TERMS OF REFERENCE

CONSULTANCY SERVICE

FOR:

Terms of Reference for Internal Assessment of Uganda Martyrs University's Information Technology and Communication (ITC) Infrastructure

By WALUSIMBI ALLAN

2023-M132-21492

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Contents

1.0 BACKGROUND

Uganda Martyrs University (UMU) is a renowned institution of higher learning located in Uganda, dedicated to providing quality education and fostering academic excellence. Established with a mission to promote holistic development and moral integrity among its students, UMU offers a wide range of undergraduate and postgraduate programs across various disciplines.

As an institution committed to staying abreast of technological advancements and modern educational practices, UMU has invested significantly in its Information Technology and Communication (ITC) infrastructure over the years. The university recognizes the critical role that technology plays in supporting teaching, learning, research, and administrative functions.

The National Council of Higher Education in Uganda, the regulatory body responsible for overseeing and accrediting higher education institutions in the country, has recently issued a directive to UMU to prepare for an assessment of its ITC status. This assessment is part of the council's broader mandate to ensure the quality and standards of education provided by universities across Uganda.

The assessment aims to comprehensively examine all major ITC elements within UMU, including its hardware and software infrastructure, network connectivity, security measures, digital learning resources, and the capacity of its ITC personnel. The National Council is particularly interested in evaluating UMU's readiness to embrace digital transformation and leverage technology to enhance the quality of education and services offered to students and stakeholders.

Given the significance of this assessment and its potential implications for UMU's accreditation and reputation, the university's top management has recognized the need to conduct an internal assessment of its ITC infrastructure prior to the arrival of the assessment team from the National Council. This proactive approach will enable UMU to identify areas of strength and areas for improvement, address any deficiencies, and ensure compliance with the council's standards and requirements.

To facilitate this internal assessment, UMU has decided to engage the services of a competent consultant with expertise in evaluating ITC infrastructure within educational institutions. The consultant will be tasked with conducting a thorough review of UMU's ITC systems and infrastructure, identifying strengths and weaknesses, and providing actionable recommendations for enhancement.

The outcome of this internal assessment will not only serve to prepare UMU for the upcoming evaluation by the National Council but also contribute to the university's ongoing efforts to enhance its ITC capabilities, improve service delivery, and support its academic mission in the digital age.

2.0. INTRODUCTION

In an era marked by rapid technological advancements and digital innovation, the role of Information Technology and Communication (ITC) infrastructure in higher education institutions has become increasingly paramount. Recognizing this reality, Uganda Martyrs University (UMU) has continually prioritized the development and integration of robust ITC systems to support its academic and administrative functions.

UMU, situated within the dynamic landscape of Ugandan higher education, stands as a beacon of academic excellence and holistic development. Since its inception, UMU has remained steadfast in its commitment to providing quality education grounded in moral integrity and social responsibility. Central to this mission is the university's recognition of the transformative potential of technology in shaping the learning experience and facilitating institutional growth.

Against this backdrop, UMU has embarked on a journey of digital transformation, leveraging technology to enhance teaching, learning, research, and administrative processes. The university's ITC infrastructure serves as the backbone of its operations, facilitating seamless communication, collaboration, and access to information across its campuses and academic units.

However, in the dynamic landscape of technology, ensuring the effectiveness, security, and scalability of ITC infrastructure poses ongoing challenges and demands continuous evaluation and improvement. Recognizing the need to stay abreast of evolving technological trends and regulatory standards, UMU has received a directive from the National Council of Higher Education in Uganda to undergo an assessment of its ITC status.

The impending assessment represents a pivotal moment for UMU, underscoring the importance of evaluating its ITC systems and processes to ensure alignment with regulatory requirements and best practices. As UMU prepares to undergo this evaluation, it recognizes the value of conducting an internal assessment of its ITC infrastructure to proactively identify areas of strength and areas for improvement.

To this end, UMU has resolved to engage the services of a competent consultant to undertake an internal assessment of its ITC infrastructure. This consultancy represents a proactive approach to preparing for the forthcoming evaluation by the National Council, enabling UMU to identify opportunities for enhancement and address any deficiencies in its ITC systems and processes.

