***

To achieve the project goals above, we urgently need and seek consultancy services by an organizational development consultant to: 1) strengthen KAPCDAM governance and internal leadership, collaboration, and program implementation, and 2) foster KAPCDAM’s sustainability initiatives, resource mobilization capacity, resource availability and management. That is to say, develop the key required organization guiding documents and be ready to accompany us for the implementation to strengthen our organizational capacity and sustainability – specifically provide KAPCDAM staff with long-term benefits. The consultant will provide initial and ongoing capacity-strengthening training and exposure to quality proposal development. The consultant will support KAPCDAM Team with follow-up mentorship sessions for a period not less than 11 months.

The consultancy shall include the following tasks:

- a) Develop the organization strategic plan 2023 – 2027, and offer long-term (up to 10 months) mentorship sessions on strategic plan implementation.
- b) Develop a monitoring and evaluation system
- c) Development of a strategy to promote effective communication with the KAPCDAM network. This should also include a social media strategy to help KAPCDAM best take advantage of the opportunities available on social media platforms
- d) Revision of KAPCDAM organizational structure including the review of the Board ToRs, staff’s job descriptions (JDs) and development of employee performance evaluation system.
- e) Development of a fundraising and resource mobilization strategy for the period

¹ (December 2022 – November 2023)

2023-2027

- f) Conduct trainings to enhance the capacity of at least eight parish-level parents support groups to adequately engage on issues affecting their children including at sub-county and district levels. The training should cover advocacy and awareness raising, economic empowerment, and resource mobilization;
- g) Develop an inclusive Social Enterprise Model to sustain KAPCDAM's operations (develop and implement a marketing strategy);
- h) Review the financial and Human Resource Policy;
- i) Review of other guidelines, and manuals as will be agreed in the consultancy agreement.

The consultant will also be required to support the KAPCDAM team with a year-long mentorship support during the implementation.

Scope of work

Based on these terms, KAPCDAM announces a call for proposals from interested companies/individuals (“consultants”) to provide consultancy for the organizational development of KAPCDAM.

The consulting will initiate on the basis of analyzing existing information and documents on the development of KAPCDAM and will continue with meetings, discussions, and structured interviews with the concerned persons taking part in the consultation.

The consultant will work closely with the Finance and Administration Officer, Programs Officer, and the Executive Director. KAPCDAM will provide the Consultant with all relevant documentation, contacts for stakeholders and relevant information to provide insight into the current organizational operations.

Tentative Tasks and deliverables

NO.	Task	Deliverable
1	Develop the organization strategic plan 2023 – 2027, and offer long-term (up to 10 months) mentorship sessions on strategic plan implementation.	<ol style="list-style-type: none">1. Organization Strategic Plan 2023 – 20272. Training support/materials as and when required for mentorship3. A revised organizational structure4. Revised Board ToRs,5. Revised staff job descriptions (JDs), and6. A performance evaluation system.
2	Develop a monitoring and evaluation system	A monitoring & Evaluation Plan
3	Development of a strategy to promote effective communication with the KAPCDAM network. This should also include a social media strategy to help KAPCDAM best take advantage of the opportunities available on	<ol style="list-style-type: none">1. A Communication Strategy2. A social Media communication/Marketing strategy

	social media platforms	
4	Development of a fundraising and resource mobilization strategy for the period 2023-2027	Fundraising and Resource Mobilization Strategy
5	Conduct sustainability and resource mobilization training for staff including writing fundable project proposals;	Sustainability and Resource mobilization training manual and facilitating a training workshop
6	Develop an inclusive Social Enterprise Model to sustain KAPCDAM's operations (develop and implement a marketing strategy)	A detailed and well-defined business model for the social enterprise including a Marketing Strategy for the KAPCDM's Social Enterprise
7	Review the financial and Human Resource Policy	1. Revised Financial Manual 2. Revised Human Resource Manual.
8	Conduct trainings to enhance the capacity of at least eight parish-level parents support groups to adequately engage on issues affecting their children including at sub-county and district levels. The training should cover advocacy and awareness raising, economic empowerment, and resource mobilization.	1. Training manuals 2. Facilitating at least eight trainings 3. Formulation of eight action plans supported for eight PSGs.

Operation, logistics and qualifications

KAPCDAM will provide logistical support for consultative meetings and discussions with all concerned parties within the period of the consultation.

The consultancy is expected to take place in Makindye Division of Kampala District, Uganda.

KAPCDAM staff will commit to the process and shall allocate relevant human resources and sufficient time to ensure that the consultancy is properly carried out.

Qualifications:

The consultant or team of consultants should have the following qualifications;

- The consultant should have at least 7 years demonstrated knowledge and experience in conducting and facilitating organizational development including feasibility studies, fundraising, and sustainability modeling for NGOs.
- Experienced in strategy reviews, organizational design, governance, Project planning and Management, HR and MEAL
- Experience in organizational development including review and optimization of organizational structure and management practices, as well as recommendations for further development of organizations.
- Demonstrated experience in reviewing/developing internal management and control systems in NGOs
- Knowledge and experience in using participatory approaches and innovative techniques, with organizational leadership.
- Knowledge in successful fundraising
- Excellent analytical and report writing skills

- The consultant must be aware of the current trends of the child protection sector, and knowledgeable of the current child protection and safeguarding strategies. The consultant will be expected to sign and adhere to KAPCDAM's Child Protection and Safeguarding Policies.
- All data, materials produced, and the final reports will be the property of KAPCDAM.

Timeframe and supervision

The detailed timeframe of the consultancy, deliverables and final report will be defined by the contract. The consultancy will be carried out under the general guidance of KAPCDAM, and the consultant will directly report to the organization.

Application

Applications must be submitted to:

To: info@kapcdam.org

Cc: kapcdam@gmail.com

Subject: Organizational Development - Response to KAPCDAM ToR.

The application shall contain 2 attachments. I.e. 1) Technical Proposal, and 2) Financial Proposal

1. The **Technical Proposal** shall contain:
 - a) A 1-page summary indicating the following:
 - Name and address of the organization/Individuals
 - Name of the contact person
 - Telephone/E-mail contact information
 - Total amount budgeted for the deliverables
 - b) A curriculum/profile outlining the competences (individual or organization) relevant to the tasks described above (maximum 4 pages)
 - c) A comprehensive plan of the activities as related to these terms of reference outlining strategy, approach, milestones and activities within given timeframe, and defining a working system for the proper implementation of the tasks and deliverables (maximum 5 pages)

The **Financial Proposal** (*not exceeding 3 pages*) shall contain a tentative budget calculated by days, including the following lines

- a) Remuneration for expert/experts per day, and number of days
- b) Other direct costs related to consultancy

Deadline for submission

Interested parties are invited to submit an application in accordance with these instructions to the email addresses above up to **9th December, 2022, 17:00**. Any requests for clarification or questions regarding these ToR should be submitted to KAPCDAM via e-mail at info@kapcdam.org

Note: -

- Proposals will be reviewed on a rolling basis;
- **No Application Fees are required.**