



## **FORUM FOR AFRICAN WOMEN EDUCATIONALISTS (FAWE) UGANDA CHAPTER TERMS OF REFERENCE (TOR) FOR CONSULTANCY SERVICES TO CONDUCT ENTREPRENEURSHIP AND BUSINESS DEVELOPMENT TRAINING FOR FAWE UGANDA/ MASTERCARD FOUNDATION ALUMNI AND FINAL YEAR ENTERPRENURS IN SEPTEMBER 2026.**

### **1.0 Overview**

Forum for African Women Educationalists (FAWE) Uganda Chapter seeks to engage a qualified and experienced consultancy firm to design and facilitate an Entrepreneurship and Business Development training program. This assignment targets alumni and finalists from the Higher Education Access Program (HEAP) Phase II who benefited from the Mastercard Foundation Scholarship and are completing by December 2026.

The assignment will target 105 alumni and finalists and will provide them with practical entrepreneurship and business development knowledge, skills, and competencies to enable them to identify viable business opportunities, establish or strengthen sustainable enterprises, and contribute meaningfully to addressing social and economic challenges in their communities.

As part of the assignment, the consulting firm will facilitate a structured business pitching process through which the 105 participants will present their business ideas or existing enterprises. Based on the agreed assessment criteria, 40 businesses will be selected for funding under the HEAP Phase II business grant component. The assignment will also include a three-month post-training mentorship and coaching component for the 40 selected businesses to support effective utilization of the business grants, business growth, sustainability, and resilience.

This consultancy directly contributes to the achievement of **Program Objective 4.0**: “Expand young people’s pathway to dignified and fulfilling work-strengthening transitions” through Entrepreneurship and business development training, business financing, mentorship, and enterprise development support.

### **2.0 Project Background**

Uganda continues to grapple with a persistent and complex challenge of youth unemployment, particularly among graduates transitioning from formal education into the labour market. While access to education has expanded considerably over the past decades, the absorptive capacity of the labour market has not kept pace with the growing number of skilled young people. This mismatch has culminated into a steadily increasing population of educated yet underemployed or unemployed youth.

Over a period of 7 years, FAWE Uganda with support from Mastercard Foundation will empower 2000 marginalized young women and men aged 15-25 years, who have completed secondary education, to transition into tertiary/ university education. The Program has been structured to ensure inclusivity - persons with disabilities, refugees, and host communities. The Key Objective “**Expand young people’s pathway to dignified and fulfilling work**” FAWE Uganda shall support 40 of the Cohort 1 program participants in their final year with funds to either start or support already existing Alumni entrepreneurship businesses.

Entrepreneurship presents a viable and transformative pathway for youth economic inclusion and resilience. Equipping scholars with practical, market-relevant entrepreneurial competencies-complemented by access to start-up capital can significantly enhance their capacity to initiate, manage, and scale enterprises. Such interventions not only foster self-reliance but also catalyse job creation and local economic development.

To strengthen the quality and sustainability of the businesses supported, FAWE Uganda intends to first equip 105 alumni and finalists with entrepreneurship and business development skills. The training will culminate in a structured business pitching process, from which 40 viable and fundable businesses will be selected to receive funding. The 40 funded businesses will subsequently receive three months of structured mentorship and coaching.

### **3.0 About the Organization**

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 Entrepreneurship and Business Development Training for alumni and finalists 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 equip 105 selected FAWE Uganda alumni and finalists with practical entrepreneurship and business development knowledge, skills, and competencies through an intensive four-day residential training. The training is designed to strengthen participants' capacity to identify viable business opportunities, develop sustainable and market-driven enterprises, and prepare them to competitively pitch their business ideas for consideration under the business grant component of the Higher Education Access Program (HEAP) Phase II.

Following the training, the consulting firm will facilitate a structured business pitching process through which the 105 participants will pitch their business ideas or existing businesses, with 40 businesses selected for funding based on transparent and agreed assessment criteria.

The consulting firm will subsequently provide structured mentorship and coaching to the 40 funded businesses for three months to support business establishment, growth, effective grant utilization, sustainability, and resilience.

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

- Identify and evaluate viable business opportunities based on market needs.
- Develop feasible and sustainable business models.
- Prepare comprehensive business and marketing plans, including appropriate digital marketing strategies.
- Apply basic financial management principles, including budgeting, costing, pricing, cash flow management, and record keeping.
- Develop competitive and fundable business proposals.
- Demonstrate effective business pitching and presentation skills.
- Identify and access relevant financing, investment, and business support opportunities.
- Present well-developed business ideas during the business pitch competition.
- Receive continuous business mentorship and coaching over a three-months period.
- Understand business registration, taxation, licensing, and basic regulatory compliance requirements.

#### **Target Audience:**

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

- Health professionals from the Medical Laboratory Training School-Jinja, Paramedical School and Jinja School of Nursing and Midwifery
- Professionals and graduates from Mbarara University of Science and Technology (MUST), Kumi University, UCU, ISBAT, Muni, Kabale, and Gulu University
- Professionals and graduates from UTC Elgon, UTC Lira, UTC Kichwamba and Bukalasa Agricultural College.

This assignment is a critical intervention within the Higher Education Access Program Phase II and is aimed at Equipping young entrepreneurs with practical business skills, mentorship, business development support, and access to finances to enhance their ability to establish, manage, and grow sustainable enterprises while fostering innovation, resilience, and job creation.

## 5.0 Scope of Work

The consultancy 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 with FAWE Uganda in reviewing and finalizing training topics, materials, and facilitation methodologies.
3. Deliver a **Four-day residential training workshop** for 105 alumni and final year participants from 8<sup>th</sup> to 11<sup>th</sup> September 2026.
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 detailed training and mentorship reports with key outcomes, participant feedback, and recommendations.

## 6.0 Key Deliverables

The consultancy 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 4-day residential training course for 105 participants                                                            | 8 <sup>th</sup> -11 <sup>th</sup> September 2026 |
| 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                     |

|                   |                                                                                                                                                                         |                                 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Mentorship Report | Final report documenting mentorship activities, progress of the 40 funded businesses, achievements, challenges, lessons learned, and recommendations for sustainability | By 8 <sup>th</sup> January 2027 |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|

## 7.0 Duration and Timeline

The actual training will be conducted for 4 days, with pre-training preparation and post-training mentorship extending over a total duration of **3 months**. Below is a proposed timeline:

| Activity                                         | Timeline                                         |
|--------------------------------------------------|--------------------------------------------------|
| Contract signing                                 | 1 <sup>st</sup> September 2026                   |
| Submission of inception report                   | 3 <sup>rd</sup> September 2026                   |
| Submission of training materials                 | 3 <sup>rd</sup> September 2026                   |
| Arrival of participants                          | 7 <sup>th</sup> September 2026                   |
| Training delivery                                | 8 <sup>th</sup> -11 <sup>th</sup> September 2026 |
| Training report submission                       | 16 <sup>th</sup> September 2026                  |
| Mentorship and coaching for 40 funded businesses | October 2026-December 2026                       |
| Final mentorship report                          | 8 <sup>th</sup> January 2027                     |

## 8.0 Consultancy Firm Requirements and Specifications

- 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, including consideration of persons with disabilities and other vulnerable groups.
- 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 with timelines
- Team composition and qualifications (CVs required)

- Company profile and registration documents
- 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  | Consultancy 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 with 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](mailto:procurement@faweuganda.org)
- III. Submission Deadline for EOI: Thursday 23<sup>rd</sup> August 2026. 5:00pm