



Terms of Reference

For

Conducting an Organisational Capacity Assessment and facilitating the development of a 5 year Strategic Plan for Justice Centres Uganda

November 2015

1.0. Background

Justice Centres Uganda (JCU) was established in 2009 as a project of the Justice Law and Order Sector (JLOS) hosted and supervised by the Judiciary to provide legal aid. The Justice Centres are a one-stop shop with a broad range of legal aid services to all categories of vulnerable people within the community, identified through a means and merits test. Some of these services include; legal representation, alternative dispute resolution, referrals, human rights awareness creation and outreaches, as well as psychosocial support. The model used seeks to bridge the gap between the demand and supply sides of justice while at the same time empowering individuals and communities to claim their rights and demand for policy change.

JCU has offices in different parts of Uganda covering various districts. These are served through 4 fully fledged Centres (Lira, Tororo, Hoima, and Mmengo) and 3 Service Points (Masaka, Jinja, Fort Portal) which are extensions of JCU to courts where the need for legal aid is greater than usual.

The Justice Centres project is jointly funded by the Democratic Governance Facility (DGF), JLOS and the Judiciary.

JCU's main objectives are:

- ❖ To pilot Justice Centres as a successful Government model for comprehensive delivery of quality legal aid services in Uganda.
- ❖ To enable vulnerable individuals and communities to effectively resolve disputes using both litigation and Alternative Dispute Resolution (ADR).
- ❖ To enhance awareness of human rights and empower communities to claim their rights from the appropriate duty bearers.
- ❖ To undertake human rights-centred and evidence based advocacy for reform Laws, Policies and Practices.

2.0. Objective and Scope of the Assignment

2.1 Overall Objective

JCU would like to improve its effectiveness and efficiency to achieve its objectives and assure its relevance in the changing dynamics. The overall objective of the exercise is to carry out an Organisational-wide Capacity Assessment (OCA) which would include identifying the strengths and gaps in management systems, structures, processes and people. JCU also seeks to utilize the key findings of the OCA to inform and guide the development of a five year strategic plan to focus efforts and resources to achieve its mandate.

2.2 Specific Objectives

The specific objectives of this assignment are:

- a) To analyze the governance structures of JCU with the aim of assessing their efficiency and effectiveness in the running of the organisation.
- b) To assess the organization's capacity with respect to its systems, processes and people to effectively and efficiently manage the project, human resources, finances, logistics & infrastructure, and stakeholders.
- c) To give realistic suggestions and recommendations on how JCU can address the highlighted capacity gaps in the short, mid and long-term.
- d) To facilitate the development of a five year Strategic Plan that takes into perspective JCU's assessed capacity and proposed changes to enable sustainable growth.

2.3 Scope of Work

- a) The consultant is expected to suggest proposed methodologies for conducting the OCA and facilitating the development of the Strategic Plan for JCU. The methodologies proposed by the consultant should be participatory in nature to enhance ownership.
- b) As a minimum, it is expected that the consultant will conduct various interviews with key stakeholders, review relevant literature, and hold workshops.
- c) The stakeholders expected to be included in the assignment include but not limited to: JCU staff; JCU Steering Committee members; DGF; and JLOS Secretariat.
- d) The consultant shall determine the appropriate Centres and Service Points to include in the sample.
- e) Within 5 days of commencement, the consultant shall prepare and submit an Inception Report to JCU clearly outlining the agreed methodology, work plan, table of contents of the OCA report and the Strategic plan.
- f) The consultant shall prepare and present the draft OCA report to management and later to the JCU Steering Committee and, thereafter, compile and include their comments in a final OCA report. The OCA report shall as a minimum include an Executive Summary, observations and recommendations with a prioritized action plan to close the identified gaps.
- g) On successful completion of the OCA, the consultant shall facilitate JCU in the preparation of a five -year Strategic Plan to guide the organisation's efforts.

- h) The consultant shall prepare and present a draft Strategic Plan including, as a minimum, vision, mission, objectives, activities, theory of change/service delivery model, implementation plan, financing strategy, monitoring and evaluation, etc. Once input has been received from JCU, a final Strategic Plan shall be prepared and presented.
- i) The consultant is expected to hold regular feedback meetings with the identified key contact person at JCU to ensure a seamless execution of the engagement.

2.4 Expected Output

The deliverables include:

- a) An Inception Report.
- b) OCA Draft Report.
- c) OCA Final Report.
- d) Draft Strategic Plan
- e) Final Strategic Plan.

2.5 Role of JCU

To ensure a successful engagement, JCU shall carry out the following roles:

- a) Provide the consultant with relevant documents for review.
- b) Facilitate appointments with key stakeholders to be interviewed or included in workshops.
- c) Assist in preparing an itinerary for the consultants for the field visits.
- d) Review and make input to the draft OCA report and Strategic Plans.

3.0. Timetable

The activities on the assignment shall follow the following time table.

Activity	By Date
Call for proposals	02/11/2015
End date for clarification of terms of reference	09/11/2015
Submission of bids	13/11/2015
Contract signing	20/11/2015
Inception meeting	23/11/2015
Submission of inception report	27/11/2015
Conducting of OCA	30/11/2015

Presentation of OCA draft report	08/01/2016
Presentation of OCA final report	15/01/2016
Commencement of Strategic Planning	18/01/2016
Presentation of draft Strategic Plan	22/02/2016
Presentation of final Strategic Plan	29/02/2016

4.0. Selection Criteria and Qualification

The consultant to undertake the assignment is expected to have experience in:

- ❖ Conducting organizational assessments including developing different assessment/diagnostic tools.
- ❖ Comprehensive experience in strategic planning in the not for profit sector.
- ❖ Knowledge of access to justice within the Ugandan context.

The consultant should possess: good and proven facilitation skills; good oral and written communication skills; and availability, willingness and ability to work within the stipulated timeframe.

Proposals will be evaluated and scored according to the following:

Technical proposal (80%)		Marks
1	Specific experience of consultant(s) relevant to the assignment	20
2	Adequacy of proposed methodology and work plan	30
3	Key professional staff qualifications and competence for the assignment	30
Financial Proposal (20%)		20
Total		100

JCU reserves the right to accept or reject any bidder based on internal evaluations.

The selection of the consultant will be based on evaluating both the technical and financial proposal.

5.0. Submission of Proposal

The consultant will be required to submit a technical and financial proposal which should cover:

- ❖ Similar experience of work done
- ❖ Brief profile (s) of proposed consultant(s)
- ❖ Understanding of the assignment
- ❖ Proposed methodology for how to conduct the assignment

- ❖ Address of key contact person
- ❖ Fees including all relevant taxes.

Interested firms/persons are requested to submit a technical and financial proposal for the assignment to:

The National Coordinator.
Justice Centres Uganda
Chambers F6 and F8, High Court Building, Kampala.
P. O. Box 26365 Kampala
Tel: Office: +256 414 256626

For enquiries: jkyaligonza@justicecentres.go.ug

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By 13/11/2015. 5:00 p.m. EAT