



UNIVERSAL COALITION OF AFFIRMING AFRICANS UGANDA (UCAA_UG)

Using Faith- Based Strategies To Promote Inclusion And Human Rights For All.

Terms of Reference for the Organisational Capacity Development (OCD) Expert

Background

The Universal Coalition of Affirming Africans Uganda (UCAA-UG) works to advance human rights and inclusion of LGBTQI+ people in Uganda using faith-based approaches.

LGBTQI+ people and organisations in Uganda continue to experience severe discrimination, violence, exclusion, and mental-health challenges driven by punitive laws, conservative religious beliefs, conversion practices, and cultural stigma. At the same time, changes in international funding, including reductions in foreign assistance, have created considerable uncertainty for LGBTQI+ organisations. These pressures threaten their institutional sustainability, resilience, governance, and ability to respond effectively to the needs of LGBTQI+ communities.

As part of a wider project addressing these challenges, UCAA-UG intends to provide Organisational Capacity Development support to two LGBTQI+-led organisations in Uganda.

UCAA-UG therefore seeks an experienced OCD expert or consultancy team to conduct participatory Organisational Capacity Assessments (OCA), develop Institutional Strengthening Plans (ISP), and support each organisation to develop or strengthen at least one priority governance document.

Specific objectives

The expert will:

1. Assess the current organisational capacity, strengths, gaps, risks, and institutional-development needs of each selected organisation;
2. Facilitate organisational reflection and prioritisation involving relevant board members, leaders, staff, and volunteers;
3. Develop a realistic Institutional Strengthening Plan for each organisation;
4. Support each organisation to develop or strengthen at least one priority governance document arising from the assessment;
5. Provide practical recommendations for strengthening governance, accountability, sustainability, systems, and organisational effectiveness; and
6. Strengthen the ability of each organisation to monitor and implement its Institutional Strengthening Plan.



UNIVERSAL COALITION OF AFFIRMING AFRICANS UGANDA (UCAA_UG)

Using Faith- Based Strategies To Promote Inclusion And Human Rights For All.

Scope of work

The expert will undertake the following tasks:

Inception and methodology development

- Hold an inception meeting with UCAA-UG;
- Review relevant project and organisational documents;
- Develop or adapt an Organisational Capacity Assessment tool suitable for small and emerging LGBTQI+-led organisations;
- Prepare a detailed work plan, methodology, consultation schedule, and information requirements; and
- Establish appropriate confidentiality, informed-consent, safeguarding, and data-protection measures.

Organisational Capacity Assessments (OCA)

Conduct a participatory assessment for each selected organisation. The assessment should consider, as applicable:

- Governance and board effectiveness;
- Leadership and management;
- Organisational structure and decision-making;
- Strategic direction and planning;
- Programme design, implementation, and quality assurance;
- Financial management and internal controls;
- Human resources and volunteer management;
- Monitoring, evaluation, accountability, and learning;
- Resource mobilisation and financial sustainability;
- Safeguarding and protection;
- Organisational security and risk management;
- Policies, procedures, documentation, and compliance;
- Communications and stakeholder engagement;
- Partnerships, networks, and movement participation; and
- Organisational culture, inclusion, and staff well-being.

The assessments should include document review, interviews, facilitated discussions, and other appropriate participatory methods.



UNIVERSAL COALITION OF AFFIRMING AFRICANS UGANDA (UCAA_UG)

Using Faith- Based Strategies To Promote Inclusion And Human Rights For All.

Validation of findings

- Prepare preliminary findings for each organisation;
- Facilitate a validation meeting with the organisation's leadership, governance representatives, and relevant staff;
- Provide an opportunity for each organisation to clarify, correct, and prioritise the findings; and
- Revise the assessment findings following the validation process.

Institutional Strengthening Plans (ISP)

Develop a practical ISP for each organisation. Each plan should include:

- Priority capacity gaps;
- Recommended actions;
- Expected results;
- Responsible persons or structures;
- Proposed timelines;
- Required resources or support;
- Indicators for monitoring progress; and
- A clear distinction between immediate, medium-term, and longer-term priorities.

Development of priority governance documents

Working closely with each organisation, identify and develop or strengthen at least one priority governance document for each organisation.

The expert must ensure that each document is tailored to the organisation's actual size, structure, capacity, and operating circumstances.

Orientation and handover

- Orient relevant leadership, board members, and staff on the Institutional Strengthening Plan and priority governance document;
- Explain responsibilities for implementation and monitoring;
- Incorporate reasonable feedback from the organisation and UCAA-UG; and
- Submit all final documents in editable and PDF formats.



UNIVERSAL COALITION OF AFFIRMING AFRICANS UGANDA (UCAA_UG)

Using Faith- Based Strategies To Promote Inclusion And Human Rights For All.

Expected deliverables

The expert will produce:

1. An inception report containing the methodology, assessment framework, work plan, schedule, consultation approach, and safeguarding measures;
2. A completed Organisational Capacity Assessment for each of the two organisations;
3. An individual Organisational Capacity Assessment report for each organisation;
4. A validation session for each organisation;
5. An Institutional Strengthening Plan for each organisation;
6. At least one priority governance document for each organisation;
7. An orientation or handover session for each organisation;
8. A brief consolidated assignment report describing the process, common institutional themes, work completed, lessons learned, and recommendations for follow-up support; and
9. Editable electronic copies and final PDF copies of all approved deliverables.

Proposed duration

The assignment is expected to be completed within **60 working days**.

Applicants may propose a detailed schedule within this period. The final schedule will be agreed upon with UCAA-UG and the selected organisations.

Required qualifications and experience

The expert or lead consultant should have:

- An advanced university degree in organisational development, business administration, management, governance, social sciences, development studies, human resources, or another relevant discipline;
- At least five years of demonstrated experience in organisational capacity assessment and institutional strengthening;
- Proven experience developing Institutional Strengthening Plans;
- Demonstrated experience developing governance policies, procedures, and organisational systems;
- Experience working with civil-society, human-rights, community-based, or nonprofit organisations;
- A strong understanding of the legal, political, funding, and security environment affecting LGBTQI+ organisations in Uganda;
- Demonstrated understanding of LGBTQI+ rights, inclusion, confidentiality, safeguarding, and “do no harm” principles;
- Strong facilitation, consultation, analysis, and report-writing skills;
- Ability to work respectfully with organisations of different sizes and levels of institutional development; and



UNIVERSAL COALITION OF AFFIRMING AFRICANS UGANDA (UCAA_UG)

Using Faith- Based Strategies To Promote Inclusion And Human Rights For All.

Previous experience working directly with LGBTQI+-led organisations, faith-based LGBTQI+ initiatives, transgender-led organisations, or other marginalised communities will be a strong advantage.

Management and reporting

The expert will work under the overall supervision of UCAA-UG and will coordinate directly with the Deputy National Coordinator, Ms. Irene Nanyonjo.

Ownership of deliverables

All assessment tools, reports, plans, policies, and other materials developed under this assignment will become the property of UCAA-UG and the participating organisations, as applicable.

Application requirements

Interested individuals or consultancy teams should submit:

1. A technical proposal demonstrating an understanding of the assignment;
2. A proposed methodology and work plan;
3. A financial proposal showing professional fees and all applicable costs;
4. An updated curriculum vitae for the expert or all proposed team members;
5. Contact details for at least two professional references; and

14. Evaluation criteria

Applications will be evaluated according to:

- Understanding of the assignment;
- Relevance and quality of the proposed methodology;
- Relevant qualifications and experience;
- Experience working with LGBTQI+ or other marginalised communities;
- Quality and practicality of the proposed work plan;
- Reasonableness and value for money of the financial proposal.

15. Submission instructions

Applications should be sent to: Ms. Irene Nanyonjo. **Email:** irene@ucaaug.org

The application deadline is **25 September 2026**