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TERMS OF REFERENCE

STRYIDE Programme Support Consultant

(National candidates only)

CONTRACT MODALITY	Individual Consultancy
DUTY STATION	Kampala, Uganda & Office-based + Hybrid modality + travel
DURATION OF CONTRACT	7 months

Purpose of Assignment

The purpose of this consultancy is to provide time-bound technical advisory and facilitation support to strengthen implementation fidelity, quality, structured learning and scale-up readiness of the Skill and Transform Resilient Youth to Invest in the Development of Early Childhood (STRYIDE) initiative across selected pilot districts in Uganda.

Over a 7-months period, starting 1 January to 31 July 2027, the consultant will support UNICEF to strengthen programme implementation in Isingiro, Madi-Okollo, and Kampala, across youth mobilization, training, mentorship and establishment of enterprises; support learning and evidence generation, and facilitate the establishment and operationalization of youth-led ECD centres established under the STRYIDE model. The assignment is designed to consolidate gains from the pilot phase (ongoing from November 2025 until December 2026) and ensure that implementation across selected districts is timely, coherent, performance-driven, and informed by systematic learning.

The consultant will base its work on the progress made so far and work in close collaboration with UNICEF Learning and Skilling, Social Policy and other relevant programme staff, UNCDF, Government Ministries, District Local Governments, selected financial institution, and implementing partners to:

- Provide targeted support to training implementation with fidelity; roll-out of mentorship module; monitor and flag early operational challenges faced by youth-led ECD enterprises for steering committee review and decision, without assuming enterprise management or staff supervisory functions for address
- Generate practical learning, documentation, and evidence to inform programme adaptation, sustainability, and scale-up readiness.
- Support effective implementation performance tracking, and problem-solving across pilot districts

Through this assignment, UNICEF seeks to strengthen STRYIDE's positioning as a scalable, government-aligned, and evidence-informed model that simultaneously addresses youth employment and access to quality Early Childhood Development services, while contributing to national Human Capital Development priorities and relevant Sustainable Development Goals.

The consultant will not assume programme management or coordination functions, which remain the responsibility of UNICEF staff, but will provide time-bound technical, facilitation, and knowledge support to strengthen implementation quality and learning.

The consultancy will be explicitly anchored in STRYIDE's two-generation model, which simultaneously strengthens livelihood and social entrepreneurship pathways for young people and expands access to safe, affordable, inclusive

and quality Early Childhood Development services for children aged 3–5 years. The assignment will support implementation and learning against STRYIDE's core targets of 300 youth trained and supported, 21 ECD centres established or strengthened, and 1,750 children reached through ECD services. The pilot geography will be consistently reflected across the ToR, covering Kampala and the two pilot districts outside Kampala, Madi Okollo and Isingiro.

Scope of Work

The consultant will provide time-bound technical advisory and facilitation support to strengthen the implementation quality, structured learning and scale-up readiness of the STRYIDE initiative across selected pilot districts under the guidance of the Education Specialist - Systems Strengthening and in collaboration with UNICEF, UNCDF, Government Partners at National and District levels.

The scope of work will be organized around three interlinked core functions, with primary emphasis on technical advisory support with fidelity for pilot implementation in selected districts, this includes supporting periodic structured reviews of programme implementation by compiling, analyzing, and synthesizing inputs from districts and partners for reflection discussions and informed decision-making by UNICEF and partners.

The scope will include tracking and documenting the wider STRYIDE enterprise ecosystem, beyond ECD centre managers alone. This includes youth trained as caregivers and youth-led businesses providing linked services such as learning and play materials, nutrition services, transport, bookkeeping, maintenance and parent engagement support. The consultant will also support periodic review of youth profiling, baseline data and centre business-case appraisals to inform adaptive implementation and decision-making.

DETAILED DELIVERABLES:

Task 1: Support the project implementation monitoring by developing project monitoring tools

a) Develop consolidated performance dashboard to track project implementation indicators): STRYIDE indicator set, including youth mobilized, profiled, trained and mentored; proportion of women/girls and NEET youth reached; number of youth in each training pathway; number of ECD centres established or strengthened; number of linked youth enterprises supported; number of children enrolled and attending; affordability and inclusion indicators; caregiver training/coaching progress; safeguarding and quality compliance milestones; financing accessed; and enterprise viability indicators.

b) Conduct at least two monitoring visits per quarter to document risks, bottlenecks to the project along with proposed corrective actions

Task 2: Conduct assessment of Training initiatives for Youth-Led ECD Centres

a) Assess on a bi-monthly basis, the operational status of youth led ECD centres and social enterprises and produce relevant reports for action.

b) Prepare technical notes on the roll-out of mentorship intervention across the 3 pilot districts

c) Document how financing solutions and partnership arrangements, including UNCDF-supported business development and financial facility mechanisms, are accessed and used by youth entrepreneurs, including bottlenecks, repayment or reinvestment discipline where applicable, and implications for sustainability and scale-up.

Task 3: Learning, Documentation & Evidence Products

Learning products, case studies, dashboards and reports will use anonymized data and comply with UNICEF ethical documentation, child safeguarding and data protection standards. Where photos, child-level information, attendance data, inclusion status or case examples are used, appropriate consent, data minimization, confidentiality and secure storage safeguards will be applied.

a) Development of:

- 2–3 short case studies documenting implementation or enterprise experiences
- 2 learning briefs capturing lessons, enablers, and constraints
- Slide deck on pilot learnings, recommendations for scale up

Task 4: Support all relevant actors in developing Scale-Up & Sustainability Roadmap

The roadmap will be developed as an evidence-based STRYIDE scale-up package, including a validated model description, unit costs and financing assumptions, implementation tools and templates, minimum quality standards, evidence on what worked and what did not, risks and mitigation measures, and recommended roles for the Government of Uganda, District Local Governments, UNICEF, UNCDF and other partners. It will also address centre-level operational sustainability, community and parent contributions, centre management committee commitments, links to schools, health facilities and local private sector actors, and options for continued financing of ECD and youth enterprise support.

