



# FOUNDATION FOR HUMAN RIGHTS INITIATIVE (FHRI)



## **Terms of Reference for facilitating a capacity development process to develop an institutional communications strategy**

### **Introduction and Background**

The Foundation for Human Rights Initiative (FHRI) is an independent, non-partisan and non-profit human rights organization. The main aim of the organization is to promote and protect internationally recognized human rights norms and standards in Uganda. The organization specializes in legal education and training, civic awareness, research, lobbying and advocacy, election observation, voter education, policy and law reform.

In 2014, the Foundation for Human Rights (FHRI) in partnership with Freedom House received a grant from the United States Agency for International Development (USAID) to implement the five-year USAID Rights and Rule of Law Program (RRL). The major beneficiaries of the program are the Judiciary, civil society and the media.

Under the auspices of FHRI, besides the component on strengthening judicial independence, the program implements institutional strengthening that sets principles, minimum standards, best practices and tools for an effective, efficient and a sustainable organization. Following the Organizational Capacity Assessment exercise conducted by AKIJUL Consultants in December 2014, FHRI adopted an Institutional Strengthening Plan (ISP) in 2015. The ISP prioritizes five thematic areas for capacity strengthening including monitoring and evaluation, fundraising and donor relations, external communications, safety and security and advocacy. The ISP guides institutional strengthening and results based planning, budgeting, program review and reporting.

FHRI holds a 27-year track record on human rights documentation and sensitive advocacy campaigns on death penalty, torture, extrajudicial killings, elections, judicial reforms and preventive arrests. Despite the fact that these campaigns are highly accredited, FHRI is faced with shrinking civic space, polarized and restrictive environment encompassing new emerging citizen led groups, beneficiaries, new ICT tools and a cash struck economy. Consequently, this has resulted in collision with the state, backlash inform of bans and suspicion. Further still, with the ever-growing workforce, it is imperative to adopt new communication initiatives with staff involvement to cultivate ownership and collective advocacy.

RRL is organizing a capacity building activity to develop an institutional communications strategy as a way of serving her audiences better. The audiences include: beneficiaries (poor, vulnerable and marginalized persons), stakeholders (prisons, judiciary, police, parliament, academia and CSOs) and development partners

The communications strategy will put in place a mechanism that provides a framework within which the organization communicates, ensuring quality assurance and control mechanisms are in place.

As such, FHRI is soliciting the services of an independent consultant who will lead an interactive and learning process for skills building on the development of communication strategy, enabling the institution gain buy into the strategy and support its roll out process. The consultant will be contracted by FHRI for 17 (seventeen) working days between 29<sup>th</sup> April to 22<sup>nd</sup> May 2019 to undertake this assignment.

### **Purpose of the capacity building process**

The purpose of the capacity building process is to aid learning, participatory and consultative process in the development of a FHRI communications strategy that will guide all communications work within the organization.

### **Objectives of the exercise**

- To support FHRI program staff to design a communications strategy.
- To contextualize the growing needs of our beneficiaries, stakeholders and development partners.
- To develop innovative ways to avoid backlash in line with FHRI work.
- To develop a Monitoring and Evaluation plan for the communications strategy.

### **Target Beneficiaries for the Training**

A total of 20 staff members will participate in the process. This team mainly consists of members who directly implement programs within the organization. 1(one) Freedom House official will also be invited.

### **Resource person fees**

The consultant should indicate a road map for effectively managing the process, ensuring a communications strategy is in place, and provide indicative professional fees for the exercise.

### **Venue and time**

The activity will take place at the Human Rights House, FHRI, John Kiyangi Road, Nsambya. However, preparations by the resource person have to start early in order to have quality consultative process.

### **Expected Deliverables**

1. An inception report with a detailed programme agenda.
2. A communications strategy
3. A Monitoring and Evaluation framework for the strategy

## Qualifications

### a) Education:

Preferably advanced degree in one or more of the following disciplines: Mass Communications; Development Communication; Organizational Communications; Journalism, or other relevant fields.

### b) Experience:

- Ten years of progressively responsible experience developing, designing, production and publishing/ dissemination/ airing of communication products using various media platforms.
- Proven track record in strategic communications, including development of communications strategies for reputable organizations.
- Proven knowledge human rights programming and terrain in Uganda.
- Excellent communication, interpersonal and liaison skills.

c) **Language Requirements:** Excellent written and spoken English.

## Expression of interest

Competent individuals with interest to apply, please submit the following:

- ❖ A detailed CV (should clearly show previous engagement).
- ❖ A simple technical proposal with clear methodologies.
- ❖ A draft work plan clearly indicating the time allocated.

Interested individuals are requested to email their technical and financial Proposal to the Executive Director [fhri@dmmail.ug](mailto:fhri@dmmail.ug) not LATER THAN **April 18, 2019**. Kindly copy the same to [fhri91@gmail.com](mailto:fhri91@gmail.com) Please address any queries you might have to these ToRs to Ms. Maria Kaddu (0781359439) or Ms. Ntanzi Rosabella (0774426641) at [fhri@dmmail.ug](mailto:fhri@dmmail.ug).