



TERMS OF REFERENCE (TOR) FOR CONSULTANCY SERVICES TO CONDUCT BUSINESS ENTREPRENEURSHIP AND LEADERSHIP TRAINING FOR FAWE UGANDA/ MASTERCARD FOUNDATION ALUMNI ENTREPRENEURS

1.0 Overview

Forum for African Women Educationalists (FAWE) Uganda Chapter seeks to engage a qualified and experienced consultant or consulting firm to design and facilitate a Business Entrepreneurship and Leadership training program. This assignment targets alumni from the Higher Education Access Program (HEAP) who benefited from the Mastercard Foundation Scholarship between 2017 and 2024.

The training aims to empower alumni with practical business development, entrepreneurship, and leadership skills, enabling them to become economically self-reliant and contribute meaningfully to addressing social and economic challenges in their communities. The training will also include a six-month post-training mentorship and coaching component to support the sustainability of business ventures initiated by participants.

This consultancy directly contributes to the achievement of **Program Outcome 3.1**: “Students are inspired, empowered and groomed to face the world of employment and to give back through attending to the social and economic challenges at household and community levels.”

2.0 Project Background

FAWE Uganda, on behalf of the FAWE Regional Secretariat, is implementing the **Higher Education Access Program (HEAP)** with funding from the Mastercard Foundation. The program was initiated in 2017 to support 300 academically talented but economically disadvantaged young people (70% female, 30% male) from 13 districts across Eastern, Northern, and Western Uganda to access and complete higher education.

HEAP focuses on four core objectives:

1. Provide bursaries to 300 academically able, yet economically disadvantaged students from eastern, northern and western Uganda to access and complete higher education.
2. Design and implement a (pilot) pre-entry bridging program to provide second chance opportunities for promising students to transition into university degree programs.
3. Provide academic and psycho-social support and facilitate pathways for the students to internships, industrial practice and employment.
4. Institutional capacity strengthening to ensure disadvantaged students succeed.

The program works in partnership with five higher learning institutions, and these include Mbarara University of Science and Technology (MUST), Busitema University, Gulu University, Medical Laboratory Training School – Jinja and Jinja School of Nursing and Midwifery

Through this program, FAWE Uganda has nurtured a pool of professionals in health, education, agriculture, and other sectors. As they transition into the workforce, it is critical to equip them with entrepreneurial competencies to either create jobs or lead community-based economic initiatives.

3.0 About the Organization

The Forum for African Women Educationalists (FAWE) Uganda Chapter is one of 34 national chapters of FAWE, a pan-African NGO established in 1992 by five women Ministers of Education to advocate for girls' and women's education across Africa. The Uganda Chapter was founded in 1997 with the vision of creating "a Ugandan society where girls and women lead dignified lives." FAWE Uganda's mission is: "To enhance opportunities for girls to attain quality education and skills through sponsorship, social protection, institutional strengthening, and advocacy."

The organization's overall goal is to ensure **"girls across Uganda are able to access quality education"** through the implementation of gender-responsive and transformative education initiatives. Its interventions are aligned to the following key areas of focus:

- Education Support/ Scholarship (Higher Education, Secondary and Tertiary)
- Protection (Child Protection and Gender Based Violence Prevention and Management)
- Science, Technology, Engineering and Mathematics/Information and Communication Technology
- Adolescent Sexual Reproductive Health and Rights
- Economic Empowerment/Livelihood
- Gender Responsive pedagogy
- Research and Advocacy

FAWE Uganda's work is deeply rooted in addressing the structural barriers to education and economic empowerment through practical, community-based, and evidence-driven approaches. The Business Entrepreneurship Training for HEAP alumni aligns with FAWE Uganda's strategic plan (2019–2026), especially under the strategic objectives of promoting gender-responsive education and supporting youth economic empowerment.

4.0 Purpose of the Assignment

The overall purpose of this assignment is to empower FAWE Uganda alumni with skills and competencies in business development, entrepreneurship, and leadership. The training is expected to enhance participants' capacity to initiate and manage sustainable business ventures, write fundable proposals, and contribute meaningfully to socio-economic development at household and community levels.

At the end of the training, participants should be able to:

- Conceptualize and plan viable business ideas
- Develop business and marketing plans, including digital strategies
- Write competitive and fundable business proposals
- Access relevant financing or investment opportunities

- Receive continuous business mentorship and coaching over a three-months period

Target Audience:

The training will target alumni from diverse professional backgrounds, including:

- Health professionals from the Medical Laboratory Training School – Jinja, and Jinja School of Nursing and Midwifery
- Professionals and graduates from Mbarara University of Science and Technology (MUST), Busitema University, and Gulu University

This assignment is a critical intervention within the Higher Education Access Program and is aimed at sustaining the gains of academic support by fostering self-reliance and leadership among graduates.

