



TERMS OF REFERENCE (TOR) FOR DEVELOPMENT KAWUO 5-YEAR STRATEGIC PLAN FOR 18 WOMEN LED/RIGHTS ORGANISATIONS

1. Introduction:

Karamoja Women Umbrella Organization (KAWUO) is a women's network that was formed in 2007 in the Karamoja region by grass-root women to build and promote the local women's participation in democratic governance and leadership, women access to justice, women economic empowerment and HIV/AIDS prevention response through lobby and advocacy, capacity building, networking and partnership to achieve sustainable development in the region.

2. Background about the project:

In partnership with the Karamoja Women Cultural Group (KWCG) and AWTID Initiative Uganda, and with support from the Royal Danish Embassy and PACER funding partners, KAWUO is implementing the Women Empowerment Action and Voice Project in the Karamoja Sub-region.

The project seeks to promote gender-responsive governance by strengthening women's participation, representation, and influence in decision-making processes within both formal and informal spaces across the five target districts of the Karamoja Sub-region: Moroto, Abim, Kaabong, Napak, and Nakapiripirit.

As part of efforts to strengthen the institutional capacity of its members, KAWUO conducted an Organisational Capacity Assessment (OCA) of its member organisations. The assessment established that a majority of women-led and women-focused rights organisations in Karamoja either do not have strategic plans or are implementing strategic plans that are outdated and do not adequately respond to the evolving needs and demands of women and girls in the region.

The absence of current, relevant, and comprehensive strategic plans limits the ability of these organisations to effectively define their priorities, mobilise resources, strengthen institutional sustainability, and respond strategically to emerging issues affecting women and girls.

Consequently, under the Women Empowerment Action and Voice Project, KAWUO will support 18 women-led and women-focused organisations to develop comprehensive five-year strategic plans. The process will strengthen the organisations' capacity to clearly define their strategic direction, priorities, objectives, sustainability approaches, stakeholder engagement strategies, risk management measures, and mechanisms for monitoring and reporting progress.

The development of these strategic plans is therefore intended to enhance organisational effectiveness, accountability, sustainability, and the collective capacity of women-led and rights-based organisations to advance gender equality, women's rights, and gender-responsive governance in the Karamoja Sub-region

3. Purpose of the assignment:

The main objective of this consultancy is to support KAWUO and its 18 women-led and rights-based member organisations to assess, review, and develop five-year strategic plans that are responsive to their current organisational context, priorities, and aspirations.

Specifically, the consultancy will:

- i. Facilitate meetings with the 18 KAWUO member organisations (women-led and rights-based organisations) to assess and review their existing strategic plans, identify key achievements, challenges, emerging priorities, and areas requiring strategic realignment;
- ii. Facilitate consultative meetings with the Boards and other relevant leadership structures of the 18 member organisations to guide the development of their five-year strategic plans; and
- iii. Review and support the development of five-year strategic plans for the 18 KAWUO women-led and rights-based organisations.

To achieve the above objectives, the consultant will work closely with the respective organisations to clearly define and/or strengthen the following key components of their strategic plans:

- i. Vision, Mission, Strategic Areas and Objectives: Review and/or develop clear organisational vision and mission statements, strategic areas, strategic objectives, and priority focus areas for the five-year strategic period;
- ii. Situational and Organisational Context: Conduct a comprehensive assessment of the internal and external operating environment using SWOT, PEST/PESTLE, and other relevant analytical tools to identify opportunities, challenges, strengths, weaknesses, and emerging trends;
- iii. Sustainability Plan: Develop sustainability strategies, including appropriate financial resource mobilisation, institutional strengthening, human resource development, and other measures to enhance organisational resilience and long-term sustainability;
- iv. Stakeholder Mapping and Engagement: Identify and analyse key stakeholders and develop appropriate strategies for meaningful engagement and collaboration to advance the organisations' strategic objectives;
- v. Risk Analysis and Management: Identify potential strategic, operational, financial, institutional, and contextual risks and develop appropriate risk mitigation and management approaches;
- vi. Monitoring, Evaluation and Reporting Framework: Develop a practical monitoring, evaluation, learning, and reporting framework, including indicators and targets, to facilitate effective tracking of progress and achievement of the strategic plan; and
- vii. Costing and Resource Requirements: Develop a realistic costed strategic plan, outlining the estimated resources required to implement the identified strategic priorities, objectives, and activities over the five-year period.

Scope of the assignment

The assignment will be undertaken through a highly participatory and consultative process, involving close engagement with organisation staff, the Board of Directors, and selected partners and stakeholders. The process will include, but not be limited to, the following key activities:

- Consultations with key stakeholders: Conduct consultations with the Board of Directors, staff members, and selected stakeholders to review the implementation of the current strategic plan, assess achievements and challenges, identify emerging issues, and agree on key priorities for the next strategic planning period.
- Strategic planning workshop: Facilitate a participatory strategic planning workshop involving staff, Board members, and selected stakeholders to review the findings from the consultations, refine strategic priorities, and further develop the key components of the new strategic plan.

- Drafting of the Strategic Plan: Prepare a draft Strategic Plan for the next strategic period, incorporating the views, recommendations, and priorities emerging from consultations and the strategic planning workshop.
- Validation and finalisation: Share the draft Strategic Plan with organisations staff, the Board, and selected partners and stakeholders for review and feedback, and incorporate the agreed inputs into the final Strategic Plan.
- Orientation and ownership: Conduct a one-day orientation workshop for organisations staff and Board members to familiarise them with the Strategic Plan, its strategic priorities, implementation approaches, roles and responsibilities, and monitoring and reporting framework, thereby strengthening ownership and commitment to its implementation.

