



PARTICIPANT TERMS OF REFERENCE

PURPOSE

GUIDE is the USAID/Uganda Civil Society Strengthening Activity's (CSSA) cutting-edge servant leadership program. It has been designed to challenge the status quo ways in which Ugandan CSOs often operate, by creating opportunities for powerful, thoughtful, and strategic collaboration.

The second cohort of the CSSA GUIDE will support a cadre of emerging youth leaders that can contribute to lasting social change in CSO leadership in Uganda. The program will leverage the wisdom, passion, experience, and talent of very high-achieving participants to solve problems—connecting them to their peers across many disciplines, building strategic high-trust relationships, and offering practical skills for enhancing their lives, their organizations, and their communities.

PARTICIPANT EXPECTATIONS

GUIDE participants will work together for at least 12 months and will ...

- Participate in state-of-the-art learning experiences designed around their interests and expertise and the country's demonstrated civil society sector needs;
- Identify the sector's most deeply entrenched problems;
- Fully interrogate problems, proposing bold solutions with achievable implementation strategies;
- Oversee implementation activities, helping to ensure the program achieves tangible results;
- Develop and implement a signature project to champion—one that spurs others into action;
- Regularly share ideas and outputs with CSSA leadership, engaging them for help and support; and
- Advocate for resources, decision-making, and action to implement real and lasting change in Uganda.

BENEFITS OF PARTICIPATION

Participants in the GUIDE program will work together as part of an amazing team to change the ways in which the civil society sector in Uganda operates. Participants will engage in continuous professional development, personal growth opportunities, and deep community engagement.

Experience Excellence in Every Encounter — A high-achieving leader is often the most successful, most articulate, and most experienced person at the tables where important decisions are made. As a participant, you will be working with colleagues who share this unique experience.

Share Your Personal Leadership Style — As you have achieved tremendous success (and faced serious issues), we know your advice, your counsel, and the sharing of lessons you've learned, will be invaluable as GUIDE participants engage around incredibly difficult-to-solve problems.

Build Enduring High-Trust Relationships — Success in the civil society sector can often be a very lonely proposition and can fuel scepticism, cynicism, and distrust. GUIDE will feature private spaces where participants can let down their guard, be themselves, and build high-trust relationships with new and old colleagues and peers.

Find More Meaning in Your Work — As individuals achieve greater levels of success, it can become increasingly difficult to find meaning in one's work. And while financial rewards are important, most people are looking for something more—they want to be a part of something bigger than themselves. They want to make a difference. They want to leave a legacy. GUIDE will help you achieve that legacy.

Challenge Your Status Quo — When asked about their success, leaders throughout history have described close and enduring relationships with mentors, confidants, and friends—often those with whom they have significant differences of opinion. GUIDE has been designed as a space to cultivate and nurture those kinds of relationships; an environment where colleagues push and challenge and argue and debate—all for God and country. As a GUIDE participant, you will achieve more than perhaps you ever dreamed possible, all while building a brighter future for all Ugandans.



Giving Rise to Ugandan Indigenous
Direction & Experience (GUIDE)

EAST • WEST
MANAGEMENT
INSTITUTE

USAID/Uganda Civil Society
Strengthening Activity (CSSA)

BACKGROUND & QUALIFICATIONS

CSSA & GUIDE

The USAID/Uganda Civil Society Strengthening Activity (CSSA) engages with inspiring organizations who share a common mission: to improve the lives of the people and communities they work among and alongside. We share this important goal, and want those organizations to be dynamic, energetic, and effective. We also believe that civil society organizations—and the sector itself—need leaders with integrity, vision, and the ability to get things done. GUIDE is rooted in Common Ground’s LEAD Model, SM which is borne out of a servant leader paradigm and is designed for leaders who are willing to work harder than they have ever worked in service of a goal that transcends personal interests.

Entrepreneurial in spirit and team-based in approach, GUIDE represents an approach to leadership development anchored by the experiences, knowledge, and skills of diverse groups of very talented young people—and structured to create a cadre of leaders committed to public service and public problem-solving. Grounded within the interplay of two ideas: human potential and social responsibility, the program is highly adaptable with flexible training methodologies and distinct components to accommodate a wide variety of learning styles, ages, genders, cultures, and personality types. The program is intended to leverage the wisdom, experience and talent of very high-achieving participants to break down barriers, destroy apathy and inaction, and solve real problems.

