



TERMS OF REFERENCE FOR REVIEWIN AND UPDATING IDIWA HUMAN RESOURCES, AND ADMINISTRATION POLICIES AND PROCDEURES MANUALS

Date of issue: 30th June 2026

Closing date: 15th July 2026

Activity Title	Reviewing and updating of IDIWA human resources, and Administration policies and procedures manuals.
Duration of the Assignment	20 working days.
Location	Iganga.
Type of contract	Service contract.
Payment	Upon submission of the approved deliverables.
Supervision	Chief Executive Officer

1.0 ORGANIZATIONAL BACKGROUND

IDIWA is a non-Government Organization established in 2000 by women of different disability categories including physical, sensory and psychosocial disabilities and parents of children with disabilities, on realization that women and Girls with disabilities-WGDs face heightened discrimination on account of gender and disability, which limits their access to social services.

IDIWA visualizes an inclusive and violence free society.

IDIWA's mission is to empower Women and Girls with disabilities and their families to maximize their potential and improve their standards of living

The overall goal is to improve the quality of life and social well-being of women and girls with disabilities and their families.

ACTIVITY BACKGROUND

IDIWA conducted the 2026 the Community Pulse (Annual OCA) to review its institutional capacity and identify priorities for strengthening organizational effectiveness. The assessment provided a structured reflection on key functional areas, highlighting both strengths and capacity gaps across the organization, with notable strengths in governance, planning, security and risk management systems, as well as networking and advocacy, demonstrating a solid foundation for leadership, strategic direction, and external engagement.

The OCA highlighted urgent need to strengthen the organizational capacity to navigate the present-day security threats and protect staff & women with disabilities HRDs from risks involved in their work, this is through review and update of policies that govern the institution in line with the national policies.

Subsequently, IDIWA has developed a capacity building plan for 2026 prioritizing the review and update of the human resource and administration policies and procedures manuals to guide the employee management, and day-to-day operations.

It is against this background that the IDIWA is seeking a consultant (s) to review and update the human resources and administration policies and procedures manuals taking into account the organizational

growth and development needs, and changing context in line the national laws and policies that govern the employment.

The review and update of human resources and administration procedures manual will target staff, volunteers and partners, this will involve engagement of the consultant to review the IDIWA current Human resource and administration procedures manual, identify gaps and update the policies in line with national labour laws and organization policies taking into account the changes in the context.

2.0 PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

The **purpose** of the review of IDIWA HR and Administration policies and procedures is to update policies on staffing, compensation, benefits, and related issues of strategic importance that directly affect IDIWA's ability to recruit, develop and retain the highly-qualified staff needed for it to achieve its mandate.

The specific objectives of the review and update of the Human resources policy and Administration procedures manual include:

- i. To review IDIWA Human resources policies and procedures manual 2019 with: Uganda labour law + NGO Act + PWD Act 2020; IDIWA Safeguarding, PSEA, Climate, Gender policies, and IDIWA's Strategic Plan 2021-2026 priorities including WGD leadership, inclusion, shrinking space, duty of care.
- ii. To review and amend IDIWA Administration policy and procedures manual, 2019, and articulate office standards, administrative guidelines and procedures, to avoid restriction of creativity and originality while providing guidance necessary to promote consistency in all organizational operations.

3.0. TARGET GROUPS

The activity will target staff, volunteers, board members, partners and stakeholders.

4.0 SCOPE OF WORK.

Summary scope: The scope of work is to review and update IDIWA's HR and Administration Policies and Procedures in compliance with the Uganda law, donor requirements, disability-inclusion guidelines, and the IDIWA 2021-2026 Strategic Plan. This includes a gap analysis, drafting/revising policies with WGD inclusion and safeguarding at the center, stakeholder validation, Board approval, and staff rollout with accessible materials and training.

Detailed scope:

A. Review & Gap Analysis (Phase 1)

Document review: Audit all current HR + Admin policies: HR Manual, Code of Conduct, Safeguarding, PSEA, Anti-Fraud, Travel, Finance-Admin interface, Recruitment, Leave, Performance, Grievance, IT/Asset, Health & Safety.

Compliance check: Benchmark against Uganda Employment Act, OSHA, PWD Act 2020, NGO Bureau standards, and key donor requirements.

Risk scan: Identify gaps linked to shrinking space, anti-gender backlash, safeguarding for WGD staff/participants, data protection, remote work, and emergency response.

Inclusion audit: Check if policies are disability-inclusive: reasonable accommodation, assistive device support, accessible recruitment, no discrimination by disability/gender/age.

B. Update & Drafting (Phase 2)

Revise core policies to include:

HR: Recruitment & retention of WGD/PWD, reasonable accommodation, menstrual health leave, flexible work, mental health, anti-harassment, PSEA, whistleblowing.

Admin: Travel & DSA with accessibility, asset management including assistive devices, IT and data protection, safeguarding incident reporting, emergency/security protocols for climate/conflict, procurement and fraud prevention.

