



TERMS OF REFERENCE FOR CONSULTANCY TO UNDERTAKE THE DOCUMENTATION OF THE NORAD TAX FOR DEVELOPMENT PROJECT IN KAMPALA, BULIISA, AND TORORO DISTRICTS

Title of the TOR	Consultancy to undertake the documentation of the Norad Tax for Development Project in Kampala, Buliisa and Tororo Districts
Title of the Project	Fair Recovery - Strengthened Civil Society and Media for Fiscal Justice

Background of Oxfam In Uganda

Oxfam is a global movement for change that empowers people to create a secure future, just and free from poverty. We believe that everyone has a right to safety, security, a livelihood and a say in decisions that affect them.

We seek a world in which everyone can speak up to power, demand and claim their human rights, and build a better future for themselves. We recognize that we cannot achieve this on our own but as a collective power. We, therefore, work in partnership with local and grass-root organizations, civil society, individuals, volunteers, the private sector, and the Government.

Our Vision is Uganda free of inequality and Injustice: A society where people, particularly women and young people, claim and exercise their rights and responsibilities and influence decisions that affect their lives. Our work is guided by the Country Strategic Framework (CSF) (2021 - 2030) which is organised around four themes: Governance and Accountability, Resilient Livelihoods, Humanitarian preparedness and response and Gender Justice and Women Rights. All the themes work towards influencing policy and practice, youth and women empowerment, inclusive participation in decision - making at various levels, and capacity strengthening of national and local actors.

About Norad Tax for Development Project

The project on Fair Recovery "Strengthened Civil Society and Media for Fiscal Justice" is aimed at having Governments pursue fiscal justice by rapidly increasing progressive and gender sensitive domestic resource mobilization to expand investments in achieving the Sustainable Development Goals (SDGs). This is undertaken through strengthening the capacity of civil society and investigative journalists to push for fiscal justice that puts the financing of the SDGs at its heart. The key objectives of the project are to:

- a) Expand tax revenue and public budgets to be significantly progressive and gender sensitive in Uganda.
- b) Support the fulfilment of fiscal justice at regional and global institutions, policies and agreements in Uganda.

The three-year project is funded by the Norwegian Agency for Development Cooperation (NORAD) and is being implemented in Buliisa and Tororo districts as well as at the national level. Oxfam in Uganda, in partnership with the Centre for Budget and Tax Policy (CBTP) and the Southern and Eastern Africa Trade Information and Negotiations Institute (SEATINI), is collaborating with the Kakindo Women Integrated Development Agency (KAWIDA) in Buliisa district and Osukuru Women's Network in Tororo district to implement the project.

Purpose of the Assignment

Oxfam seeks to contract the services of a consultant to systematically capture and analyze the project's progress, focusing on key innovations, lessons learned, success stories, challenges, and case studies from all components of the Norad Tax for Development program. The documentation will serve as a knowledge-sharing tool to show the projects impact.

Objectives of the Documentation Consultancy

1. To document case studies and success stories illustrating how the project has improved lives and strengthened communities
2. To develop a comprehensive report highlighting how the different components of the Norad Tax for Development program complement each other to achieve overall project goals, with cross-cutting thematic analyses
3. To document key innovative approaches applied during project implementation that contribute to long-term sustainability and providing clear recommendations for scaling up

Target Audience

Project participants, project partners, duty bearers in the respective districts, national based decision makers. Development partner and decision makers will also strategically be targeted majorly showcasing the work Oxfam is

able to undertake.

Methodology of the assignment

The consultant is required to explain in details the methodology that will be used to deliver on the assignment, ensuring the participatory and inclusive approach to engage the different categories engaged by the project. Collection of the raw products will be phased to take care of the peak seasons for each of the components of our work.

Scope of the assignment

The assignment is expected to cover 20 days stretching over a period from June to August 2025 as shown in the schedule below-

Components based on the outcomes	Location	Areas for documentation and proposed respondents
Capacity of civil society and media + awareness creation and sensitization	Buliisa Tororo Kampala	<ul style="list-style-type: none">• Community members i.e. Tax Justice Campaigners, Community Fiscal Monitoring Groups• District Officials including DEO, OHO, Health Unit Managers• Journalists in the districts
Progressive and gender sensitive taxes	Buliisa Tororo National	<ul style="list-style-type: none">• Enhanced platforms to strengthen public finance and expenditure• Research and analysis• Advocacy to influence decision making
Progressive government spending and debt practices	Buliisa Tororo National	<ul style="list-style-type: none">• Enhanced platforms to strengthen public finance and expenditure• Research and analysis• Advocacy to influence decision making
Regional and international initiatives, institutions and discussions support progressive taxes	Buliisa Tororo National	<ul style="list-style-type: none">• Enhanced platforms used for public finance and expenditure and results realized