4. Expected deliverables

The consultant is expected to deliver the following outputs:

- Inception Report: A comprehensive inception report outlining the consultant's understanding of the assignment, proposed methodology and approach, key activities, deliverables, work plan, and timelines for implementation.
- Organisational Needs Assessment Report: A needs assessment report highlighting the current status, strengths, challenges, and strategic gaps within each organisation. The assessment should consider both internal and external factors affecting the organisations' operating environment and their ability to achieve their strategic objectives.
- Five-Year Strategic Plans: Newly developed five-year strategic plans for the 18 participating women-led and women-focused organisations, incorporating findings from the needs assessment, stakeholder consultations, and strategic planning workshops.
- Final Consultancy Report: A comprehensive consultancy report documenting the overall process and outcomes of the assignment, including major activities undertaken, key findings, highlights of the strategic planning workshop, participants' engagement and feedback, lessons learned, challenges encountered, and recommendations for effective implementation of the strategic plans. The report should also include an evaluation of the strategic planning workshop.

5. Reporting

The consultant will work under the overall guidance and supervision of KAWUO and will closely coordinate with the Director of Programmes

The consultant will provide regular updates on progress, challenges, and emerging issues and will submit all deliverables according to the agreed schedule.

6. Requirements/Qualifications

The consultant or consulting firm selected for this assignment should possess the following academic qualifications, professional experience, technical competencies, and personal attributes:

- Academic Qualifications: A minimum of a postgraduate qualification in Social Sciences, Development Studies, Organisational Development, Management, or another relevant field from a recognised institution.
- Strategic Planning Experience: At least five (5) years of demonstrated professional experience in strategic planning, including the development, review, and implementation of organisational strategic plans.
- Organisational Development and Change Management: Demonstrated experience and knowledge in organisational development, institutional strengthening, and change management, preferably working with civil society organisations, women-led organisations, or rights-based organisations.

- Policy and Advocacy Knowledge: Good understanding of policy development, legislative processes, advocacy, gender equality, women's rights, and the broader civil society operating environment.
- Facilitation and Communication Skills: Excellent communication, facilitation, consultation, analytical, and report-writing skills, with proven ability to engage effectively with Boards, staff, partners, and other stakeholders.
- Participatory Approach: Demonstrated ability to facilitate inclusive and participatory strategic planning processes that encourage meaningful engagement and ownership among diverse stakeholders.
- Knowledge of the Local Context: Experience working in Uganda, particularly with organisations operating in the Karamoja Sub-region, women-led organisations, or rights-based organisations, will be an added advantage.
- Professional Attributes: The consultant should be highly motivated, professional, results-oriented, collaborative, and committed to upholding KAWUO's core values of professionalism, accountability, courage in action, integrity, and teamwork

7. Selection criteria

The consultant will be selected through a competitive process based on their qualifications, relevant experience, technical competence, and demonstrated ability to successfully deliver the assignment. Interested consultants are required to submit an Expression of Interest (EOI) to KAWUO, including the following:

- Suitability Statement: A brief statement demonstrating the consultant's understanding of the assignment, relevant experience, proposed approach, and commitment and availability to undertake and complete the assignment within the agreed timeframe.
- Updated Curriculum Vitae (CV): A current CV clearly highlighting the consultant's academic and professional qualifications, relevant experience in strategic planning and organisational development, and experience working with women-led, rights-based, or civil society organisations.
- Relevant Experience: Evidence of having successfully undertaken similar strategic planning assignments, preferably for multiple organisations or networks.
- References: Contact details of at least three (3) organisations that have recently contracted the consultant to undertake similar assignments. KAWUO reserves the right to contact the provided references to verify the consultant's experience and performance.
- Technical and Financial Proposal: A brief technical proposal outlining the proposed methodology, key activities, deliverables, timelines, and level of effort, accompanied by a financial proposal indicating the consultancy fees and any applicable costs.

13. KAWUO's Responsibilities

KAWUO will:

- Provide relevant organisational information and documents required for the assignment;
- Facilitate access to the 18 participating organisations and relevant stakeholders;
- Coordinate meetings and consultations where necessary;
- Provide feedback on draft deliverables within agreed timelines;
- Participate in validation and review processes; and
- Provide overall coordination and oversight of the consultancy.

14. Consultant's Responsibilities

The consultant will:

- Deliver the assignment in accordance with the agreed methodology, work plan, and timelines;
- Ensure meaningful participation of the 18 organisations and relevant stakeholders;
- Maintain confidentiality of all information obtained during the assignment;
- Ensure that the constitutions are practical, contextually appropriate, gender-responsive, and compliant with applicable legal requirements;

- Incorporate agreed feedback into the final deliverables; and
- Submit high-quality deliverables within the agreed timeframe.

15. Confidentiality and Ownership

All documents and data collected in the process of the consultancy will be treated as confidential and used solely to facilitate the consultancy assignment. All information to which the consultant shall receive access to shall at all times be treated as the property of KAWUO and shall not be disclosed saved for where express permission has been granted as such.

16. Payment Schedule

Payment will be made in accordance with the agreed contract and linked to the satisfactory completion and acceptance of specified deliverables. The proposed payment schedule may be agreed upon between KAWUO and the selected consultant during contracting.

How to apply

Please submit expressions of interest to:

Karamoja Women Umbrella Organisation
Plot 41 House No 228 Circular Road, Moroto Municipality

P.O Box 102 Moroto

Website: www.kawuo.org

Submit to email: kawuoprocurement@gmail.com

Submission Deadline: 18th September 2026.

Disclaimer:

Karamoja Women Umbrella Organisation (KAWUO) is an Equal Opportunities, gender sensitive and corruption intolerant employer. Women are particularly encouraged to apply. KAWUO does not charge or seek payment for any recruitment process. Any form of canvassing or lobbying for expression of interest shall lead to automatic disqualification.