Make policies accessible: Produce easy-read, braille, sign-language video summaries, and large-print versions for staff and Board.

Align with SP: Embed WGD leadership, duty of care, shrinking space mitigation, and climate-resilience admin procedures.

C. Consultation & Validation (Phase 3)

Stakeholder engagement: Workshops with staff, WGD staff reps, Board HR/Admin Committee, OPD advisor/Legal counsel.

Management and Board approval: Present revised draft for sign-off.

Finalization: Incorporate feedback, produce final policies + implementation matrix.

D. Rollout & Capacity Building (Phase 4)

Dissemination plan: All-staff orientation, induction pack updates, posters/easy-read charts.

Training: HR/Admin team and managers on new policies, safeguarding, disability inclusion, incident handling.

Tools: Updated templates: contracts, leave forms, travel requests, incident forms, performance appraisals.

5.0 KEY DELIVERABLES

- i. Statement of issues (policy gap findings) to form a basis for updating the HR and Admin policies and procedures manuals.
- ii. Inception Report with workplan and an outline of the HR and Administration policies
- iii. Revised HR Manual and Admin Manual - final, accessible versions
- iv. Designed policies and procedures manuals.
- v. Policy Implementation Matrix - who does what, by when, with what resources
- vi. Training Report and Materials used for staff rollout
- vii. Board Approval Minutes and Signed Policies

Notable: All deliverables shall be submitted in softcopy and in editable format.

6.0 GUIDING PRINCIPLES FOR IDIWA'S CONTEXT

Nothing About Us Without Us: WGD staff must be consulted at all times.

Do No Harm and Safeguarding First: All policies must protect WGD, participants and staff; the successful contractor will sign up to IDIWA safeguarding protocols.

Disability Inclusion by Design: Physical, communication, and procedural access built in, not added later.

Compliance and Practicality: Law-compliant, but simple enough for field use in Uganda.

Assumptions:

IDIWA will provide: current policies, staff list, Board TORs, donor compliance checklists, and staff time for consultations.

7.0 METHODOLOGY

The main methodologies will include: desk review of the current HR and Administration policies and procedures, physical consultations with board and staff, and stakeholders to and drafting policy statements, filling questionnaires and analyzing information, and feedback meetings.

8.0 IDIWA’S ROLES AND RESPONSIBILITIES

- i. Monitor and supervise the work of the consultant and review progress of the work.
- ii. Provide necessary documents including IDIWA current human resources, and administration policies and procedures manuals.
- iii. Provide administrative assistance/feedback as necessary.
- iv. Participate in the policy orientation meetings.
- v. Pay the consultant upon successful delivery of outputs as per contract.

9.0 CONSULTANT’S ROLES AND RESPONSIBILITIES

The consultant review the current IDIWA Human Resources and Administration policies and procedures manuals will involve consultations with IDIWA Board, staff, partners and stakeholders, and drafting statements of issues (policy gaps) to form a basis for amending the HR and Administration policies and procedures manuals.

The consultant will draft HR and Administration policies and procedures manuals, and share with IDIWA teams for review and input in an online meeting. After incorporating feedback, the consultant will submit a second draft of HR and Administration policies and procedures manuals for final review and approval.

Once approved, the consultant will conduct a validation meeting with board and staff members, and stakeholders, the consultant will design the policies in IDIWA colours, and submit 2 original copies of each policy.

The consultant will organize a four-days online meeting to orient board and staff members about the policies (each policy 2days), and remain available to support designate policy owners on conducting internal training sessions on human resources, and administration policies and procedures, as a follow up activity.

10.0 ACTIVITIES AND TIMEFRAME

No	Activity	Timeframe
1	Submit an inception report, detailing policy gaps and proposed amendments to be made.	8 th July 2026
2	Contract signing.	10 th July, 2026

3	Submission a revised inception report for approval.	13 th July 2026.
4	Submission of draft policies to IDIWA board members for review and input.	17 th July 2026
5	Compile and submit a draft comprehensive draft Human resource policy and administration procedures manual with key feedback issues highlighted and recommendations.	18 th - 30 th July 2026
6	Conduct a 2-days orientation on the policies.	18 th - 30 th July 2026
7	Design the human resources policies and administration procedures.	18 th - 30 th July 2026
8	Submission of a final policies and procedures manual.	18 th - 30 th July 2026

11.0 COMPLETION CRITERIA

- a. All policy documents and accompanying templates shall be submitted to IDIWA in a timely manner and accessible formats (word and pdf)
- b. Designed/printed copies of the HR policy and procedures manuals
- c. Policy training report with recommendations for future policy improvements.

12.0 DURATION OF WORK AND WORK STATION

The duration of the assignment will be for 20 working days starting July 2026. The firm/organization/entity is expected to work from their own offices/set up, and attend physical meetings in Iganga/online organized by IDIWA as required.