Expected Deliverables

- 7- minute project *video* summarizing the overall project impact
- 4 short videos (1-3 minutes each) of the different outcome areas, bringing out the different subthemes.
- Edited high-resolution images with extended captions (delivered on both DVD and with a link) depicting all the result areas
- 20 - 30 page project booklet (consisting of stories of change, infographics, high-resolution photos, feature stories, and case studies).
- Soft copies of the films are packaged in high resolution but compressed for online sharing.

Other requirements

- Completed consent forms for all people interviewed/filmed
- All loose photos of the context/ scenery
- Time-coded and fully transcribed script for the *video*.
- A clean version of the video, with no titles, logos, or subtitles.
- Photo captioning filled template

Note: *For quality assurance, the deliverables will be checked against the following;*

The materials will be checked to ensure they are high-quality, well-edited, subtitled, and contain key storytelling elements. They must focus on results per outcome area, feature balanced gender representation, be contextually relevant, be professionally designed, and include a compelling narrative.

Prerequisites

Photographs/video should include a range of shots and action-oriented photos from:

- a) Dynamic and observational shots of people conveying action, movement and energy
- b) Portrait shots - try to shoot a balance of portrait and landscape shots.
- c) Animated portraits of key individuals conveying their personality and emotion (both acknowledging the

- camera and not)
- d) Close-up detail of relevant objects and textures
- e) Scene and context shots. Include a panoramic shot when the scene contains activities of interest
- f) Lively, striking, 'slice-of-life' images
- g) Well gender-balanced images, voices /footages portraying the people as empowered

Please note that Oxfam does not work with black and white shots

Responsibilities of the consultant

The consultant should work closely with project team to accomplish the following tasks;

- a) Hold a preparatory discussion with the Project and Communication Teams at Oxfam about the activity
- b) Prepare and share an inception report
- c) Prepare a shooting script and an editing script, and share them with Oxfam for approval
- d) Provide a narration for the overall project documentary.
- e) Capture video footage as agreed with the project and communications team and according to the prepared script.
- f) Any background music will be provided by the consultant. Any music used must not have copyright concerns.
- g) Accurately translate the project beneficiaries' voice into English subtitles.
- h) Even where the participant speaks English, the consultant shall include subtitles.
- i) Prepare draft videos and a booklet and submit them to Oxfam for review and feedback before the contract deadline. Enough time should be given to allow for review and feedback.
- j) Finalize the documentation according to the feedback provided by the project team.

Expectation from the consultant

- a) The consultant will adhere to Oxfam policies and protocols of "Do no harm", child protection and acquiring informed consent.
- b) The consultant will sign the Oxfam external code of conduct.
- c) The consultant will present his / her subjects with dignity.
- d) The consultant will be expected to bring creativity.

Responsibilities of Oxfam and Partners

- a) Oxfam and partners will provide reference materials, analyse the quality of the products, and give input to drafts.
- b) Support the consultant in coordinating field activities through the partners' field staff and beneficiaries.
- c) Provide leads for possible cases for documentation.
- d) Ensure that feedback is provided for the consultant when and where necessary.
- e) Payment to the consultant as per the agreement.

Eligibility Criteria

- The applicant should have at least 3 years' experience in development communication, videography, photography, and media production.
- Proven experience in producing human interest stories, advocacy materials, and documentaries. Experience is gender sensitive documentation and rights-based approaches.
- Applicants should include three references with examples of previous relevant work

Time schedule

This activity is expected to be executed in 20 days spread across 3 months, from July to September, upon signing the contract and submitting the inception report and script. The consultant is expected to present a plan/schedule on how they will execute the assignment.

Fees payment

The consultant will be paid in accordance with Oxfam consulting policy, which stipulates 20% upon submission of the inception report and 80% upon successful completion and acceptance of the final products.

Application Procedure

For interested applicants, please submit your technical and financial proposal clearly breaking down the budget and other supporting documents to Ugandalogistics@oxfam.org with email subject: **Norad Tax for Development Documentation**, no later than 5:00 PM (GMT +3) 30th June 2025

Supporting documents should include:

- Three professional references,
- Accessible samples of similar work, both video and written.
- Updated CVs of the team (please note that the team presented should be the team that will carry on the work)

Only successful candidates will be notified.