

**DEVELOPMENT OF A TOOLKIT TO GUIDE ORGANIZATIONS ON SOCIAL ENTERPRISES IN UGANDA**

**TERMS OF REFERENCE**

**Introduction:**

The Uganda National NGO Forum (UNNGOF) is a national platform for NGOs in Uganda. Its mission is to provide a sharing and reflection platform for NGOs to influence governance and development processes in Uganda and enhance their operating environment. UNNGOF envisions an NGO sector that is coherent, respected and well-informed, actively contributing to citizens’ well-being and safeguarding their rights.

**Background:**

In recent years, social entrepreneurship has emerged as a critical approach to solving social, economic, and environmental challenges in Uganda. Non-Governmental Organizations (NGOs) in Uganda are increasingly adopting social enterprise models to ensure sustainability and create greater impact. However, there is limited practical guidance tailored to the Ugandan context on how organizations can legally, sustainably, and effectively operate social enterprises in compliance with existing laws such as the NGO Act (2016), the Companies Act, and relevant tax regulations.

To bridge this gap, Uganda National NGO Forum (UNNGOF) seeks a consultant who will develop a toolkit to guide NGOs, CBOs and other entities in Uganda that intend to establish or scale social enterprises.

**Objectives of the consultancy:**

The main objective is todesign and develop a user-friendly, context-specific toolkit that provides practical, legal, financial, and strategic guidance to organizations operating or intending to operate social enterprises in Uganda.

Specifically, the consultancy will seek to:

* Clearly explain the concept of social enterprises in the Ugandan context.
* Outline the legal and regulatory framework governing NGOs and social enterprises.
* Provide step-by-step guidance on how to set up and manage a social enterprise within an NGO or CBO.
* Clarify compliance with tax obligations of organizations with social enterprises and NGO Bureau requirements.
* Document the models and strategies used by NGOs to implement social enterprises.

**Scope of Work**

The Consultant will be expected to:

* Conduct a desk review of existing literature, policies, laws, and toolkits
* Identify legal frameworks applicable to NGOs and social enterprises in Uganda (e.g., NGO Act, Companies Act, Income Tax Act).
* Hold consultations with key stakeholders (NGO Bureau, URSB, URA, social enterprises, legal experts, successful NGOs running social enterprises).
* Draft the Toolkit structure with user-friendly language and get feedback before full development.
* Facilitate a validation workshop with stakeholders and revise the toolkit accordingly.
* Submit the final toolkit (in PDF and editable Word format) ready for publication.

**4. Methodology**

The consultant(s) is expected to propose a robust methodology that includes:

* Desk review of relevant literature, reports, and policies.
* Mapping exercise to identify NGOs engaged in social entrepreneurship.
* Field data collection, including:
* Key informant interviews with NGO leaders, beneficiaries, and government stakeholders.
* Case studies of successful and unsuccessful NGO-led social enterprises.
* Data analysis using appropriate qualitative and quantitative methods.

**Deliverables**

The consultant(s) shall deliver the following:

* Inception Report outlining detailed methodology/approach to the assignment and work plan. (within 5 days of signing a contract)
* Draft toolkit outline/structure with proposed sections and content types. (within 20 days of inception report approval)
* Facilitation of validation meeting (presentation, feedback collection).
* Final toolkit incorporating stakeholder input. (Within 10 days of validation)

**Duration and Timeline**

The study is expected to be conducted over a period of 45 days.

**Required Qualifications**

The consultant(s) should possess the following qualifications:

* Advanced degree in Social Sciences, Law, Development Studies, Business Administration, or related fields.
* Demonstrated knowledge of the NGO Policy and the NGO Act
* Proven experience in research on social entrepreneurship, NGOs, or related fields.
* Familiarity with Uganda’s NGO and development context.
* Strong analytical, writing, and communication skills.
* Ability to deliver high-quality outputs within tight timelines.

**Reporting and Supervision**

The selected consultant will report to the Executive Director and provide regular updates on the process to the Team Leader -Programmes.

**PROPOSAL SUBMISSION**

Interested candidates should submit detailed technical and financial proposalsto the Executive Director, by email to [procurement@ngoforum.or.ug](mailto:procurement@ngoforum.or.ug).

Interested consultants or firms should submit:

* A detailed technical proposal detailing understanding of the ToR, the proposed methodology and a clear work plan.
* A financial proposal providing a breakdown of the total costs as per person day rates, and any other costs anticipated in undertaking the process of the assignment.
* Detailed CV of the consultant with a full description of the profile and experience.
* Contact details of at least two independent referees with in-depth and proven knowledge of the applicant’s expertise and relevant work experience.
* A cover letter outlining the suitability of the consultant, motivation, and summarizing relevant experience.

Deadline for submissions: **Monday, 20th October 2025**