



## Terms of Reference

### Curriculum Innovation & Digital Learning Strategy Consultant

Designing a tiered, technology-enabled training system that strengthens WasteAid's programmes and scales impact through partners.

**Closing date for applications: 21 June 2026**

**Reporting to:** Head of Strategy & Impact

**Location:** Home-based (time zone compatible with Africa & UK preferred)

**Timeframe:** Circa 1 month, starting early July 2026

#### The Role

As outlined in its [2024-2026 Strategy](#), WasteAid is seeking to scale up its flagship programmes – the Wastepreneur Programme, First Step Waste Systems and Circular Economy Networks – to further its impact in reducing waste pollution, creating livelihood opportunities and improving public health through sustainable waste management practices. In 2025 WasteAid undertook a process to design its scaling strategy, which highlighted a number of areas of work. One of these was to undertake a review of our technical training curricula and the potential for a revised approach whereby training is more tiered and leverages technology to enable a greater reach and impact. We are seeking a technical training consultant to help us undertake this.

The consultant will work with the WasteAid team to assess map and assess WasteAid's existing benchmarking, training and mentoring, identify gaps and opportunities – including tiering and digitisation – and shape a roadmap for innovation and scale.

The consultant should have prior experience of working in international development; training design, delivery and evaluation; scaling strategies; and mainstreaming of gender equality, disability and social inclusion. Preferably, they will have worked on projects related to waste recycling, pollution reduction and livelihood development, and that are GEDSI empowering.

#### Objective

To review and strengthen WasteAid's training component of its programmes – **Wastepreneur**, **eWastepreneur**, and **First Step Resource Management** – and design a **tiered, scalable, technology-enabled training model** that increases reach, consistency, and impact across countries of operation.

## Specific Tasks

### A: Review, benchmark and map WasteAid's existing training AND the wider ecosystem

To understand *what exists* – Internally and externally – and where WasteAid sits within the wider landscape the consultant will:

#### 1. Analyse WasteAid's existing training and mentoring

- Review all curricula materials, delivery methods, mentoring structures, assessment tools and learning outcomes across:
  - Wastepreneur Programme
  - eWastepreneur Programme
  - First Step Resource Management Programme
- Assess alignment, duplication, gaps, and opportunities for harmonisation or tiering.

#### 2. Benchmark against global best practice

- Compare WasteAid's approach with leading models in:
  - Informal sector capacity building
  - Green entrepreneurship and circular economy training
  - Waste management technical training in LMICs
  - Digital and blended learning for low-connectivity environments
- Identify innovations and methodologies that could be adapted for WasteAid.

#### 3. Map the wider ecosystem of actors delivering similar training

The consultant will conduct a structured mapping of organisations working in related areas, including:

- Local NGOs and CBOs
- Municipal/local authorities
- National training institutes
- Waste picker associations and cooperatives
- Social enterprises and green entrepreneurship hubs
- International NGOs and networks (e.g. WIEGO, GAIA, ISWA, regional alliances, PREVENT Alliance)
- Private sector actors offering technical or entrepreneurial training
- Digital learning platforms relevant to waste, recycling, or micro-enterprise development (e.g. CIWM).

This mapping should identify:

- *Who is doing what* (content, delivery model, audience, geography)
- *Where there are overlaps or duplication*
- *Where there are gaps WasteAid could fill*
- *Where there are opportunities for synergy, co-delivery or shared resources*
- *Where WasteAid could strengthen local capacity to deliver training sustainably*

#### 4. Recommend partnership and collaboration opportunities

Based on the mapping, the consultant will propose:

- Potential **strategic partners** for co-design or co-delivery
- Opportunities to **build capacity of local NGOs, CBOs, LAs, networks and alliances** to deliver WasteAid's training
- Options for **shared curricula, shared digital platforms, or joint certification**
- Opportunities for **economies of scale** (e.g., shared translation, shared digital content, shared trainers)
- Recommendations for **country-specific partnership models**
- A framework for **allyship and ecosystem strengthening**, ensuring WasteAid contributes to – rather than duplicates – local efforts
- Opportunities for accreditation or industry-based endorsement

