



MINISTRY OF GENDER, LABOUR AND SOCIAL DEVELOPMENT

FINAL

**Terms of Reference for Consultancy Services to Develop Uganda National
Strategy and Plan for Expansion of Social Security to the Informal Sector**

January 2021

1.0 BACKGROUND

1.1 The National Social Protection Policy (NSPP)

The Government of Uganda through the Ministry of Gender, Labour and Social Development (MGLSD) has formulated the National Social Protection Policy (NSPP) which was approved by Cabinet in November 2015. The vision of the Policy is “a society where all individuals are socially secure and resilient to socio-economic risks and shocks”. The policy articulates the role of social protection in national development and provides a foundation for establishing a comprehensive social protection system for Uganda with three components, namely: contributory social security; direct income support; and social care and support services.

The NSPP lays out five strategies for meeting its objective to extend access to social security:

- (i) Expand the coverage and scope of contributory social security in both the formal and informal sectors;
- (ii) Undertake reforms in the provision of contributory Social Security;
- (iii) Establish and expand direct income support schemes for vulnerable groups;
- (iv) Enhance access to health insurance services; and
- (v) Enhance access to compensation by workers in both the private and public sectors.

In this context, the NSPP and PPI outline two broad strategies for extending the scope and coverage of contributory social security: (i) Improving accessibility, effectiveness and efficiency of contributory social security and (ii) improving compliance with legislation on mandatory social security contributions. More specifically, the NSPP identifies developing appropriate social security products for the informal sector as one of the priority social protection interventions under the contributory social security component.

1.2. The informal Sector in Uganda

Uganda has a total labour force of 16.3 million people and a working population of 13.9 million. Out of the working population of 13.9 million people, 7.9 million are employed and 6 million are engaged in subsistence production for own consumption of whom 58 percent or 3.5 million are female and 42 percent or 2.5 million are male. The informal economy plays a major role in employment creation, production and income generation in Uganda and yet most do not benefit from social security. According to UBOS, up to 87% of the urban working population¹ are engaged in informal employment. The Uganda National Household Survey (UNHS) 2016/17 estimated that 54.3 percent of the working population² are self-employed with 6.9 percent as contributing family workers. A key feature of informal employment is the absence of employment or apprenticeship contracts which commit employers to pay relevant taxes and social security contributions on behalf

¹ UBOS (2015) -Urban Labour Force Survey , 2015

² The employed population (14-64) is estimated at 9.1 million out of the 15.1 million working population.

of the employees or which make the employment relationships subject to standard labour legislation. Moreover, a significant number of workers in the informal economy are highly vulnerable to poverty and have low and unstable incomes.

According to the ILO convention 102, there are nine principle contingencies to social security, namely medical care, sickness, unemployment, old age, employment injury, family, maternity, invalidity and survivors' benefits. None of these are received by informal workers in Uganda. This means that they are inherently vulnerable and insecure.

Convention 102 in respect of old-age prescribes a benefit of 40% of pre-retirement income after 30 years of contributory service.

In addition to a formal social security scheme under C102, to cover those who are not in formal employment the ILO recommendation of 2012 recommends the national social protection floors which says,

- Member States should, in accordance with national circumstances, establish as quickly as possible and maintain their social protection floors comprising basic social security guarantees. The guarantees should ensure at a minimum that, over the life cycle, all in need have access to essential health care and to basic income security which together secure effective access to goods and services defined as necessary at the national level.
- The social protection floor should comprise at least the following basic social security guarantees:
 - (a) access to a nationally defined set of goods and services, constituting essential health care, including maternity care, that meets the criteria of availability, accessibility, acceptability and quality;
 - (b) basic income security for children, at least at a nationally defined minimum level, providing access to nutrition, education, care and any other necessary goods and services;
 - (c) basic income security, at least at a nationally defined minimum level, for persons in active age who are unable to earn sufficient income, in particular in cases of sickness, unemployment, maternity and disability; and
 - (d) basic income security, at least at a nationally defined minimum level, for older persons.

In Uganda, the scope of risks or contingencies covered under contributory schemes is limited. Out of the nine contingencies covered under ILO Convention 102, most contributory schemes in Uganda only consider the core contingencies of old age, disability and survivors. Because of the limited size of the formal sector and low compliance among workers covered under the mandatory schemes, effective coverage is also low. Only around 5 per cent of the working age population has access to social security (Analysis of the UNHS 2016/17 data). The Public Service Pension Scheme (PSPS) has 388,853 members, 78,000 of which are currently earning a pension (MoPS administrative data of 2018). The NSSF has approximately 2.1 million members including around 8,616 voluntary members and only 863,000 are active (NSSF 2020 Report) and covers mainly workers in the formal private sector. Other occupational schemes cover around 42,948, while Voluntary individual schemes cover 1,159 (URBRA 2019 report). Of these only about 992 of the Parliamentary Pensions Scheme earn a pension. The rest are sort of savings/provident funds.

The Workers' Compensation Act (Cap. 225) provides compensation to workers employed both by the government and the private sector who suffer injury or contract occupational diseases in the course of their employment. In spite of the fact that the law requires every employer to insure and keep themselves insured in respect of any liability which may arise under the Workers' Compensation Act, only a few employers in the private sector have insurance cover (MGLSD, 2014c). By June 2015 there were 205 outstanding claims amounting to Shs 5.78 billion to be paid out in compensation to workers from various Government Ministries, Departments and Agencies. Some of the workers have waited for more than 5 years.

