



TERMS OF REFERENCE

Consultancy to Conduct an Endline Survey of Companies on Improvement in Decent Work Standards Under the Work Readiness for Inclusive and Sustainable Enterprise (WRISE) Project

Project	Work Readiness for Inclusive and Sustainable Enterprise (WRISE)
Contracting Entity	Federation of Uganda Employers (FUE)
Assignment	Endline Survey of Approximately 50 Companies to Assess Improvement in Decent Work Agenda Standards
Geographic Coverage	WRISE Implementation Areas, Including Rwenzori, Albertine and Central/Eastern Locations Represented in the Selected Company Cohort
Reporting To	FUE WRISE Designated Project Team

1. Background and Rationale

The Federation of Uganda Employers (FUE), under the Work Readiness for Inclusive and Sustainable Enterprise (WRISE) Project, supports young graduates to transition from education into the world of work through structured workplace placements while engaging participating employers to provide safe, inclusive and meaningful learning and employment environments.

Beyond placement numbers, the project recognizes that sustainable labour-market outcomes depend on the quality of workplaces into which young people transition. WRISE has therefore engaged employers on decent work practices, including workplace policies, occupational safety and health (OSH), worker representation and engagement, fair treatment, supervision and mentoring, inclusion, and the quality of the graduate learning environment.

Under the project's decent work improvement component, a priority cohort of approximately 50 employers was identified from the wider employer base for assessment, coaching and follow-up. Selection considered the significance of decent work gaps, management readiness and willingness to improve, and the quality of the graduate hosting and learning environment. Existing evidence sources included due-diligence findings, commitment arrangements, graduate placement records and workplace observations.

As WRISE approaches completion, FUE intends to commission an independent endline survey among approximately 50 companies to determine the extent to which decent work standards and practices have improved, identify areas where change has been sustained or remains incomplete, and generate credible evidence for project-end reporting, learning and future programming. The assignment must therefore go beyond measuring employer awareness or satisfaction; it should assess observable and verifiable changes in workplace systems and practices and, where comparable baseline or earlier assessment data exist, quantify change over time.

2. Purpose of the Assignment

The purpose of the consultancy is to conduct a rigorous but practical endline assessment of approximately 50 WRISE-supported companies and establish the level and nature of improvement in decent work standards at company level, compared with available baseline, due-diligence or earlier assessment evidence.

3. Specific Objectives

- Assess the current status of decent work policies, systems and practices among the approximately 50 selected companies.
- Measure change from the available baseline/earlier assessment position using a consistent and transparent scoring framework.
- Determine the proportion and number of companies that have improved, maintained or regressed across the agreed decent work dimensions.
- Assess improvements in occupational safety and health, workplace policies and compliance systems, worker voice/representation, inclusion and fair treatment, and graduate hosting/learning environments.
- Establish the extent to which companies acted on identified gaps, coaching, recommendations or improvement commitments made during WRISE implementation.
- Verify reported improvements through workplace observation and documentary evidence rather than relying solely on management self-reporting.
- Capture employer perspectives on what enabled or constrained improvement and which WRISE support was most useful.
- Assess whether improved practices are institutionalised and likely to continue after the project closes.
- Identify remaining critical gaps, emerging risks and areas requiring further employer support or referral.
- Generate practical recommendations for FUE, Enabel/project stakeholders and employers on sustaining and scaling decent work improvements.

4. Key Evaluation Questions

- What is the endline status of participating companies against the agreed decent work standards?
- What measurable change has occurred since the baseline/initial assessment, and in which dimensions has the greatest or least improvement occurred?
- To what extent have companies strengthened formal policies as well as actual workplace practice?
- Have OSH conditions, prevention measures, emergency preparedness, PPE/safety arrangements and worker awareness improved?
- Have worker communication, representation, grievance/reporting mechanisms and participation improved?
- Are graduates and other workers provided with appropriate supervision, mentoring, meaningful tasks, safe working conditions and respectful treatment?
- To what extent are inclusion, non-discrimination, gender responsiveness and prevention/response to harassment reflected in company practice?
- Which project interventions or employer actions appear to have contributed to improvement, and what contextual factors enabled or constrained change?
- Which improvements are embedded in company systems, budgets, responsibilities or routines and are therefore likely to be sustained?
- What decent work gaps remain at project close, including any issues requiring urgent management attention or referral?