Through this internal assessment, UMU seeks to not only ensure compliance with regulatory standards but also enhance the overall effectiveness, security, and usability of its ITC infrastructure. By leveraging the expertise of a qualified consultant, UMU aims to glean actionable insights and recommendations that will inform strategic decisions and investments in its ITC capabilities**.**

3.0 Services Required:

The consultancy services required for the internal assessment of Uganda Martyrs University's (UMU) Information Technology and Communication (ITC) infrastructure encompass a comprehensive range of tasks and deliverables. The consultant shall undertake the following services:

3.1 Review of Current ITC Policies, Strategies, and Procedures:

- Conduct a thorough review of UMU's existing ITC policies, strategies, and procedures.
- Assess the alignment of these policies with regulatory requirements, industry best practices, and the university's strategic objectives.
- Identify any gaps or areas for improvement in UMU's current ITC governance framework.

3.2 Assessment of Hardware and Software Infrastructure:

- Evaluate the adequacy, reliability, and performance of UMU's hardware infrastructure, including servers, computers, and peripherals.
- Assess the compatibility, functionality, and security of UMU's software applications and systems, including enterprise resource planning (ERP) solutions, learning management systems (LMS), and other academic and administrative platforms.
- Identify opportunities for optimizing hardware and software resources to enhance efficiency and effectiveness.

3.3 Evaluation of Security Measures:

- Review UMU's information security policies, protocols, and mechanisms for safeguarding digital assets and data.
- Assess the effectiveness of UMU's cybersecurity defenses, including firewalls, antivirus software, intrusion detection systems, and encryption protocols.
- Identify vulnerabilities and potential risks to UMU's ITC infrastructure and recommend measures to strengthen cybersecurity posture.

3.4 Examination of Network Infrastructure and Connectivity:

- Evaluate the reliability, speed, and scalability of UMU's network infrastructure, including wired and wireless networks.
- Assess the coverage, bandwidth, and connectivity within UMU's campuses, classrooms, libraries, and administrative offices.
- Identify bottlenecks, latency issues, and areas for network optimization to improve connectivity and access to digital resources.

3.5 Review of Digital Learning Resources and Platforms:

- Assess the availability, accessibility, and usability of digital learning resources and platforms utilized by UMU's students and faculty.
- Evaluate the integration of technology-enhanced learning tools, multimedia resources, and interactive learning environments.
- Identify opportunities for enhancing the quality, relevance, and effectiveness of digital learning experiences at UMU.

3.6 Evaluation of ITC Personnel Capacity and Competency:

- Assess the qualifications, skills, and expertise of UMU's ITC personnel responsible for managing and supporting the university's ITC infrastructure.
- Evaluate the adequacy of training and professional development programs to enhance the technical proficiency and capacity of ITC staff.
- Identify opportunities for upskilling, reskilling, or augmenting the ITC workforce to meet emerging technological challenges and opportunities.

3.7 Identification of Areas for Improvement and Recommendations:

- Synthesize findings from the assessment to identify strengths, weaknesses, opportunities, and threats (SWOT) related to UMU's ITC infrastructure.
- Develop actionable recommendations and strategic initiatives for enhancing UMU's ITC systems, processes, and capabilities.
- Prioritize recommendations based on their potential impact, feasibility, and alignment with UMU's strategic objectives and budgetary constraints.

3.8 Documentation and Reporting:

- Prepare a comprehensive report documenting the findings of the internal assessment, including an executive summary, methodology, key observations, and detailed analysis.
- Present clear and concise recommendations for enhancing UMU's ITC infrastructure, supported by evidence and best practices.
- Provide any additional documentation, data, or supporting materials deemed necessary to facilitate understanding and implementation of the assessment findings and recommendations.

3.9 Stakeholder Engagement and Communication:

- Engage with key stakeholders within UMU, including senior management, faculty, staff, and student representatives, to gather input, feedback, and insights relevant to the assessment.
- Facilitate communication and collaboration between UMU and the consultant throughout the assessment process, ensuring transparency, responsiveness, and alignment with stakeholders' expectations and requirements.

3.10 Knowledge Transfer and Capacity Building:

- Conduct knowledge transfer sessions and workshops to share insights, best practices, and lessons learned from the assessment with UMU's ITC stakeholders.
- Provide guidance and support to UMU in implementing recommended initiatives, initiatives, and building internal capacity to sustain improvements in ITC infrastructure and practices.