13.0 SPECIAL TERMS AND CONDITIONS

Confidentiality Statement and Intellectual Property of Data

All information received from DIWA and the stakeholders for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these TORs. All intellectual property rights arising from the execution of this TOR is assigned to IDIWA according to the grant agreement. The contents of written materials obtained and used in this contract may not be disclosed to any third parties without the express advance written authorization of IDIWA.

Unsatisfactory or incomplete work

For the assignment, the IDIWA's Standard Rules and Procedures for Implementation Agreement shall be applicable. In the event that the service delivered is unsatisfactory or fails to conform to the conditions set out above, IDIWA reserves the right, as appropriate to interrupt it, to request that it be corrected or modified, or to refuse to accept the service.

Payment and Reporting Schedule

Note:

The Consultant shall be responsible for declaration of the income for income tax purposes.

The cost of preparing a proposal and of negotiating a contract including any related travel, is not reimbursable as a direct cost of the assignment.

Payment will be by check or direct transfer to the Consultant's account.

IDIWA will deduct 6% With Holding Tax and pay it URA on behalf of the consultant as by law established.

The contract will be discussed with the successful candidate.

Payment will be two installments i.e. 60% upon signing the contract, and 40% upon successful completion of the assignment.

#	Deliverable	Tentative dates of completion	Payment in %
1.	Signed Contract	10 th July, 2026	60%
2	Approved inception report, detailing policies gap findings, proposed amendments to be made, an outline of the amended policies, accompanying templates, and the work plan.	25 th July 2026	
3	Submission of final HR and Administration policies and procedures manuals.	20 th Aug 2026	
4	Submission of policies training report.	30 th Aug 2026	

14.0 QUALIFICATIONS, EXPERIENCE AND ELIGIBILITY OF CONSULTING FIRM/INDIVIDUAL

At least a minimum, the company/Individual should possess and demonstrate the combined skills sets and experience as detailed below:

- i. A proven (three-years) experience in law and Human Resource management.
- ii. A demonstrable track record of successfully conducting similar tasks.
- iii. Experienced in working with vulnerable groups of people with disabilities
- iv. Sharp critical thinking skills, strong written and verbal communication skills
- v. Tangible examples of previous work available for review.
- vi. Excellent references from previous trainings conducted.

15.0 ETHICAL AND SAFEGUARDING CONSIDERATIONS

The consultant shall:

- i. Adhere and sign to IDIWA's Child Safeguarding and Protection Policies.
- ii. Ensure confidentiality, dignity, and safety of all participants
- iii. Apply a "Do No Harm" approach throughout the assignment
- iv. Obtain informed consent for participation and documentation.

16.0 FUNCTIONAL COMPETENCIES

The Consultant should have the following:

- i. Openness to change
- ii. Flexibility, and ability to manage complexities;
- iii. Written and spoken competence in English/Lusoga languages;
- iv. IT skills and
- v. Written, analytical and communication skills.

17.0 RECOMMENDED PRESENTATION OF PROPOSAL

Interested firms/individual consultants must submit the following detailed proposal with qualifications of the prospective firm/consultant, technical and financial proposal to enable appraisal of competing bids.

The technical proposal should include the following details:

- a) **Firm Information**-Name of the firm/organization and details of registration, address and bank account, business certificate and corporate documents (Articles of Association or other founding authority); description of present activities and most recent annual report (including audited financial statements), if applicable.
- b) **Relevant experience**: Description of experience in projects of a comparable nature; with specific description of past assignment of the firm/organization in related work;
- c) **Process**: The Technical proposal and inception shall contain a detailed description of the process the firm/organization intends to follow to complete the tasks including a detailed work plan and time schedule for completion/delivery of the final product which, after selection of the contractor will be agreed upon by the Project.
- d) **Human Resources**: The technical Proposal needs to contain a list and detailed information on the proposed Human Resources which will be utilized for the tasks including their respective qualifications and relevant experience/exposure and required expertise/skills to complete the tasks i.e., legal, linguistic, drafting and editing experience among others
- e) **Tools and methodologies**: The Technical Proposals must detail tools and methodologies that will be used to ensure the accuracy and revision by the selected contractor, with the highest standard and quality.
- f) The **Financial Proposal** shall specify a total delivery amount (UGX) including consultancy fees and all associated costs, i.e., travel cost, subsistence per diems, printing costs.

In order to assist IDWA in the assessment, the financial proposals shall include a breakdown of this disclosing the key assumption employed in costing the tasks.

18.0 APPLICATION PROCEDURE

Interested parties should submit the following:

1. Application
2. Curriculum vitae (CV)
3. Samples of similar work undertaken
4. Contact details of two professional references from institutions/Organization you have previously worked for.
5. Day time telephone number(s).

Applications should be addressed to email: idiwa2009@gmail.com, and submitted not later than **15th July 2026**, 5:00 pm. EAT.