



**TERMS OF REFERENCE (TORS) FOR A CONSULTANCY TO DEVELOP
A FIVE-YEAR STRATEGIC PLAN AND INSTITUTIONAL POLICIES
FOR LERWA-LAND AND ENVIRONMENTAL RIGHTS WATCH
AFRICA LTD**

1. Introduction

LERWA-Land and Environmental Rights Watch Africa is an indigenous nonprofit organisation based in Tororo district that focuses on empowering communities, particularly women, youth and gender diverse people, for sustainable land and environmental preservation and protection. The organization’s strategic objectives are Capacitating communities to enhance their capacity in land and environmental preservation, protection and promotion through participatory approaches, Advocacy to influence policy for systemic change through strategic engagement with relevant stakeholders, Research to investigate concerns, success stories on issues affecting land and environment and Monitoring to assess the impact of development activities by multinational institution on the environment. They approach land and environmental rights issues as human rights issues and focus on empowering vulnerable populations to become agents of change in their communities. Through capacity building, advocacy, research and community mobilization, LERWA works towards sustainable land and environmental rights protection with major focus on food and nutrition security, climate and environmental justice, economic development through the cooperative society model, skills and literacy development, and humanitarian assistance to survivors of climate disasters.

As LERWA continues to expand its work and partnerships, the organization recognizes the urgent need to strengthen its institutional capacity and governance systems. Currently, LERWA lacks a comprehensive Strategic Plan and several core governance policies that are critical for compliance with Uganda’s NGO Bureau requirements, donor accountability, and international best practices.

With support from the PACER program, LERWA is implementing the project *“Strengthening Internal Governance and Community-Led Environmental Monitoring for Environmental Justice in Tororo District.”* A key objective of this project is to reinforce the organization’s internal governance and operational capacity to ensure compliance with national regulations, enhance transparency, and position LERWA for long-term sustainability.

To achieve this, LERWA is commissioning a consultancy to develop a **Five-Year Strategic Plan (2026–2030)** and draft a set of key institutional policies. This assignment will provide a clear roadmap for the organization’s growth, strengthen accountability and ethical standards, and align LERWA with NGO Bureau requirements, donor accountability, and international best practices.

The consultancy will be carried out through a participatory process involving LERWA’s staff, Board of Directors, volunteers, and key stakeholders to ensure that the resulting strategy and policies reflect both organizational priorities and community aspirations. Ultimately, the



assignment will enable LERWA to more effectively deliver on its mission of advancing climate and environmental justice in Tororo District and beyond.

We are therefore inviting applications from qualified individual consultants or firms to undertake this assignment.

2. Objectives of the Assignment

The main objective of this consultancy is to strengthen LERWA's institutional, legal, and operational capacity through a participatory and inclusive process. Specifically, the consultant will:

- a) Facilitate the development of LERWA's Five-Year Strategic Plan (2026–2030).
 - b) Draft and finalize the following institutional policies:
 - Whistleblowing Policy
 - Anti-Money Laundering (AML) Policy
 - Data Protection Policy
 - Security & Risk Management Plan
 - Anti-Corruption Policy
 - Policy on Sexual Exploitation, Abuse, and Harassment (PSEAH)
 - Ethical Code of Conduct
 - Human Rights-Based Approach (HRBA) Integration Guide
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3. Scope of Work

Tasks and Activities of the Consultant

The consultant will be responsible for carrying out the following tasks and activities:

- a) **Inception Phase**
 - Hold an inception meeting with LERWA's management and Board to agree on the scope, methodology, and timeline.
 - Review relevant organizational documents (e.g., Constitution, project proposals, reports) and legal/policy frameworks.
 - Prepare and submit an Inception Report detailing the approach, tools, and work plan.
- b) **Organizational Assessment and Consultations**
 - Conduct a situational analysis of LERWA, including a SWOT and PESTEL analysis.
 - Facilitate consultations and focus group discussions with staff, Board of Directors, volunteers, and selected external stakeholders.
 - Map stakeholder expectations, strategic opportunities, and risks.