5.0 Scope of Work

The consultant/firm will be expected to undertake the following:

1. Design a comprehensive training program that aligns with the training objectives and alumni profiles
2. Engage FAWE Uganda in reviewing and finalizing training topics, materials, and facilitation methodologies
3. Deliver a **Five-days residential training workshop** for 60 alumni participants from 27th to 31st May 2025.
4. Facilitate participatory and hands-on sessions that include practical exercises, case studies, and peer learning
5. Provide a structured post-training mentorship and coaching plan for a period of three months
6. Prepare and submit a detailed training report with key outcomes, participant feedback, and recommendations

6.0 Key Deliverables

The consultant/firm will be responsible for delivering the following outputs:

Deliverable	Description	Timeline
Inception Report	Detailing understanding of the assignment, methodology, proposed content, tools, and training schedule	Within 3 days of contract signing
Training Content and Materials	Developed and validated tools including pre and post-test tools, including presentations, handouts, case studies, and exercises	3 days before training
Facilitation of Training Workshop	Delivery of a 5-days residential training course for 60 participants	27 th to 31 st May 2025

Mentorship Plan	A structured mentorship framework with schedules and milestones for 3 months	By the end of training week
Training Report	A final report summarizing training implementation, participant progress, challenges, and recommendations	Within 5 days after training

7.0 Duration and Timeline

The actual training will be conducted for 5 days, with pre-training preparation and post-training mentorship extending over a total duration of **six months**. Below is a proposed timeline:

Activity	Timeline
Contract signing	23 rd May 2025
Submission of inception report	25 th May 2025
Submission of training materials	26 th May 2025
Arrival of participants	26 th May 2025
Training delivery	27 th – 31 st May 2025
Training report submission	6 th June 2025
Mentorship and coaching	June 2025 – August 2025

8.0 Consultant Profile

For Individual Consultants:

- A minimum of a master’s degree in business administration, Entrepreneurship, Marketing, or a related field. A Post Graduate Diploma in Marketing is an added advantage.
- At least five years’ experience in enterprise development, business training, and youth entrepreneurship
- Proven expertise in digital marketing, proposal writing, financial literacy, and mentorship
- Excellent facilitation, communication, and report writing skills
- Experience with alumni or youth empowerment programs is an added advantage

For Organizations/Firms:

- Legally registered and operating in Uganda with at least five years’ experience in youth economic empowerment
- Demonstrated track record in delivering business and entrepreneurship training programs
- Capacity to deploy qualified trainers with a minimum of Master’s-level qualifications in relevant fields
- Experience supporting business start-ups, proposal writing, and digital marketing for young entrepreneurs
- Strong understanding of participatory training methods and gender-responsive approaches.
- Strong knowledge of financial literacy, marketing and investment, Business Development, mentorship and coaching as well as Entrepreneurship.
- Excellent facilitation, communication, and report writing skills

9.0 Proposal Submission Requirements

Interested and qualified consultants or firms should submit a **technical and financial proposal** comprising:

- Understanding of the assignment and methodology
- Detailed work plan and timeline
- Team composition and qualifications (CVs required)
- Company profile and registration documents (for firms)
- References and proof of similar assignments completed
- Separate financial proposal (in UGX) with itemized costs

10. Compliance

Firms that show interest will be assessed if they have submitted all the following requirements. Certificates of registration (evidence of legal status), CVs for at least three key personnel including the Team Leader, Evidence of the firm's previous work and complete and signed bid submission forms.

11. Evaluation criteria

Technical evaluation will be based on the following criteria.

1	Consultant/Team Qualifications
a)	Relevant academic qualifications and expertise of the lead consultant and/or training team.
b)	Demonstrated experience in entrepreneurship training, youth empowerment, mentorship, and business development.
c)	Experience working with higher education graduates, especially from underserved communities.
2	Proposed Methodology and Approach
a)	Clear understanding of the assignment objectives.
b)	Relevance and feasibility of the proposed training methodology and tools.
c)	Structure and quality of the proposed mentorship component.
3	Work Plan and Timelines
a)	Clarity, realism, and alignment of the proposed work plan with the ToR.
b)	Ability to deliver within the proposed timeframe.
4	Relevant Experience and Past Performance
a)	Proven track record in implementing similar assignments (e.g., with universities, scholarship programs, or youth training initiatives).
5	Innovation and Value Addition
a)	Use of innovative training or mentorship techniques, especially in digital skills and business resilience.

Expression Of Interest (EOI)

- I. Consultancy firms are invited to express interest in facilitating the above processes at FAWE Uganda. Submit a Technical and Financial Proposal, expressing their interest in undertaking the assignment detailing the choice of appropriate methodologies for the training.
- II. Submit the EOI to the Chairperson, Procurement Committee, FAWE Uganda by email, via procurement@faweuganda.org
- III. Submission Deadline for EOI: **Tuesday 20th May 2025. 5:00pm**