5. Scope of the Endline Assessment

The consultant will assess approximately 50 companies identified by FUE. The final company list and available baseline/earlier assessment records will be provided at inception. The assessment should, at minimum, cover the following domains:

Assessment Domain	Indicative Areas
A. Workplace Policies and Employment Practices	Existence, quality, communication and application of relevant HR/workplace policies; employment documentation and basic compliance practices; fair and consistent treatment.
B. Occupational Safety and Health (OSH)	Workplace hazards and risk controls; PPE and safety equipment where relevant; first aid and fire preparedness; safety information/training; incident arrangements; general physical working conditions.

Assessment Domain	Indicative Areas
C. Worker Voice, Representation and Grievance Mechanisms	Channels for worker communication and consultation; representation mechanisms where applicable; grievance/reporting procedures; awareness, accessibility and confidence in the mechanisms.
D. Equality, Inclusion, Dignity and Protection at Work	Non-discrimination and equal opportunity; gender responsiveness; disability inclusion where relevant; prevention and handling of sexual harassment, violence and harassment; respectful workplace culture.
E. Graduate Hosting and Learning Environment	Induction; relevance of assigned tasks; supervision and mentoring; feedback; workplace integration; safety; learning opportunities; treatment of graduates; retention/transition practices where applicable.
F. Management Commitment and Institutionalisation	Management ownership; nominated responsibilities/focal persons; implementation of improvement actions; allocation of resources; integration into normal company systems; evidence that improvements will continue.

6. Methodology

The consultant shall propose a mixed-method, evidence-based methodology that permits credible comparison with the available baseline or earlier assessment. The final methodology and tools will be approved by FUE before fieldwork. At minimum, the approach should include:

- Desk review of the WRISE results framework, relevant project documents, company selection/assessment records, due-diligence findings, coaching/follow-up records, placement records and any available baseline data.
- An inception exercise to map each endline indicator to the closest comparable baseline/earlier measure. Where direct comparability is not possible, the consultant must flag this rather than manufacture a baseline.
- A structured company endline questionnaire administered to an appropriate management/HR/OSH representative.
- Workplace observation using a standard checklist to independently verify visible conditions and practices.
- Document/records review, where available, including policies, OSH records, training/induction evidence, grievance procedures, committee/representation records, action plans and other non-sensitive evidence.
- Short interviews with supervisors and, in a purposive sub-sample where feasible, graduates/workers to triangulate management responses on supervision, safety, inclusion, treatment and workplace practice.
- A transparent scoring method that produces both domain-level and overall company results while retaining the underlying indicator-level evidence.
- Quantitative comparison of endline and baseline/earlier scores for matched companies/indicators, complemented by qualitative analysis explaining why change occurred or did not occur.
- Disaggregation of findings, where the data permit, by region, sector, company size and other relevant characteristics without presenting unreliable small-group comparisons.
- Identification of illustrative good practices and a limited number of short company change cases supported by evidence.

7. Measurement of Improvement

The central purpose of the assignment is to measure improvement, not simply the endline status. The consultant shall therefore develop, agree with FUE and apply a clear change-analysis framework. The framework should preserve comparability with existing WRISE measures wherever possible.

Measure	Required Analysis	Illustrative Output	Important Note
Overall Decent Work Score	Matched baseline/endline comparison at company level	Mean/median change; number and % improving	Use only genuinely comparable indicators
Domain Scores	Change in each agreed decent work domain	% of companies improving by domain	Show both score and underlying evidence
Action Implementation	Status of previously identified improvement actions	Completed / partial / not implemented	Verify where possible
Practice Institutionalisation	Whether changes are embedded in policies, responsibilities, budgets or routine practice	Sustainability classification	Avoid equating a new document with actual implementation
Critical Gaps/Red Flags	Serious unresolved decent work issues	Number/type of companies affected	Escalate according to agreed protocol

8. Sampling and Company Coverage

The intended survey population is approximately 50 companies in the WRISE decent work improvement cohort. Where all 50 are reachable, the assignment should seek to cover the full cohort rather than draw a smaller statistical sample. FUE will provide the approved company list and available contact/location information. Any non-response, company closure, relocation or substitution must be documented and agreed with FUE. The consultant shall report the achieved response rate and clearly explain any implications for interpretation of the results.