4.0 Objectives:

The objectives of the internal assessment of Uganda Martyrs University's (UMU) Information Technology and Communication (ITC) infrastructure are multifaceted and aim to achieve comprehensive insights into the university's technological capabilities and readiness. The key objectives include:

4.1 Assess Current ITC Infrastructure and Practices:

- Conduct a thorough examination of UMU's existing ITC infrastructure, including hardware, software, network, and security systems.
- Evaluate the effectiveness, efficiency, and reliability of UMU's ITC practices, policies, and procedures in supporting academic, administrative, and operational functions.

4.2 Identify Strengths and Weaknesses:

- Identify and document the strengths and weaknesses of UMU's ITC infrastructure and practices, based on industry standards, best practices, and regulatory requirements.
- Determine areas of excellence and areas requiring improvement to enhance the overall performance and resilience of UMU's ITC ecosystem.

4.3 Assess Security and Compliance Measures:

- Evaluate the adequacy and effectiveness of UMU's cybersecurity measures and compliance with data protection regulations, including confidentiality, integrity, and availability of digital assets and information.
- Identify vulnerabilities, risks, and gaps in UMU's security posture and recommend strategies for mitigating threats and enhancing resilience.

4.4 Evaluate Digital Learning Resources and Platforms:

- Assess the availability, accessibility, and usability of digital learning resources and platforms utilized by UMU's students and faculty.
- Evaluate the alignment of digital learning initiatives with pedagogical principles, learning outcomes, and student engagement strategies.

4.5 Review ITC Personnel Capacity and Competency:

- Evaluate the qualifications, skills, and expertise of UMU's ITC personnel responsible for managing and supporting the university's ITC infrastructure.
- Assess the capacity and competency of UMU's ITC workforce to meet current and future technological challenges and opportunities.

4.6 Identify Opportunities for Improvement:

- Identify opportunities for enhancing UMU's ITC infrastructure, practices, and capabilities to better support teaching, learning, research, and administrative functions.
- Explore innovative technologies, methodologies, and best practices that can be leveraged to optimize UMU's ITC ecosystem and enhance institutional effectiveness.

4.7 Provide Actionable Recommendations:

- Develop actionable recommendations and strategic initiatives for enhancing UMU's ITC systems, processes, and practices.
- Prioritize recommendations based on their potential impact, feasibility, and alignment with UMU's strategic objectives, budgetary constraints, and resource availability.

4.8 Support Strategic Decision-Making:

- Provide UMU's management with data-driven insights and evidence-based recommendations to inform strategic decision-making and investment priorities related to ITC infrastructure and capabilities.
- Empower UMU's leadership with the knowledge and tools necessary to drive continuous improvement and innovation in the university's ITC ecosystem.

4.9 Facilitate Compliance with Regulatory Standards:

- Ensure alignment with regulatory requirements, industry standards, and best practices in ITC governance, security, and compliance.
- Assist UMU in addressing any deficiencies or gaps identified during the assessment to maintain accreditation and uphold institutional integrity.

4.10 Enhance Stakeholder Engagement and Communication:

- Facilitate communication and collaboration between UMU's stakeholders and the consultant throughout the assessment process, ensuring transparency, responsiveness, and alignment with stakeholders' expectations and requirements.

- Engage with key stakeholders to gather input, feedback, and insights relevant to the assessment and recommendations.

5.0 Scope of Work:

The scope of work for the internal assessment of Uganda Martyrs University's (UMU) Information Technology and Communication (ITC) infrastructure encompasses a systematic review and analysis of key components, processes, and practices within the university's technological ecosystem. The following tasks and activities are included within the scope of work:

5.1 Review of Current ITC Policies, Strategies, and Procedures:

- Conduct a comprehensive review of UMU's existing ITC policies, strategies, and procedures governing the management, security, and use of information technology resources.
- Assess the alignment of these policies with regulatory requirements, industry standards, and best practices in ITC governance.