CURRICULUM & FACULTY

GUIDE assumes a level of proficiency among its participants when it comes to daily management responsibilities. The curriculum focuses on how to bring about strategic change and how to bring a group of people through that change process. Philosophically, GUIDE recognizes the natural tension that exists between individual development (human potential) and community development (social responsibility). GUIDE will focus on four key concepts (passion, change, trust, and gratitude) and six core principles to stimulate and cultivate each participant's unique leadership profile, while simultaneously supporting them as they work together to address Uganda’s most serious civil society issues.

Topics will be taught by local, national, and international experts from government, the academic community, and the CSO/NGO and private sectors. GUIDE will strive to maintain relevance to local events and priorities and will be constantly updating its approach for relevance and applicability, given the unique and changing demands which confront the Ugandan civil society sector.

CONTINUING SERVICE

In addition to the program curriculum, GUIDE provides many long-term benefits to its participants. The professional network—which GUIDE members will build for themselves—will be supported by follow-up mentorship sessions and related activities for all GUIDE graduates. By providing initial and ongoing training as well as continuing exposure to senior leaders in the sector and other developmental resources, GUIDE will assist its participants in achieving their organizational and career goals in Uganda’s civil society sector.

QUALIFICATIONS

GUIDE applicants should be outstanding youth leader aged **22 - 29** with passion to bring change in Uganda civil society and their communities. While you do not need to be the senior most leader in your organization, you should have some years of leadership experience. A GUIDE candidate will usually be a leader who has significant decision-making authority in your area of work. Some leaders from small organizations may have a more limited range of control, but should still play a significant policy making role in your organization. Candidates should be committed to public service and to working in a diverse environment. Applicants should be eager to take on broader responsibilities with the goal of becoming a senior manager. GUIDE also prioritizes the participation of young women leaders and leaders who live and work in rural communities.



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2022-23 PARTICIPANT APPLICATION

CANDIDATE INFORMATION

Full Name: _____
Gender: _____
Date of Birth: _____
Age: _____
Position Title: _____
Organization: _____
Organizational Address: _____
Organizational Telephone: _____
Work Email: _____
Home Address: _____
Telephone: _____
Personal Email: _____

INSTRUCTIONS

Please answer all questions in a separate file attached to your email submission. Please limit your responses to no more than 250 words per question.

Background

1. Please attach an updated copy of your resume, and list any other leadership or management programs in which you have participated.

Experience

2. Please briefly explain: the basic responsibilities of your position; the numbers and levels of staff that you directly and indirectly supervise; and any policy role you may have. Attach an organizational chart that includes the levels below you and all those levels between you and the organization's senior leader.

3. The GUIDE curriculum focuses on strategic change management. Please provide one example of a strategic change you hope to bring about. Explain how this change will benefit your organization and some of the strategic challenges which must be addressed.

4. Provide a brief analysis of a strategic or organizational problem you have addressed in your current position. Reflect on your role in this situation. What resources and obstacles were present? What do you consider the successes in the project and what would you do differently?

5. GUIDE participants benefit from exposure to a wide range of perspectives. Participant input is critical to the success of the program. What contribution, in terms of strengths or unique experience will you bring to the participant group? What content areas do you think will be helpful in your leadership development?

I understand that participation in GUIDE will require a significant time commitment of 1-2 days per month for the next 12 months (beginning November 2022). I also understand that participation in GUIDE will require outside assignments and organization-based projects. If selected to participate in GUIDE, I will, to the best of my ability, meet all participation requirements.

Candidate signature: _____

Date: _____

Please submit an electronic copy of your fully completed application package, as well as your organization's appraisal, using the email address below by **30th September 2022**.

The organizational appraisal may take some time, so please begin the process of securing that appraisal as soon as possible.

The questions should be answered by your current or former supervisor. That person, as well as your organization's senior leader, will both need to sign the form.