9. Data Quality, Ethics and Confidentiality

- Use standardized tools, enumerator/field-team briefing, field supervision and daily quality checks to maintain consistency.
- Build logical checks and validation rules into digital data-collection tools where applicable.
- Triangulate management responses with observation, records and other respondents where feasible.
- Obtain informed consent from respondents and explain the purpose and intended use of the assessment.
- Protect commercially sensitive, employee and personal information; company-level findings should not be publicly attributed without FUE approval.
- Do not collect unnecessary personally identifiable information. All datasets handed to FUE must be securely stored and appropriately anonymised/pseudonymised.
- Immediately flag serious safeguarding, forced labour, child labour, severe OSH or other critical concerns to the designated FUE focal person using an agreed escalation protocol rather than attempting to investigate beyond the survey mandate.
- Document missing data, limitations and potential response bias transparently.

10. Key Deliverables

Deliverable	Minimum Content	Indicative Timing	Approval
1. Inception Report	Understanding of assignment; refined methodology; evaluation matrix; company coverage plan; baseline/endline matching approach; work plan; field schedule; risks and mitigation.	Within 5 working days	FUE approval before fieldwork
2. Final Endline Tools	Digital/print company questionnaire; observation checklist; document-review checklist; interview guides; scoring protocol and data dictionary/codebook.	With inception package	FUE approval

Deliverable	Minimum Content	Indicative Timing	Approval
3. Clean Endline Dataset	Complete raw and cleaned datasets; company response tracker; evidence/scoring sheet; labelled variables and codebook.	Immediately after fieldwork	FUE/M&E quality check
4. Preliminary Findings Presentation	Headline results, baseline-endline comparison, domain changes, emerging lessons, critical gaps and issues requiring clarification.	Within 5 working days after fieldwork	Validation with FUE/Project Team
5. Draft Endline Report	Full analysis, methodology, limitations, findings, tables/figures, company improvement analysis, qualitative findings, conclusions and actionable recommendations.	After validation	FUE review
6. Final Endline Report	Revised, professionally formatted report incorporating consolidated comments, with executive summary and annexes.	End of assignment	Final approval
7. Management Summary/ Dashboard	Concise 2–4 page summary and/or Excel dashboard showing key indicators, baseline-endline change and company/domain performance for project reporting.	Final handover	FUE acceptance
8. Handover Package	Final tools, datasets, analysis files, evidence matrix, presentation and editable versions of all outputs.	Final handover	FUE acceptance

11. Expected Structure of the Endline Report

- i. Executive Summary
- ii. Background and purpose
- iii. Methodology, coverage and limitations
- iv. Profile of participating companies
- v. Overall change in decent work standards
- vi. Findings by assessment domain
- vii. Implementation of company improvement actions
- viii. Graduate/worker and employer perspectives
- ix. Good practices and illustrative cases of change
- x. Remaining gaps and sustainability of improvements
- xi. Conclusions and practical recommendations
- xii. Annexes: tools, evaluation matrix, company coverage, detailed indicator tables and other agreed technical annexes

12. Indicative Assignment Duration

The assignment is expected to be completed within approximately 30 calendar days from contract signing, subject to final company locations and accessibility. The consultant should propose a realistic schedule that allows adequate time for inception, company appointments, field data collection, cleaning, analysis, validation and reporting.

Period	Activity
Days 1–5	Inception, desk review, baseline mapping, tool refinement/programming and field planning
Days 6–18	Company endline data collection and concurrent quality assurance
Days 19–22	Data cleaning, scoring, baseline-endline comparison and analysis
Days 23–25	Preliminary findings presentation and validation
Days 26–28	Draft report submission and review
Days 29–30	Final revisions and complete handover

13. Required Qualifications and Experience

- Postgraduate qualification in Monitoring and Evaluation, Economics, Statistics, Labour Studies, Human Resource Management, Development Studies, Social Sciences, Occupational Safety and Health, or a closely related field.
- At least seven years of relevant professional experience in evaluations, endline studies, organisational/workplace assessments or applied research.
- Demonstrated experience designing and conducting mixed-method surveys with private-sector companies/employers.
- Strong understanding of decent work, employment practices, labour standards, OSH, inclusion and workplace systems; experience in Uganda's employer/private-sector context is an advantage.
- Demonstrated ability to undertake baseline-endline/change analysis and develop defensible scoring or index methodologies.
- Strong quantitative data-management and analysis skills, including use of appropriate statistical/data-analysis software and digital data-collection platforms.
- Strong qualitative interviewing, triangulation, report-writing and presentation skills.
- Ability to manage fieldwork across multiple locations and deliver high-quality outputs within the agreed timeframe.
- Where a team is proposed, the lead consultant must demonstrate overall technical responsibility and the proposal must clearly define the roles of all team members.