5.2 Assessment of Hardware and Software Infrastructure:

- Evaluate the adequacy, reliability, and performance of UMU's hardware infrastructure, including servers, computers, storage devices, and peripherals.
- Assess the compatibility, functionality, and security of UMU's software applications and systems, including enterprise resource planning (ERP) solutions, learning management systems (LMS), and administrative platforms.

5.3 Evaluation of Security Measures:

- Review UMU's information security policies, protocols, and mechanisms for safeguarding digital assets and data.
- Assess the effectiveness of UMU's cybersecurity defenses, including firewalls, antivirus software, intrusion detection systems, and encryption protocols.

5.4 Examination of Network Infrastructure and Connectivity:

- Evaluate the reliability, speed, and scalability of UMU's network infrastructure, including wired and wireless networks.
- Assess the coverage, bandwidth, and connectivity within UMU's campuses, classrooms, libraries, and administrative offices.

5.5 Review of Digital Learning Resources and Platforms:

- Assess the availability, accessibility, and usability of digital learning resources and platforms utilized by UMU's students and faculty.
- Evaluate the integration of technology-enhanced learning tools, multimedia resources, and interactive learning environments.

5.6 Evaluation of ITC Personnel Capacity and Competency:

- Assess the qualifications, skills, and expertise of UMU's ITC personnel responsible for managing and supporting the university's ITC infrastructure.
- Evaluate the adequacy of training and professional development programs to enhance the technical proficiency and capacity of ITC staff.

5.7 Identification of Areas for Improvement and Recommendations:

- Synthesize findings from the assessment to identify strengths, weaknesses, opportunities, and threats (SWOT) related to UMU's ITC infrastructure.
- Develop actionable recommendations and strategic initiatives for enhancing UMU's ITC systems, processes, and capabilities.

5.8 Documentation and Reporting:

- Prepare a comprehensive report documenting the findings of the internal assessment, including an executive summary, methodology, key observations, and detailed analysis.
- Present clear and concise recommendations for enhancing UMU's ITC infrastructure, supported by evidence and best practices.

5.9 Stakeholder Engagement and Communication:

- Engage with key stakeholders within UMU, including senior management, faculty, staff, and student representatives, to gather input, feedback, and insights relevant to the assessment.
- Facilitate communication and collaboration between UMU and the consultant throughout the assessment process, ensuring transparency, responsiveness, and alignment with stakeholders' expectations and requirements.

5.10 Knowledge Transfer and Capacity Building:

- Conduct knowledge transfer sessions and workshops to share insights, best practices, and lessons learned from the assessment with UMU's ITC stakeholders.
- Provide guidance and support to UMU in implementing recommended initiatives, initiatives, and building internal capacity to sustain improvements in ITC infrastructure and practices.

6.0. METHODOLOGY

I. **Document Review:** Conduct a thorough review of UMU's existing ITC policies, strategies, procedures, and relevant documentation to gain insight into the current state of affairs and identify areas for further investigation.

II. **Interviews:** Engage in structured interviews with key stakeholders, including UMU's management, faculty, staff, and ITC personnel, to gather insights, perspectives, and feedback on the university's ITC infrastructure, practices, and challenges.

III. **Surveys/Questionnaires:** Administer surveys or questionnaires to a representative sample of UMU's stakeholders to gather quantitative data on their experiences, perceptions, and satisfaction with various aspects of the university's ITC services and support.

IV. **Technical Assessments:** Conduct technical assessments of UMU's hardware, software, network infrastructure, and security measures to evaluate performance, reliability, vulnerabilities, and compliance with industry standards and best practices.

V. **Benchmarking:** Compare UMU's ITC infrastructure, practices, and performance against benchmarks, industry standards, and peer institutions to identify areas of strength, weakness, and opportunity for improvement.

VI. **Site Visits:** Conduct on-site visits to UMU's campuses and facilities to observe firsthand the use of ITC resources, infrastructure, and practices in various academic, administrative, and operational contexts.

VII. **Data Analysis:** Analyze qualitative and quantitative data collected through document review, interviews, surveys, technical assessments, and site visits to identify patterns, trends, correlations, and insights relevant to the assessment objectives.

VIII. **SWOT Analysis:** Perform a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis based on the findings of the assessment to identify internal and external factors influencing UMU's ITC infrastructure and inform the development of recommendations.