Email your complete application package to: info@deniva.or.ug and copy cssa-uganda@EWMI.org. In the subject line of your email, please include the following: CSSA GUIDE Application / Your Surname / Your Organization's Name



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2021-22 ORGANIZATION APPRAISAL

CANDIDATE INFORMATION

Full Name: _____
Title: _____
Organization: _____

RECOMMENDER INFORMATION

Please note that the recommender should be a current or former supervisor.

Full Name: _____
Your Title: _____
Your Telephone: _____
Your Email: _____

INSTRUCTIONS

Please answer all questions. Please answer the questions as concisely as possible. Please be sure to sign the evaluation. Please be sure to have the organization's senior leader sign as well.

Questions 1. What is/has been your relationship to the candidate?

2. GUIDE seeks leaders who have broad authority and responsibility in their organizations. The curriculum is focused on strategic change management. Please explain how the candidate is in an appropriate position in the agency to bring about strategic change.

Recommender Signature: _____
Date: _____

TO BE COMPLETED BY THE ORGANIZATION'S SENIOR LEADER ONLY

I _____ very highly recommend _____
highly recommend or _____ recommend this candidate for admission to CSSA's GUIDE
program. I understand that participation in GUIDE will require a significant time commitment of 1-2 days per
month for the next 12 months (beginning November 2022). This candidate has my full support and will be
released to fully participate if he or she is selected to participate in the GUIDE program.

Senior Leader Signature: _____
Date: _____

Please attach this appraisal to the candidate's application.
The completed candidate's application package must be submitted by **30th September 2022**. If you have any
questions about the application process, please send an email to DENIVA by 15th September 2022 using
info@deniva.or.ug



FREQUENTLY ASKED QUESTIONS (FAQ)

What is GUIDE?

GUIDE is the Civil Society Strengthening Activity's (CSSA) cutting-edge servant leadership program. It has been designed to challenge the status quo ways in which Ugandan CSOs often operate, by creating opportunities for powerful, thoughtful, strategic collaboration.

Who are the types of candidates who will be selected for the program?

This is a program for high-achieving leaders who are willing to put shared interests above their own. It is a program for leaders who are willing to face their fears, work outside of the box, put their trust in others, and refuse to take no for an answer. This is a program designed for people who are willing to work in the trenches to solve real problems.

Who started this program? Who is managing it day-to-day?

GUIDE is being launched by the Civil Society Strengthening Activity (CSSA). CSSA is providing significant financial support to create and manage the program with support from USAID.

What will I learn? How will I grow as a leader?

GUIDE will focus on key concepts and core principles designed to stimulate and cultivate each participant's unique leadership profile while simultaneously supporting them as they work together to address Uganda's most serious civil society issues. The program will offer access to global expertise, significant problem-solving resources, and state-of-the-art curricula.

Is the program affiliated with the U.S. or Ugandan governments?

No. Neither the U.S. or Ugandan governments have been involved in designing the architecture of GUIDE, nor are they involved in day-to-day management. The program does have significant funding through USAID.

How many leaders will be selected to participate in the inaugural year?

There will be approximately 20 participants involved in the inaugural year of GUIDE. Will the program cost me anything to participate?

Will I receive per diems or travel reimbursements?

There is no cost for participants to engage in GUIDE activities. Hotel and meal costs will be covered for any local events, but participants will not receive travel reimbursement or per diems for participation. For events that take place outside of the greater Kampala-Entebbe area, GUIDE will arrange and pay for transportation or provide transport reimbursements as applicable. If international events are added to the schedule, all of those related costs will be covered by GUIDE. This is an extraordinary—and highly selective—volunteer opportunity.

Do I need to attend every session?

Yes. While we understand emergencies happen, it is expected that participants will attend each regularly scheduled GUIDE activity. Dates for all events will be available soon. Absence from scheduled events will be taken very seriously and could result in expulsion from the program.

Is the program affiliated to any institution of higher learning and is a certificate offered?

The program is not formally affiliated with an institution of higher education, but the curriculum is recognized globally and certificates will be offered to participants who meet all program requirements.