#### B: Identify gaps and opportunities

To determine *what needs to change* inside WasteAid's programmes to improve quality, consistency, scalability and alignment with the ecosystem (and based on the findings from A) the consultant will:

1. **Identify gaps within WasteAid's current training content**
  - Missing modules
  - Insufficient depth
  - Outdated or inconsistent content
  - Lack of alignment across the three programmes
2. **Identify opportunities for improvement**
  - Where tiering (Level 1–3) would strengthen learning progression
  - Where digitisation would increase reach or efficiency
  - Where content could be modularised or standardised
  - Where mentoring or practical components need strengthening
  - Where assessment and certification could be improved
3. **Identify opportunities to integrate external synergies into WasteAid's model**
  - Where external partners could deliver certain tiers
  - Where shared resources or co-delivery would reduce duplication
  - Where WasteAid could focus on capacity-building rather than direct delivery

#### C: Propose a new tiered training architecture

To create a **coherent, modern, scalable training model** that WasteAid and partners can deliver consistently across countries, the consultant will

##### 1. Develop a tiered training architecture

The consultant will propose the most appropriate tiering structure for WasteAid's context and that enables progression and scalability, for example:

- **Tier 1:** Foundational awareness and introductory modules (potentially digital/micro-learning)
- **Tier 2:** Core technical and entrepreneurial skills delivered through facilitated sessions
- **Tier 3:** Advanced technical, business, and leadership skills
- **Tier 4:** Mentoring, enterprise incubation, alumni networks, and certification

## 2. Define competency frameworks

For each tier and each programme (Wastepreneur, e-Wastepreneur, First Step Resource Management):

- Competencies and learning outcomes
- Required knowledge, skills, and behaviours
- Assessment criteria
- Progression pathways

## 3. Design a modular curriculum

- Proposal of a modular structure that allows content to be reused across programmes
- Identification of modules that can be standardised vs. those requiring localisation
- Recommendations of where external partners could deliver modules
- Ensure alignment with adult learning principles and low-literacy/low-connectivity contexts

## 4. Recommend digital and blended learning pathways

- Identification of which modules are suitable for digitisation
- Recommendation of appropriate digital formats (video, audio, micro-learning, interactive tools)
- Low-bandwidth and mobile-first solutions
- Options for WhatsApp-based learning, LMS platforms, or hybrid approaches

## 5. Strengthen mentoring and practical components

- Strengthen the mentoring model
- Propose structured practical assignments, fieldwork, or enterprise tasks
- Recommend tools for remote mentoring and peer-to-peer learning

## 6. Design assessment, certification, and learner progression

- Assessment tools for each tier
- Criteria for certification
- Mechanisms for tracking learner progress
- Options for recognition of prior learning (RPL)

## D. Develop a roadmap for innovation and scale

To provide WasteAid with a **realistic, actionable, costed plan** to implement the redesigned training model and scale it sustainably through partnerships and digital innovation the consultant will:

### 1. Make technology and platform recommendations

The consultant will:

- Identify suitable digital platforms (LMS, mobile apps, WhatsApp-based tools, etc.)
- Assess feasibility, cost, and accessibility in WasteAid's operating contexts
- Recommend translation, localisation, and accessibility approaches
- Propose options for shared platforms with partners

## 2. Create a phased implementation plan

A clear, step-by-step plan outlining:

- What to pilot first
- Which modules to digitise first
- Which countries or partners to prioritise
- How to test, refine, and scale
- Dependencies and sequencing

## 3. Outline costing and resource requirements

The consultant will provide:

- A costed plan for digitisation, curriculum development, and rollout
- Staffing and capacity requirements
- Options for outsourcing vs. in-house development
- Opportunities for cost-sharing with partners

## 4. Identify a partnership and capacity-building strategy

Building on Section A, the consultant will:

- Identify which partners could deliver which tiers
- Recommend where WasteAid should focus on **capacity-building of local NGOs, CBOs, LAs, networks and alliances**
- Propose partnership models (co-delivery, licensing, franchising, train-the-trainer, etc.)
- Identify opportunities for shared resources or economies of scale