- c) Strategic Plan Development
 - Draft the Five-Year Strategic Plan (2026–2030), covering:
 - ❖ Vision, mission, and core values
 - ❖ Strategic goals and objectives
 - ❖ Key result areas and outcomes
 - ❖ Implementation framework (programs, activities, indicators)
 - ❖ Institutional strengthening and resource mobilization strategies
 - ❖ Monitoring, Evaluation, and Learning (MEL) framework
- d) Present the draft Strategic Plan for review and validation.
 - Incorporate feedback and finalize the Strategic Plan.
- e) Policy Development
 - Draft the following institutional policies in line with national laws, donor requirements, and international best practices:
 - ❖ Whistleblowing Policy
 - ❖ Anti-Money Laundering (AML) Policy
 - ❖ Data Protection Policy
 - ❖ Security & Risk Management Plan
 - ❖ Anti-Corruption Policy
 - ❖ Policy on Sexual Exploitation, Abuse, and Harassment (PSEAH)
 - ❖ Ethical Code of Conduct
 - ❖ Human Rights-Based Approach (HRBA) Integration Guide
- f) Facilitate a validation workshop with staff and Board.
 - Incorporate inputs and finalize the policies for Board approval.
- g) Reporting and Handover
 - Submit validated Final Strategic Plan and Final Policies to LERWA.
 - Provide a brief capacity-building session to orient staff and Board on the application of the new Strategic Plan and policies.
 - Submit a Final Consultancy Report summarizing the process, key findings, and recommendations.

4. Expected Deliverables

The consultant is expected to produce the following outputs within the agreed timeframe:

- a) Inception Report
 - Outlining methodology, tools, detailed work plan, and timelines.
- b) Organizational Assessment Report



Including SWOT/PESTEL analysis and stakeholder input to inform the Strategic Plan and policies.

c) Draft Five-Year Strategic Plan (2026–2030)

Covering vision, mission, strategic goals, key result areas, outcomes, implementation framework, resource mobilization strategy, and Monitoring, Evaluation, and Learning (MEL) framework.

d) Draft Institutional Policies

- Whistleblowing Policy
- Anti-Money Laundering (AML) Policy
- Data Protection Policy
- Security & Risk Management Plan
- Anti-Corruption Policy
- Policy on Sexual Exploitation, Abuse, and Harassment (PSEAH)
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e) Validation Workshop Report

Documenting stakeholder feedback on the Strategic Plan and policies.

f) Final Five-Year Strategic Plan (2026–2030)

Incorporating stakeholder input and approved by LERWA's Board of Directors.

g) Final Institutional Policies

Reviewed, validated, and approved by LERWA's Board of Directors.

h) Final Consultancy Report

Summarizing the process, key findings, lessons learned, and recommendations for implementation.

5. Duration and Timeline

The assignment will be undertaken between **September and November 2025**, with an estimated **40 working days** spread over three months.

6. Reporting and Supervision

The consultant will report to the Country Director of LERWA and will work closely with the Board of Directors and Finance & Administration Officer.



7. Required Qualifications and Experience

The ideal consultant/firm should possess the following:

- Advanced degree in Strategic Management, Public Policy, Law, Development Studies, or a related field.
- Minimum of 5 years' experience in strategic planning, organizational development, or policy formulation for NGOs or civil society organizations.
- Proven track record of developing governance and compliance policies, preferably within the Ugandan or East African NGO context.
- Familiarity with human rights, governance, accountability, and environmental justice programming.
- Excellent facilitation, analytical, and writing skills.

8. Financial Proposal and Budget Considerations

Consultants are requested to submit their financial proposals in **Ugandan Shillings (UGX)**. The proposal should reflect the scope of work, required expertise, and expected deliverables, with a detailed breakdown of all proposed costs. Cost categories should include, but are not limited to: professional fees for research, stakeholder consultations, drafting, and revisions; travel and logistics for field visits and workshops; workshop facilitation including venue, materials, and refreshments; communication and reporting costs such as printing and dissemination of reports; and any other direct costs related to the assignment. Payments will be linked to the submission and approval of key deliverables: 30% upon approval of the inception report/work plan, 40% upon approval of the draft strategic plan, and 30% upon approval of the final strategic plan. Consultants should provide a brief justification for each cost category to ensure transparency and cost-effectiveness. All amounts must be quoted in UGX and inclusive of applicable taxes, and items already provided by LERWA (e.g., office space, stationery) should not be included. Proposals exceeding the organization's financial capacity may be subject to negotiation or adjustment.

9. Application Process

Interested consultants/firms are invited to submit the following:

- Technical Proposal (max. 10 pages) outlining understanding of the assignment, proposed methodology, work plan, and timelines.
- Financial Proposal with detailed budget in Uganda Shillings.
- Curriculum Vitae (CVs) of lead consultant and team members (if applicable).



- At least two references from similar assignments successfully completed.

Applications should be submitted electronically to:

✉ **allforlandnenvironmentalrights@gmail.com**

✉ Subject line: Consultancy – Strategic Plan & Institutional Policies (LERWA)

Deadline for submission: **15th September 2025 at 5:00 PM EAT.**

Only shortlisted candidates will be contacted.

10. Confidentiality

All documents, information, and data accessed during this consultancy shall remain the property of LERWA and must be treated as confidential.