14. Roles and Responsibilities

14.1 Federation of Uganda Employers (FUE)

- Provide relevant WRISE documents, available baseline/earlier assessment data, the approved company list and existing monitoring/coaching information.
- Facilitate introductory communication with selected companies and relevant project stakeholders.
- Review and approve the inception report, tools and scoring/comparison framework before fieldwork.
- Provide consolidated feedback on preliminary and draft findings.
- Coordinate access to Enabel/project stakeholders where validation or clarification is required.

14.2 Consultant

- Lead the technical design, fieldwork, data quality assurance, analysis and reporting for the assignment.
- Provide all personnel, field supervision, data-collection equipment/software and analytical capacity included in the approved financial proposal.
- Schedule company visits in coordination with FUE while maintaining independence in data collection and interpretation.
- Maintain secure backups and confidentiality of all project/company data.
- Ensure that all conclusions are traceable to evidence and that limitations are explicitly stated.
- Submit all editable tools, data and analysis files to FUE at the end of the consultancy.

15. Proposal Submission Requirements

- Technical proposal demonstrating understanding of the assignment and proposed methodology.

- ii. Detailed approach for baseline-endline comparability, scoring, triangulation, data quality and analysis.
- iii. Proposed work plan, field deployment arrangement and timeline.
- iv. CV(s) of the lead consultant and proposed team members, with assigned roles.
- v. At least two examples/references for comparable endline, evaluation, employer or workplace-assessment assignments.
- vi. Detailed financial proposal covering professional fees, fieldwork, travel, data collection, analysis, reporting, taxes and all applicable costs.
- vii. Declaration of any actual or potential conflict of interest.

15.1 Timeline for Response

This ToR is only valid from 1st to 30th September 2026. All applicants should endeavor to meet this timeline.

15.2 Application

- Interested applicants should submit their technical and financial proposal as well as any supporting documents as one PDF document to **info@fuemployers.org** or in hard copy to the FUE offices located at Plot 1207, Namanve-Kiwanga, Mukono clearly indicating the headline as **consultancy services to conduct endline survey**.
- Deadline for submitting applications: **30th September 2026**.

16. Evaluation Criteria

Criterion	Weight
Understanding of the assignment and appropriateness of proposed methodology	25%
Experience in evaluations/endline surveys and baseline-endline/change analysis	20%
Technical experience in decent work, labour/employment, OSH and private-sector workplace assessment	20%
Qualifications and suitability of proposed team	10%
Quality and feasibility of work plan, field approach and data-quality arrangements	10%
Financial proposal and value for money	15%
Total	100%

17. Ownership and Confidentiality

All survey instruments, datasets, scoring files, interview notes, analytical outputs, reports, presentations and other materials produced under this consultancy shall be the property of FUE, subject to the contractual arrangements of the WRISE Project. The consultant shall not publish, share, reuse or disclose company-level or participant-level information without prior written authorisation from FUE. All non-public project and company information accessed during the assignment shall be treated as confidential.

18. Reporting and Supervision

The consultant will work under the overall supervision of FUE through the designated WRISE Project focal person, with technical oversight from the FUE Monitoring and Evaluation function and relevant project staff. Key methodological decisions, including the final assessment domains, baseline/endline matching, scoring rules and treatment of missing data, must be agreed during inception. FUE will provide consolidated comments on deliverables, while the consultant remains responsible for the professional independence and technical integrity of the analysis.

Annex 1: Indicative Endline Evaluation Matrix

Domain	Illustrative Endline Question	Evidence Source	Change Measure	Output
Policies and Employment Practices	Are relevant workplace policies and employment practices documented, communicated and applied?	Management interview; policy/document review; worker/graduate feedback	Baseline vs endline status/score	Domain score; % improved
OSH	Have safety systems, equipment, risk controls, awareness and emergency arrangements improved?	Observation; OSH records; interviews	Matched indicators and verified practice	Domain score; gaps closed
Worker Voice and Grievance	Are workers able to communicate concerns and access functioning representation/grievance channels?	Policies; records; interviews	Change in availability and functionality	% companies improved
Equality, Dignity and Inclusion	Are non-discrimination, harassment prevention and inclusion measures evident in policy and practice?	Policies; management and worker/graduate interviews	Change in systems/practice	Domain score; good practices/gaps
Graduate Learning Environment	Are graduates meaningfully supervised, mentored, protected and integrated?	Placement records; supervisor/graduate interviews; observation	Change/quality at endline	Learning environment score
Institutionalisation	Are improvements embedded in routine company systems and likely to continue?	Management interview; budgets/action plans; assigned responsibilities	Sustainability assessment	Sustained/partial/fragile