IX. **Expert Consultation:** Seek input and guidance from subject matter experts in relevant areas, such as cybersecurity, network engineering, educational technology, and ITC governance, to validate findings and recommendations and ensure their feasibility and effectiveness.

X. **Iterative Process:** Engage in an iterative process of data collection, analysis, validation, and refinement to ensure the accuracy, reliability, and relevance of assessment findings and recommendations.

XI. **Feedback and Review:** Solicit feedback and input from UMU's stakeholders, including senior management, faculty, staff, and students, at various stages of the assessment process to ensure alignment with their needs, priorities, and expectations.

Presentation and Reporting: Present assessment findings, insights, and recommendations to UMU's management and stakeholders in a clear, concise, and visually engaging manner through presentations, workshops, and written reports.

7.0. DELIVERABLES

The deliverables under this engagement are as specified in the table below.

All documents submitted must conform to the following minimum standards:

a) should use language appropriate for a non-technical audience;
b) should be comprehensive, properly formatted and well presented;
c) should be developed through a consultative process, ensuring feedback from key stakeholders.

7.1 The key deliverables under this engagement are as specified in the table below:

Deliverable	Description
Comprehensive Assessment Report	A detailed report summarizing the findings of the internal assessment, including strengths, weaknesses, opportunities, and threats (SWOT).
Executive Summary	A concise overview of the assessment findings, key observations, and high-priority recommendations for UMU's management and stakeholders.
Actionable Recommendations	Clear and actionable recommendations for enhancing UMU's ITC infrastructure, practices, and capabilities, prioritized based on their impact.
Technical Assessment Findings	Detailed technical assessment findings related to hardware, software, network infrastructure, security measures, and digital learning resources.
Stakeholder Engagement Summary	Summary of stakeholder engagement activities, including interview transcripts, survey results, and feedback received from UMU's stakeholders.
Implementation Roadmap	A strategic roadmap outlining the recommended initiatives, timeline, responsible parties, and resource requirements for implementing the recommendations.

Presentation Materials	Visual presentations summarizing assessment findings, recommendations, and implementation roadmap for dissemination to UMU's management and stakeholders.
Documentation of Methodology	Detailed documentation of the methodology used for the internal assessment, including data collection methods, analysis techniques, and validation procedures.
Knowledge Transfer Sessions	Sessions and workshops conducted to transfer knowledge, best practices, and insights gained from the assessment to UMU's ITC stakeholders.
Final Consultancy Closure Report	A final report summarizing the consultancy activities, outcomes, lessons learned, and recommendations for future initiatives.

7.2 Sign-off" Procedure:

The "sign-off" procedure serves as a formal mechanism for stakeholders to review, approve, and accept the deliverables of the consultancy engagement. The procedure ensures that all parties are satisfied with the quality, accuracy, and completeness of the deliverables before they are finalized and officially submitted

8.0 Qualifications and Technical Expertise Required:

To ensure the successful execution of the consultancy engagement for the internal assessment of Uganda Martyrs University's (UMU) Information Technology and Communication (ITC) infrastructure, the consultant should possess the following qualifications and technical expertise:

Educational Background: A bachelor's or master's degree in Computer Science, Information Technology, or a related field. Advanced certifications in areas such as cybersecurity, network engineering, or educational technology are advantageous.

Experience:

- Proven experience in conducting assessments of ITC infrastructure and practices within educational institutions, preferably in the higher education sector.
- Demonstrated expertise in evaluating hardware and software infrastructure, cybersecurity measures, network connectivity, and digital learning resources.
- Experience working with diverse stakeholders, including senior management, faculty, staff, and students, to gather input, facilitate discussions, and address concerns.

Technical Skills:

- Proficiency in assessing hardware and software systems, including servers, computers, operating systems, and enterprise applications.
- In-depth knowledge of cybersecurity principles, best practices, and tools for safeguarding digital assets and data.
- Familiarity with network infrastructure components, protocols, and technologies, including wired and wireless networks, routers, switches, and firewalls.
- Experience with educational technology platforms, learning management systems (LMS), and digital learning resources for supporting teaching and learning activities.

Analytical Skills:

- Strong analytical and problem-solving skills to interpret data, identify patterns, and derive actionable insights from assessment findings.
- Ability to conduct comprehensive SWOT analyses to assess strengths, weaknesses, opportunities, and threats related to UMU's ITC infrastructure.