1. A consolidated scale-up and sustainability roadmap outlining:
   - Government ownership and system integration pathways
   - Institutional and coordination considerations
   - Key financing and partnership implications
   - Actionable recommendations for scale-up phase design

Task 5: Final Assignment Report & Knowledge Handover

1. Final consultancy report summarizing achievements, key lessons, challenges, and recommendations
2. Knowledge handover note to UNICEF and relevant partners

Work Assignments Overview	**Deliverables/Outputs**	**Delivery deadline to complete the deliverable**
Support the project implementation monitoring by developing project monitoring tools:	Deliverable #1 Quarterly implementation oversight package comprising the following agreed output: Consolidated performance dashboard to track key project targets - STRYIDE targets: 300 youth trained and supported, 21 ECD centres established or strengthened, and 1,750 children reached, while also tracking quality, safeguarding, inclusion, affordability, financing and enterprise viability indicators. i. District-level progress summary (per reporting quarter) ii. Consolidated performance dashboard (key implementation indicators) iii. Documented risks, bottlenecks, and corrective actions	15 January 2027 15 March 2027 15 June 2027 15 July 2027 31 July 2027 15 December 2027

Conduct assessment of Training initiatives for Youth-Led ECD Centres	Deliverable #2 ▪ Bi-monthly reports on the operational status of youth-led ECD centres and social enterprises ▪ Documentation of the youth trainings across all STRYIDE training streams and uptake of financing solutions ▪ Technical notes on the roll-out of mentorship intervention across the 3 pilot districts	Rolling, aligned to training and early operational phases (1 January 2027 - 31 July 2027)
Learning, Documentation & Evidence Products	Deliverable #3 ▪ Development of: v. 2–3 short case studies documenting implementation or enterprise experiences vi. 2 learning briefs capturing lessons, enablers, and constraints vii. Slide deck on pilot learnings, recommendations for scale up	31 January 2027 31 March 2027 31 May 2027 30 June 2027 31 July 2027
Scale-Up & Sustainability Roadmap	Deliverable #4 A consolidated scale-up and sustainability roadmap outlining: viii. Government ownership and system integration pathways ix. Institutional and coordination considerations x. Key financing and partnership implications xi. Actionable recommendations for next-phase design and decision-making	Draft by 15 June 2027 (Month 6); final by 15 July 2027 (Month 7)
Final Assignment Report & Knowledge Handover	Deliverable #5 Final consultancy report summarizing achievements, key lessons, challenges, and recommendations The final report will include a dedicated section on STRYIDE's alignment with BADEA's mission on Arab-Africa economic cooperation, sustainable development and structural transformation, and will summarize donor-relevant evidence on results, sustainability, financing and scale-up potential. Knowledge handover note to UNICEF and relevant partners	31 July 2027

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold

payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered "staff members" under the Staff Regulations and Rules of the United Nations and UNICEF's policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- Contracts are conditional upon the selected candidate's willingness to comply with any current or future vaccination requirements that may be established by UNICEF, where applicable. Failure to comply with applicable vaccination requirements, where required and without an approved medical exemption by UNICEF, may result in the withdrawal of the consultancy offer or termination of the contract in accordance with the General Terms and Conditions of Contract.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

Minimum requirements:

Education:

- Advanced university degree (Bachelor's or higher) in international development, education, economics, social policy, public administration, or another relevant field. A master's degree is an asset.

Work Experience:

- Minimum of 5 years of progressively responsible experience in programme management, policy development, or technical assistance in international development or the social sector.
- Demonstrated experience in managing or advising on complex, multi-stakeholder initiatives, preferably with a focus on early childhood development, youth empowerment, social enterprise, or innovative financing.
- Experience in fundraising, donor engagement, or proposal development for development or social investment programmes is a strong asset.
- Prior experience working with or within UN agencies, government ministries, or large international NGOs is highly desirable.
- Familiarity with the Ugandan development landscape, including relevant government ministries (MoES, MoGLSD) and district-level systems, is a strong advantage.

Knowledge/Expertise/Skills:
Thematic Expertise:

- Strong understanding of early childhood development systems and policies, particularly in low- and middle-income countries.
- Familiarity with youth entrepreneurship and financial inclusion approaches, particularly those targeting young women and vulnerable communities.
- Experience in blended finance, social enterprise, or innovative financing models for development is a strong asset.

Technical and Soft Skills:

- Strong strategic thinking, project management, and adaptive planning skills.
- Excellent written and verbal communication skills, including report writing, donor brief development, and presentation preparation.
- Strong interpersonal skills and the ability to work collaboratively with diverse stakeholders across sectors and levels.
- Proficiency in data collection, analysis, and reporting tools is an advantage.

Language Requirements:

- Fluency in English is required (oral and written).
- Knowledge of another UN language or local Ugandan languages is an asset.

Desirables:

- Builds and maintains partnerships ;
- Demonstrates self-awareness and ethical awareness;
- Drive to achieve results for impact;
- Innovates and embraces change;
- Manages ambiguity and complexity;
- Thinks and acts strategically;
- Works collaboratively with others.