

Terms of Reference

Development of Uganda Program advocacy strategy

Date: 28/June/2021

1. Background

Teach A Man To Fish is guided by a simple, all-encompassing mission: to empower young people with the skills they need to succeed, in school, work, and life. Through our flagship programme, the School Enterprise Challenge, we work with schools around the world to set up School Businesses which are both educational and profitable. Students are guided step-by-step to “learn by doing” as they plan and set up a real business. We equip teachers with skills and resources to help their students gain practical business experience and to develop essential life skills such as teamwork, leadership, communication and problem-solving through their School Business. At the same time, schools benefit from additional income and the businesses become sustainable in the long term. We aim to tackle an important and global issue with our work - there are more than 71 million young people unemployed worldwide (International Labour Organisation 2018). In Uganda, nearly 70% of youth are engaged in vulnerable employment, and less than half of the youth population has completed or is attending schools. This causes severe challenges for young people entering the workplace: they have not developed the skills necessary to be competitive in a job market that has few opportunities.

Since 2011, Teach A Man To Fish’s vision has been that, through our School-Business Model, young people in school will gain not just academic knowledge, but also entrepreneurial and business competencies and mind-sets that will help them to succeed in school, work and life. The student led school businesses provide the platform for experiential learning in a real-world context, boost the quality and relevance of education, and assist students to build the skills that will enable them to fulfil their potential in work and in life. This will contribute to a reduction in youth unemployment in the long term and empower communities to lift themselves out of poverty - for good. For example, in 2019, 73% of former School Enterprise Challenge program participants tracked were in employment, self-employment or further education.

2. Teach A Man To Fish's Theory of Change

Please see **annex 1** for the detailed theory of change and problem tree.

3. Detailed background on Teach A Man To Fish Uganda and the School Enterprise Challenge

Teach A Man to Fish has been active in Uganda since 2009 and has been progressively scaling up its work since 2014. Through our flagship programme, the School Enterprise Challenge, and through bespoke Technical Assistance and consultancy work, Teach A Man To Fish Uganda currently supports schools at primary, secondary and vocational level. Teach A Man To Fish Uganda currently has a team of 12 staff and 1 Volunteer based in Kampala.

The School Enterprise Challenge Awards programme (www.schoolenterprisechallenge.org) is Teach A Man To Fish's international Awards programme for schools around the world. This Awards programme guides and supports teachers and students to plan and set up real school businesses. Divided into Bronze, Silver and Gold levels, the progressive Awards framework enables schools to build on their achievements and adopt 'best practices' to increase the impact of their work as they advance in successive years through the levels. For more information, please see **annex 2**.

Teach A Man To Fish Uganda collects a range of data and individual stories each year to understand the impact of our programmes. This data indicates that our School-Business model is effective in building students' business knowledge, transferable/life skills and confidence. An external evaluation of our School Enterprise Challenge programme in Uganda, 2018 confirmed that the programme is well-designed to respond to the challenge of providing young people with the knowledge, business skills and life skills required to find gainful employment after school (Jigsaw Consult, 2018).

In 2019, Teach A Man To Fish commissioned an evaluation of the impact of its flagship programme, the School Enterprise Challenge awards programme for primary schools in Arua, Mpigi and Dokolo districts in Uganda. Among other things, the external evaluation found that participating learners performed better in STEM subjects (Physics, Biology, Maths, and Agriculture) than non-participating learners (ROA, 2020). Despite the evidence from external evaluations and internal project monitoring and evaluation, there are still challenges to leverage evidence of impact to advocate for policy and curriculum changes at a national level in Uganda; and influence the efforts of other development organizations and donor bodies in strengthening education quality and relevance.

In light of the above and in a bid to properly and effectively engage with education stakeholders like the Ministry of Education and Sports, District Education Offices and policy makers, Teach A Man To Fish is seeking a consultancy to develop an advocacy strategy including situation and stakeholder mapping.

5.0. Overall Objective Methodology and Scope of work

5.1 Overall Objective

The advocacy strategy will help provide Teach A Man To Fish with a framework to effectively engage with the Ministry of Education and Sports, District Education Offices and policy makers on issues of entrepreneurship education in primary and secondary school levels.

5.2. Methodology

The consultancy will apply the most appropriate technique/ methodology approach that will focus on the objective highlighted above. However, these are not limited to the use of desk review and key informant interviews to help in the formulation of the indicators. The Consultant will be expected to provide this methodology in the inception report.

5.3. Scope of the Assignment

The successful consultant will be required to carry out the following activities/tasks:

Task 1: Develop the draft Advocacy Strategy

Develop an advocacy strategy that analyses the situation, identify advocacy issues, set goals and objectives; analyse policy and power, identify targets and influencers, develop an action plan, resourcing and implementation of the plan.

Task 2: Present the draft Advocacy Strategy to the validation meeting

The consultant shall attend and present at least one validation meeting of the developed strategy with key stakeholders. These will include at least 2 officials from Ministry of Education and Sports (MoES), 2 District Education Officers, 2 District Inspector of Schools, 2 Coordinating Centre Tutor (CCT), 2 head teachers, 2 officials from Office of the Prime Minister and at least 2 senior officials from Uganda education INGOs. Teach A Man To Fish will meet the cost of the validation meeting.

Task 3: Final Advocacy Strategy

Finalize the Advocacy strategy with recommendations from the validation meeting.

5.4. Advocacy target groups

The strategy will target: Ministry of Education and Sports, Basic Education Working Group members, INGOs in education, Office of the Prime Minister, Teachers Instructors Education and Training (TIET), Primary Teacher Colleges, District Education Offices and School administrators.