Communication Skills:

- Excellent written and verbal communication skills to convey complex technical concepts in clear and accessible language suitable for a non-technical audience.
- Ability to prepare well-structured reports, presentations, and documentation that effectively communicate assessment findings, recommendations, and action plans.
- Strong interpersonal skills to facilitate stakeholder engagement, manage expectations, and build consensus among diverse stakeholders.

Project Management Abilities:

- Effective project management skills to plan, coordinate, and execute the consultancy engagement within agreed timelines and budgetary constraints.
- Ability to manage multiple tasks, priorities, and stakeholders simultaneously while ensuring quality and adherence to project objectives.

Consulting Experience:

- Prior experience working as a consultant or advisor on similar projects involving ITC assessments, strategic planning, and organizational development initiatives.
- Proven track record of delivering high-quality consultancy services and achieving measurable outcomes that meet or exceed client expectations.

Ethical Standards:

- Adherence to ethical principles and professional standards in conducting assessments, handling sensitive information, and maintaining confidentiality.
- Commitment to upholding the integrity, impartiality, and objectivity of the consultancy process while serving the best interests of UMU and its stakeholders.

By possessing these qualifications and technical expertise, the consultant will be well-equipped to conduct a comprehensive assessment of UMU's ITC infrastructure and provide actionable recommendations to support the university's strategic objectives and enhance its technological capabilities.

9.0. COMMENCEMENT DATE AND PERIOD OF EXECUTION

10.0 Characteristics of the Consultancy:

Type of Consultancy	Individual Consultant
Duration of Contract	24 months
Place of Work	On-site at Uganda Martyrs University premises
Type of Contract	Fixed Price Contract
Payment Responsibility	Uganda Martyrs University
Contract Amount	Includes all costs related to undertaking the consultancy

The consultancy will be conducted by an individual consultant over a period of 24 months, based at the premises of Uganda Martyrs University. The contract is structured as a fixed price contract, with Uganda Martyrs University being responsible for payment. The contract amount covers all costs associated with executing the consultancy, including but not limited to, consultant fees, travel expenses, materials, and any other relevant expenses.

11.0. CONDITIONS

I. Confidentiality: The consultant shall maintain strict confidentiality regarding all information obtained during the consultancy engagement. This includes but is not limited to, data, reports, findings, and discussions related to Uganda Martyrs University's Information Technology and Communication (ITC) infrastructure.

II. Compliance: The consultant shall comply with all relevant laws, regulations, and policies applicable to the consultancy engagement, including but not limited to, data protection regulations, intellectual property rights, and ethical standards.

III. Access to Information: Uganda Martyrs University shall provide the consultant with access to all necessary information, facilities, and personnel required to conduct the assessment of its ITC infrastructure effectively. The university shall also facilitate communication and coordination with key stakeholders as needed.

IV. Timeliness: The consultant shall adhere to agreed-upon timelines and milestones throughout the duration of the consultancy engagement. Any delays or deviations from the proposed schedule shall be promptly communicated to Uganda Martyrs University, along with proposed solutions or mitigating measures.

V. Quality Assurance: The consultant shall ensure that all deliverables produced during the consultancy engagement meet the specified quality standards and requirements. This includes language appropriateness, comprehensiveness, proper formatting, and alignment with stakeholder expectations.

VI. Conflict of Interest: The consultant shall disclose any potential conflicts of interest that may arise during the consultancy engagement. If conflicts are identified, the consultant shall take appropriate steps to manage and mitigate them in consultation with Uganda Martyrs University.

VII. Communication: The consultant shall maintain open and transparent communication with Uganda Martyrs University throughout the consultancy engagement. This includes providing regular progress updates, seeking clarification on project requirements, and addressing any concerns or issues in a timely manner.

VIII. Change Management: Any proposed changes to the scope of work, methodology, or deliverables shall be communicated to Uganda Martyrs University for review and approval. Changes may only be implemented with the university's consent and in accordance with contractual agreements.

IX. Documentation: The consultant shall maintain accurate and complete documentation of all activities, decisions, and communications related to the consultancy engagement. This documentation shall be made available to Uganda Martyrs University upon request and retained in accordance with applicable record-keeping policies.

X. Termination: In the event of unforeseen circumstances or breach of contract, either party may terminate the consultancy engagement with prior written notice. Termination

shall be conducted in accordance with the terms and conditions outlined in the consultancy agreement.

Submission Requirements:

- Format: All submissions shall be provided in digital format, unless otherwise specified by Uganda Martyrs University.
- Language: Submissions shall be prepared in English, using language appropriate for a non-technical audience, as per the specifications outlined in the engagement agreement.
- Comprehensiveness: Submissions shall be comprehensive, covering all aspects of the deliverables specified in the consultancy agreement.
- Proper Formatting: Submissions shall be properly formatted and well-presented to enhance readability and clarity.
- Consultative Process: Submissions shall be developed through a consultative process, ensuring feedback from key stakeholders is incorporated appropriately.
- Deadline: Submissions shall be delivered by the agreed-upon deadlines outlined in the consultancy agreement. Any deviations from the proposed schedule shall be communicated to Uganda Martyrs University in advance.

Terms of Payment:

- Payment Frequency: The contractor shall be paid on a quarterly basis, contingent upon the submission of acceptable performance reports.
- Payment Timeline: Payment shall be made within 30 days upon the submission of an invoice and service performance report by the contractor.
- Advance Payment: No advance payment shall be made to the vendor. Payment will be made only after the satisfactory completion of services and submission of required documentation.

The deadline for submission is **10th May 2024 at 9:00 AM**. Interested parties are required to adhere to this deadline for consideration in the selection process.

Submit physically at our offices in Lubaga near Lubaga Cathedral or at consults@umu.ac.ug

References

- UMU website
- Block, P. (2011). Flawless consulting: A guide to getting your expertise used. John Wiley & Sons.
- Karten, N. (2014 Dorset House Publishing Co., Inc.
- Lambert, L., Balderstone, S., & Lupton, R. A. (2005).
- Kubr, M. (2002). International Labour Office.

Technical Interpretation

By WALUSIMBI ALLAN

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The technical interpretation of the provided information involves understanding the specific tasks and objectives outlined in the advertisement by CARE. This includes identifying the target audience (refugees and the host community in Omugo, Rhino refugee settlement Camp, Arua district) and the key activities CARE seeks to undertake:

Selection and Training of TOTs (Trainers of Trainers):

I. **Assessment of Existing Skills**:
Conducting a thorough assessment within the refugee and host community to identify individuals with relevant skills, experience, and potential to become trainers. This assessment should consider factors such as educational background, communication skills, leadership qualities, and familiarity with the local context.

II. Development of Training Program:
Designing a comprehensive training program for TOTs that encompasses essential topics such as information skills, adult learning methodologies, facilitation techniques, and cultural sensitivity. Tailor the training curriculum to address the specific needs and challenges of the target community, considering factors such as language barriers, literacy levels, and socio-economic backgrounds.

III. Hands-on Training and Mentorship:
Organizing interactive training sessions, workshops, and practical exercises to equip TOTs with the necessary knowledge and skills. Provide opportunities for hands-on practice, role-playing, and peer-to-peer learning to enhance retention and application of concepts. Assign experienced trainers or mentors to provide ongoing support and guidance to TOTs throughout the training process.

IV. **Promotion of Gender Equality:**
Ensure gender balance and inclusivity in the selection and training of TOTs, actively encouraging the participation of women and girls. Implement strategies to address gender-based barriers and biases, such as providing childcare support, flexible scheduling, and creating safe learning environments. Emphasize the importance of promoting women's empowerment and leadership within the training program.

Selection and Training of Women, Girls, and Youth in Smartphone Usage for Business:

I. **Community Engagement and Outreach**:
Engaging with community leaders, local organizations, and stakeholders to raise awareness about the training program and generate interest among target groups. Conduct sensitization sessions, community meetings, and door-to-door outreach activities to reach marginalized populations and encourage participation.

II. **Customized Training Modules**:
Developing training modules tailored to the unique needs, preferences, and learning styles of women, girls, and youth from diverse backgrounds. Incorporate interactive and participatory learning methodologies, such as role-plays, group discussions, and hands-on activities, to enhance engagement and retention.

III. **Practical Skills Development:**
Providing hands-on training on essential smartphone functionalities, business applications, and digital marketing strategies relevant to income-generating activities. Offer guidance on

selecting appropriate business models, identifying market opportunities, and managing financial transactions using mobile technology.

IV. **Empowerment and Confidence Building:**
Fostering a supportive learning environment that encourages active participation, experimentation, and risk-taking. Building participants' confidence and self-esteem through positive reinforcement, constructive feedback, and recognition of achievements. Empower participants to become agents of change within their communities by nurturing their leadership and entrepreneurial skills.

Support for Utilizing Phones for Income Enterprise:

I. **Establishment of Support Mechanisms**:
Establishing mechanisms for ongoing support, mentorship, and coaching to assist trained youth and women in translating their newly acquired skills into sustainable income-generating activities. Developing a network of mentors, advisors, and business coaches who can provide personalized guidance and advice to participants.

II. **Access to Resources:**
Facilitate access to resources, tools, and opportunities that can help participants launch and grow their businesses. Provide information on available funding sources, business development services, market linkages, and technical assistance programs. Connect participants with relevant stakeholders, such as financial institutions, business incubators, and industry experts, to expand their networks and access additional support.

III. **Capacity Building:**
Offering capacity-building workshops and training sessions focused on topics relevant to smartphone-based entrepreneurship, including digital marketing, e-commerce, mobile banking, and social media management. Providing technical assistance and troubleshooting support to help participants overcome challenges related to smartphone usage, app installation, software updates, and internet connectivity. Equipping participants with the skills and knowledge needed to leverage smartphone applications and online platforms for product sourcing, sales transactions, inventory management, and customer engagement.

IV. **Monitoring and Evaluation:** Implement a monitoring and evaluation system to track the progress and impact of participants' income-generating activities. Collect data on key performance indicators, such as sales revenue, profit margins, customer satisfaction, and business growth. Use monitoring findings to identify areas for improvement, share success stories, and celebrate achievements within the community.

Distribution of 60 Small Grants:

V. **Transparent Selection Process:**
Developing clear and transparent criteria for selecting grant recipients based on predefined eligibility criteria, such as business viability, innovation, impact potential, and financial need. Ensure that the selection process is fair, equitable, and free from bias or discrimination.

VI. **Capacity Building:**
Prioritizing capacity-building activities to prepare grant recipients for effective utilization of grant funds. Offer training on financial management, record-keeping, business planning, and

compliance with grant requirements to enhance their ability to manage and sustain their enterprises.

VII. **Disbursement Procedures:**
Establishing robust procedures for grant disbursement, including documentation requirements, verification processes, and accountability mechanisms. Ensure that funds are distributed in a timely and transparent manner, with adequate safeguards to prevent fraud, misuse, or mismanagement.

VIII. **Monitoring and Oversight:**
Implementing monitoring and oversight mechanisms to track the use of grant funds and assess the impact of funded activities. Conduct regular site visits, progress reviews, and financial audits to ensure compliance with grant agreements and promote accountability and transparency.

IX. **Learning and Adaptation:**
Fostering a culture of learning and adaptation by systematically documenting and sharing lessons learned, best practices, and challenges encountered during the grant distribution process. Use feedback from grant recipients, stakeholders, and beneficiaries to refine program strategies, improve service delivery, and enhance the overall effectiveness of grant-funded initiatives.

Post-Distribution Monitoring:

I. **Monitoring Framework:**
Developing a comprehensive monitoring and evaluation framework to assess the outcomes and impact of the training program and grant distribution initiative. Define clear indicators, targets, and data collection methods to measure progress and track changes over time.

II. **Data Collection and Analysis:**
Collecting quantitative and qualitative data through surveys, interviews, focus group discussions, and participant observations to capture a comprehensive picture of program outcomes and beneficiary experiences. Analyze monitoring data to identify trends, patterns, and emerging issues that require attention or action.

III. **Feedback Mechanisms:**
Establishing feedback mechanisms to solicit input from participants, beneficiaries, and stakeholders

References

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- Rothwell, W. J., & Sullivan, R. L. (2005) (2nd ed.). John Wiley & Sons.
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