



TERMS OF REFERENCE

Project Name: Mapping
Local Organisational
Development Ecosystems for
Human Rights Defenders in
Kenya and Uganda

Introduction

About CivLegacy Foundation

CivLegacy Foundation (CLF) is the non-profit arm of CivSource Africa, a philanthropy support organization at the intersection of philanthropy and civil society in Africa. CivLegacy Foundation directly contributes to CivSource Africa's vision of "Philanthropy that works and Civil Society that thrives" and her mission "To refine the practice of philanthropy and the footprint of civil society in Africa."

The foundation is committed to nurturing a more sustainable, effective, and connected civil society, that advances the dignity and voices of all people, through promoting reflective, responsive, and accountable philanthropic practice. Its work is grounded in a deep appreciation of human rights, a passion for social justice, and a belief in the key role of philanthropy and civil society in shaping a better Africa. Core interventions span the areas of promoting local philanthropy, fostering collaboration, facilitating leadership strengthening, and providing opportunities for learning and exchange to enhance the capacities of civil society organizations, social mobilizers, and leaders to consistently deliver on their mandate.

Keywords: Organisational Development | Local Organisational Development | Organisational Development Ecosystems | Human Rights Defenders

Background

The context of social justice work in Africa is characterized by unpredictability arising from global phenomena including financial crises that have led to a reduction in funding, a global pandemic with profound effects, climate change, and conflict. For Uganda, there is also a narrowing of civic space that has seen greater restrictions to social organizing. This makes it important that organizations are prepared and able to seize new opportunities, adapt and innovate, persist in the face of backlash and shrinking spaces, and develop independent strategies responsive to their target group's needs.

Organisational Development (OD) is critical in building this capacity. It is a process of strengthening an organization's ability to deliver on its mission, goals, and objectives. As a field of practice, the International Rescue Committee (IRC) defines OD as a change process that aims to build the capacity of an organization and improve its ability to effectively serve people and respond to their needs. The process includes strengthening leadership and planning, internal structures, and management systems. It enhances organizational performance and individual professional development while aligning an organization's internal systems with its mission and programs. The IRC further clarifies the characteristics of OD i.e 1) planned efforts, (2) organization-wide, and (3) managed from the top, to (4) increase organizational effectiveness

and health through (5) planned interventions in the organization's "processes," using behavioral-science knowledge. The major areas of focus for OD include strengthening organizational governance, financial management, human capital development, and resource mobilization. A range of methodologies are used in OD namely, training, mentoring and coaching, knowledge management, and peer exchange and learning.

For Human Rights Defenders (HRDs), OD and capacity building for individuals and differently organized groups should enable them to build appropriate, responsive, and resilient structures to enable them to navigate the tightening civic space while also applying the most effective approaches to their work. This requires that the HRD organizations can identify the OD service providers with the right capacities. Unfortunately, there is a dearth of information on the capacities of OD service providers to help potential clients select the best. A publication by five donors Funding Organisational Development cites several questions to reflect upon when considering consultants in OD support include, What skills are we looking for given the capacity issues in the partner organisation? How do we assess those skills? How can we ensure the service quality, i.e., that the partners' needs are met? They further observe that often the required skill set is broad and ranges typically from functional and thematic expertise to understanding the civil society sector, values, soul, and cultural adaptability of the organization.

The study focuses on OD ecosystems in the two countries and therefore the term must be well understood. The term can be defined in several ways. Adam Hayes (2021) in his interpretation of James Moore's description asserts that a business ecosystem consists of a network of interlinked companies that dynamically interact with each other through competition and cooperation to grow sales and survive. Adner (2016)³ defines an ecosystem as the alignment structure of the multilateral set of partners that need to interact for a focal value proposition to materialize. Mars et al. (2014)⁴ define organizational ecosystems as comprising many organizations and actors, participating in exchanges, and entering into relationships with a wide intentional range. The key aspect of the definitions of organizational ecosystems is interaction and the value of the interaction. A good way to understand an ecosystem is to look at the stakeholders who are the individuals, groups, or other organizations that are affected by and also affect the firm's decisions and actions (Freeman, 1984)⁵. Stakeholders can be identified through stakeholder mapping, and they include, customers/clients, external workers, suppliers/service providers, government, civil society (advocates for the field), shareholders/owners, financial institutions, vertical chains (customers of customers and suppliers of suppliers), etc.



CivSource Africa as part of its goal of strengthening the effectiveness of civil society is interested in understanding the ecosystems of OD (and capacity building)service providers for HRDs in Uganda and Kenya. Particularly those that support organizations, individuals, and differently organized groups serving minority groups including women, marginalized indigenous groups, and LGBTQ among others. This interest is premised on the recognition that OD practitioners and consultants play an important role in providing support to HRDs. Furthermore, because OD processes are usually partner - and context-specific, the consultants must possess relevant skill sets and contextual know-how. It is against this background that CSA would like to commission a consultant to map **Local Organisational Development Ecosystems for Human Rights Defenders in Uganda**.

Purpose of the Consultancy

The objective of the consultancy is to identify and understand the type of entities they are, the services provided, the approaches used in delivering the services, how they relate with key stakeholders and other actors in the OD ecosystem, challenges faced, and identify the key capacity gaps of the practitioners. The study will provide a quick information guide on local OD practitioners for organizations and actors who require their services as well as provide insights for those interested in building capacities for the OD field.

Scope and Approach

The study will largely involve the identification of local OD service providers, mapping their stakeholders, and identifying their capacity gaps. It is expected that the OD service providers will be largely identified through donor organizations that fund OD as well as through social justice and human rights organizations that have used OD services in the last five years with particular emphasis on those serving minority groups cited above. It is expected that the study will primarily employ qualitative methods with a limited reliance on quantitative methods for extracting required information on the particulars of the OD practitioners covered in the study.

Deliverables

The study will have two major outputs,

1. A report describing the ecosystems of local OD service providers in the two countries and the capacity gaps identified.
2. A compendium of profiles of local OD service providers in the two countries showing_ contact information, areas of focus and services provided, and years of operation._

Duration of the Consultancy

The duration of the consultancy for this assignment is set across a period of four (4) months starting March 25, 2024. The key timelines for the assignment are presented in the table below.

Milestones	Timelines
Signing of contract	March 15, 2024
Submission of Inception Report – indicating a detailed methodology, tools and proposed outline of the report	March 30, 2024
Submission of draft report and compendium	June 20, 2024
Submission of final report	July 15, 2024

How to Apply

Interested candidates should indicate so by sending a short CV and cover letter to the Philanthropy Program Lead via info@civsourcea.com by March 4, 2024. The cover letter should outline an understanding of the ToR, a very brief proposal for achieving the aforementioned outputs including a proposed budget, and a timeframe for carrying out the assignment.