## 5. Design a monitoring, evaluation and learning (MEL) framework

The consultant will design:

- Indicators for learning, enterprise outcomes, and programme impact
- Tools for tracking learner progress and partner delivery quality
- Mechanisms for continuous improvement and feedback loops

## 6. Analyse risk and mitigation

Including:

- Digital access barriers
- Literacy and language challenges
- Partner capacity risks
- Sustainability considerations

## Expected Deliverables

1. Training ecosystem review & benchmarking report
2. Gap analysis & opportunities report
3. Tiered training architecture & competency framework package, including:
  - Proposed tiered training structure (Levels 1–4 or equivalent)
  - Competency frameworks and learning outcomes for each tier and programme
  - Modular curriculum structure (standardised vs. localised modules)
  - Recommendations for mentoring, practical components and assessment tools
4. Digital learning & blended delivery strategy
5. Roadmap for innovation, digitisation and scale
6. Final presentation to WasteAid leadership and staff

## Qualifications and Experience

- **Advanced degree** (Master's or equivalent) in education, instructional design, international development, environmental management, innovation, business strategy, or a related field.
- **7–10 years of professional experience** in training design, curriculum development, digital or blended learning, or learning systems innovation — ideally in low- and middle-income country contexts.
- **Proven experience designing or modernising training programmes** (including tiered, modular, or competency-based models) and integrating digital learning tools suitable for low-connectivity environments.
- **Strong understanding of scaling methodologies**, adaptive programming, and approaches for expanding training delivery through partners, networks, or local institutions.
- **Experience with cost-effectiveness, value-for-money or ROI analysis**, particularly for training or capacity-building interventions.
- **Demonstrated ability to map and analyse training ecosystems**, identify synergies, and recommend partnership or capacity-building strategies.
- **Excellent analytical and synthesis skills**, with the ability to turn complex information into clear, actionable insights and practical recommendations.
- **Strong stakeholder engagement skills**, including experience working with government agencies, NGOs, CBOs, training institutes, social enterprises, and community-based actors.
- **Exceptional written and spoken English**, with the ability to produce high-quality reports, frameworks, and strategic documents.
- **Ability to work independently and remotely**, managing timelines and delivering high-quality outputs within agreed deadlines.
- **Experience in waste management, recycling, circular economy, or environmental sustainability** is an advantage but not essential.
- **Preference for consultant based in one of our countries of operation or regionally:** South Africa, Uganda or the Gambia.

## How to apply

**Reference:** Curriculum Consultant / YOUR NAME

The following documents should be sent to: [recruitment@wasteaid.org](mailto:recruitment@wasteaid.org)

- **Cover letter** of maximum 2 pages detailing your suitability for the assignment, how you correspond to the required skills and experience, your approach to delivering the consultancy and motivation. Please provide specific examples rather than generic statements of capability.
- Provide a 1-2 page **case study** of a comparable consultancy previously delivered, covering
  - a) client/context and geography;
  - b) assignment objective;
  - c) applicant's specific role;
  - d) approach taken;
  - e) outputs produced, with images / hyperlinks where possible;
  - f) evidence of uptake, impact, or learning;
  - g) one challenge encountered and how it was addressed.
- Detailed **work plan** 2-3 pages. The work plan should not repeat the TOR but should show how the applicant would organise and deliver the assignment in practice.
- **CV** of maximum 3 pages, which should highlight relevant experience, countries worked in, technical skills, examples of training, curriculum, digital learning, or scaling work.
- **Day rate in GBP; availability; 3 references.**

Note that pages in excess of the maximum will not be assessed. Generic applications that do not provide clear evidence of comparable experience will not be scored highly.

As a small organisation we are only able to contact short-listed applicants. Short-listed candidates will be invited to interview in late June,

***WasteAid is committed to diversity, inclusion and localisation. We strongly encourage applications from qualified women, people with disabilities, and professionals from low- and middle-income countries who bring lived experience of the contexts where we work.***