6.0. Key Deliverables / Expected Outputs

The following are the expected deliverables during the consultation period:-

1. Inception report: Building on the initial proposal submitted, the selected consultant will be expected to prepare an inception report within 2 days of being awarded the contract. The inception report must include a clear understanding of the terms of reference, budget, and description of the methodology, including data requirements, data sources and methods of collection, and a work plan with a clear timetable proposed to execute the assignment
2. Advocacy Strategy.
3. Action Plan with a list of named individuals alongside their roles/organisations who we believe we need to influence as part of this strategy, and our objective for them specifically.
4. Resourcing plan: This will include resource requirements for effective implementation of the strategy.

6. Timeframe

The consultancy will ideally commence on 16th July 2021 and be completed by 20th August 2021 in line with the milestones laid out below.

Activity	Deliverable	Due date	Location
Inception Meeting	Inception report	16th July 2021	Virtual
Desk research, consultations and key informant interviews	Draft Advocacy Strategy	23rd July 2021	As appropriate
Comments on the draft advocacy strategy by Teach A Man To Fish		30th July 2021	Via email
Presenting to the validation meeting	Validation meeting	06th August 2021	TBC

Submission of the final Advocacy Strategy and action plan	Final report and action plan	13th August 2021	via email
Exit meeting with Teach A Man To Fish Uganda key staff	Exit meeting	20th August 2021	Teach A Man To Fish Uganda Office

i. Supervision and oversight

The Consultant will be managed by the Head of Programs based in Kampala. Additional support will also be provided by the Uganda Country Manager Teach A Man To Fish and Global team based in the UK.

ii. Budget

The **total available budget** is UGX 4,000,000. A value for money analysis on the bids will be done and a Consultant with a lower price may be chosen.

This budget **includes consultant day rates plus all incidental costs (except costs of a validation meeting) including but not limited to transport, accommodation, subsistence, stationery as well as related taxes and license fees.**

iii. Profile and Qualification of the Consultant

The consultant will have the following competencies and skills:

- Post-graduate qualification in monitoring and evaluation, education or development, Public Policy, International relations and advocacy.
- Experience of designing and delivering advocacy strategies within the education sector in Uganda.
- Extensive knowledge of Ugandan education system and understanding of the Uganda school context
- Strong understanding of education advocacy work
- Excellent English language skills, both written and spoken
- Demonstrable leadership skills and the ability to work successfully with strict targets and deadlines in in difficult circumstances
- Ability to work equally well with local, national and international organizations.

iv. How to Apply

Interested Consultant should email the following information to obed@teachamantofish.org.uk and Copy in (cc) sarah@teachamantofish.org.uk by 5pm on Friday 09th July 2021

- i. A completed applicant details form (see form 1). **Applicants without a TIN number will not be considered.**
- ii. Scan of completed, signed declaration form (see form 2). **Applications without a signed, complete declaration form will not be considered.**
- iii. A brief proposal of no more than 7 pages indicating how they will approach the task as outlined
- iv. Budget for delivery of the project as outlined.
- v. A brief profile of the consultant(s) that will be responsible.

The subject line of the email should state: Consultancy Application – Advocacy Strategy development

Form 1 – Applicant Details Form

Organisations should complete form A. Individuals should complete form B

Applicant Form A – Organisation	
Name	
Organisation Name	
Address	
Registration Number	
Telephone	
E-mail address	
Website address	
Year Established	
Legal Form. Tick the relevant box	<input type="checkbox"/> Company <input type="checkbox"/> Partnership <input type="checkbox"/> Joint Venture <input type="checkbox"/> NGO <input type="checkbox"/> Other (specify):
VAT Number (where applicable)	
Tax identification number	
NGO registration number (where applicable)	
Director(s) names and titles	
Please state the name of any other persons/organisations (except tenderer) who will benefit from this contract.	
Parent company (if applicable)	
Do you have associated companies? Tick the relevant box. If YES – provide details for each company in the form of additional tables in this format.	
<input type="checkbox"/> Yes <input type="checkbox"/> No	

Applicant Form B – Individual	
Name	
Address	
Telephone	
E-mail address	
Website address	
Tax identification number	
Please state name of any other persons/organisations (except tenderer) who will benefit from this contract	
Please provide details of any current employment or directorships held	

Form 2 – Applicant Declaration

By signing this statement, I declare:

- 1)** The bidder is not bankrupt or is being wound up, neither its affairs are being administered by the court nor has entered into an arrangement with creditors or has suspended business activities or is in any analogous situation arising from a similar procedure under national laws and regulation.
- 2)** The bidder is not the subject of proceedings for a declaration of bankruptcy, for an order for compulsory winding up or administration by the court or for an arrangement with creditors or of any other similar proceedings under national laws and regulations.
- 3)** Neither the bidder, a Director or Partner, has been convicted of an offence concerning his professional conduct by a judgement which has the force of res judicata nor been guilty of grave professional misconduct in the course of their business.
- 4)** The bidder has fulfilled all its obligations relating to the payment of taxes or social security contributions to the state or country in which the tenderer is located or doing business.
- 5)** The bidder has a child protection policy who's standards he adheres to and never been charged with any child protection issue
- 6)** Neither the bidder, a Director or Partner has been found guilty of: fraud, money laundering, corruption; convicted of being a member of a criminal organisation; nor of serious misrepresentation in providing information to a public buying agency
- 7)** The proposed budget provided is accurate and contains the full costs that will be charged for delivery of the work proposed
- 8)** I am willing to sign and abide by the terms of the Teach A Man To Fish Child Protection Policy and apply this to all staff engaged in the evaluation
- 9)** I have the authority to sign on behalf of the company that is bidding

Name:

Position:

Company Name (if relevant):

Signature:

Date: