



Terms of Reference (ToR)

Lead Consultant – Synthesis Study on the Animation Model in Uganda

Background

Since 2019, Twaweza East Africa has been implementing a program commonly referred to as the animation model which applies participatory action research approaches and techniques for the aims of strengthening citizen participation for collective action in solving systemic community problems in close collaboration with their local governments. The program is designed to demonstrate citizen agency and government responsiveness, ultimately contributing to building trust between citizens and public institutions.

In collaboration with implementing partners who are carefully selected sub-national NGOs with the passion, skills, systems and experience for community engagement, we identified, trained, resourced and networked change agents [two per community, preferably a young man and woman], who in turn conducted PAR activities for identifying and prioritizing community problems and developing action plans that provide detailed planned interventions for addressing the problems. The program also formed independent citizens' follow up committees of 5-10 members in each village who would monitor and follow-up implementation of the agreed action plans.

We have implemented this approach in five districts in Uganda in a staggered fashion – Kamuli, Kole and Namutumba since 2020, Kyenjojo and Rubanda since 2022– reaching over 60 villages across the five districts. Having demonstrated the efficacy of this approach in these places, we now intend to document the implementation experience and synthesize successes, failures and lessons to inform our internal learning but also share with external actors.

It is against this background that Twaweza intends to undertake a comprehensive synthesis study to document implementation experiences, lessons learned, and the broader influence of the animation model on communities and local leaders. The study will generate insights to inform programming and contribute to learning both internally and externally.

Purpose of the consultancy

The purpose of this consultancy is to document experiences, lessons, and outcome of the animation model, and to identify factors that have enabled or constrained its effectiveness across different implementation contexts. This will also include reflecting on what could have been done differently to strengthen program design and implementation.

Scope of Work

The consultant will be responsible for the overall design and implementation of the synthesis study. Key tasks will include:

- Review relevant program documentation, monitoring reports, and previous evaluations.
- Developing an inception report outlining the study design, methodology, sampling strategy, and data collection tools.
- Designing qualitative data collection tools for interviews and discussion.
- Leading field visits in selected villages.
- Conducting interviews with key stakeholders, including but not limited to;
 - Local government leaders
 - Community change agents
 - Citizens



- o Implementing partners
- Guiding a team of research assistants during fieldwork.
- Synthesising findings from fieldwork and document review.
- Producing a draft and final synthesis report presenting key findings, lessons and recommendations.

Methodology

The study will primarily use qualitative methods, including;

- Comprehensive document review of existing program report, evaluation reports, monitoring data, and case studies. Based on insights emerging from this review, Twaweza's Research and Learning unit in collaboration with the consultant will jointly determine the scope and focus of follow-up fieldwork to complement what we are learning from the review of documents and address key evidence gaps and deepen understanding.
- The consultant will also conduct Focused Group Discussions (FDGs) with independent citizen follow-up committees and community members (with groups disaggregated by gender and age), Key Informant Interviews (KIIs) with local government leaders such as village chairperson and village executive officers and structured observation of community process and engagement dynamics. These methods will be applied in a complementary manner to triangulate findings and generate a nuanced understanding of the animation model in practice.

A purposive sampling approach will be used to select study villages to capture variation in implementation experiences and outcomes. The consultant, in collaboration with Twaweza's Research and Learning unit, will jointly determine the sample size and distribution, taking into account differences in program outcomes, level of activity among change agents, geographical representation across districts, as well as feasibility and logistical consideration.

The consultants must adhere to ethical standards, including informed consent, confidentiality, and respectful engagement with participants. No personal data identifying participants should be included in reports.

Key deliverables

The lead consultant will produce the following deliverables;

1. Inception report outlining the study approach, methodology, sampling, and tools
2. Obtain relevant research clearances at District level
3. Draft synthesis report after review of the existing the documentation.
4. Data collection tools for interviews and discussions
5. Fieldwork summary notes/raw data.
6. Revised synthesis report complimented with field data.
7. Final synthesis report incorporating feedback from Twaweza
8. Presentation of key finding to Twaweza.

Duration

The assignment is expected to take approximately 30-35 working days over a period of 2 months, starting early April.



Reporting and coordination

- The lead consultant will report to Twaweza's Research and Learning team.
- Close coordination will be required with implementing partners in each district.
- Regular check-ins (virtual or in-person) will be held to ensure alignment and timely delivery.

Required qualification and experience

- An advanced degree in social sciences, development studies, public policy, governance, or related field.
- Prior knowledge and experience of participatory approaches and community engagement programs such as the PAR approach.
- At least 5 years of relevant experience including conducting qualitative research, evaluations, or synthesis studies.
- Strong experience in governance, citizen participation, or community-driven development programs.
- Excellent analytical skills.
- Strong report writing skills
- Familiarity with local governance systems in Uganda is highly desirable.
- Strong communication skills in English and good understanding of the native local language in the different districts.

Application

Qualified and interested candidates are invited to submit their applications by Wednesday, 1st April, 2026. Application material should include:

1. A three-page expression of interest demonstrating applicant's understanding of these ToRs, proposed approach to undertaking the assignment and profile of the lead consultant and any other 2/3 team members to work with as research assistants.
2. A summary of a financial proposal.
3. A three-page resume presenting relevant skills, experience, training, and references.

Application should be submitted via electronic mail to jobs@twaweza.org and copied to wnanteza@twaweza.org