Only 7 per cent of the working population enjoys access to comprehensive social security systems, whereas 93 per cent are covered partially or not at all. The lack of access to social security has remained a major obstacle to economic and social development. Inadequate or absent social security coverage is associated with high and persistent levels of poverty and economic insecurity, growing levels of inequality, insufficient investments in human capital and human capabilities, and weak aggregate demand in a time of recession and slow growth.

2.0 Problem Statement

Despite Uganda's successful record of poverty reduction since 1986, the Human Development Report of 2018 ranks the country as 161st out of 182 countries in human development, making it one of the poorest countries with a Human Development Index of 0.456. The level of vulnerability is also still high and access to social services remains a challenge in the country (ILO, 2014).

Even among the working population there are enormous risks which include low pay, job insecurity, limited labour mobility, discrimination, sexual harassment, lack of maternity

protection and poor working conditions. About 85 percent of the paid workers are employed in the informal sector without formal contracts and have no social security. Approximately 33.8 percent of the workers in the private sector earn less than Shs 50,000 per month. The lowest wages are received by agricultural wage workers, majority of whom are women. The low income of many workers in both formal and informal sectors cannot enable them to meet their basic needs and limits their ability to save or contribute for future social security.

Workers are also exposed to occupational accidents and health hazards at their workplaces or in the course of performing activities related to their work. Some of the accidents may cause severe disabilities and incapacitate the workers permanently. Despite the existence of the Worker's Compensation Act, many workers in formal and informal sectors who are affected by accidents and occupational diseases in the course of their employment do not receive compensation. By June 2015 there were 205 outstanding claims amounting to Shs 5.78 billion to be paid out in compensation to workers from various Government Ministries, Departments and Agencies. Some of the workers have waited for more than 5 years.

While the need for social security is widely recognized as a human right, this remains unfulfilled for the large majority of Uganda's working population. Only 7 per cent of the working population enjoys access to comprehensive social security systems, whereas 93 per cent are covered partially or not at all.

The lack of access to social security has remained a major obstacle to economic and social development. Inadequate or absent social security coverage is associated with high and persistent levels of poverty and economic insecurity, growing levels of inequality, insufficient investments in human capital and human capabilities, and weak aggregate demand in a time of recession and slow growth.

Social protection is a key element of national strategies to promote human development, political stability and inclusive growth and should be considered a priority area of intervention for the Government of Uganda.

3.0 Justification for Informal sector social security strategy

The Constitution of Republic of Uganda provides a firm basis for the establishment of social security schemes for all workers in both formal and informal sectors. Under item XIV of the National Objectives and Directive Principles of State Policy, the Constitution of the Republic of Uganda enjoins the State to ensure that all developmental efforts are directed at ensuring the maximum social and cultural well-being of the people. In addition, Article 32(1) commits the State to take affirmative action in favour of groups marginalized on the basis of gender, age, disability or any other reason created by history, tradition or custom. This obligation has not been fulfilled for majority of informal sector workers who may not appreciate the NSSF products and other voluntary schemes here and there.

Many have resorted to investment clubs, associations and SACCOs as their social security options which lack strategic guidance and policy framework based on social protection principles.

According to the Social protection policy brief (Barya et al 2017) 90% of the new jobs created over the last decade in Africa were in the informal sector. In Uganda, only around 21% of the labour force was engaged in paid employment, leaving many out of reach of existing social protection systems. This leads to heightened vulnerability to poverty and prevents people from investing in productive activities. The key constraints to inclusion of informal sector workers are a lack of financial capacity of recipients to contribute to a scheme and low awareness and knowledge levels among informal sector workers about insurance schemes and the benefits of contributing. Informal sector workers appear to be particularly wary of formal institutions that may request further contributions from them. In addition, formal institutions lack capacity to identify and reach out to these workers.

The Social Protection Sub-Sector Review (MGLSD 2019) established that coverage of the contributory system is currently very low and imbalanced. Current levels are around 5 per cent of the working age population, those covered are dominated by higher earners, peaking at mid-career level, with minimal representation of lower income groups, and most are men. Coverage of voluntary schemes is very small and likely to stay that way.

The report notes that the contributory system currently faces two key challenges. These are the predominance of fragmented, scheme-based institutional arrangements; and a prevalence of, and reliance on, the savings model and voluntary initiatives. Addressing both of these will be necessary to provide effective social security to a large proportion of the population.

The social protection review (MGLSD 2019) observed that since the MGLSD is responsible for policy and strategy for the social protection sub-sector as a whole, it needs to ensure that a holistic perspective is applied to discussions around the contributory system for the informal sector, and to ensure that all work done fits within the wider vision for social protection in Uganda beyond either just the contributory tiers or individual schemes alone.

The current thinking for inclusion of informal sector workers in contributory schemes requires an evidence based and structured approach to establish appropriate packages in a phased manner. The need for an evidence based informal sector framework therefore is urgent for the country to complement efforts by UBRA and other private voluntary schemes.

As part of the reforms initiated to strengthen the governance, management and effectiveness of social security schemes, the Government formed the Uganda Retirement Benefits Regulatory Authority by an Act of Parliament passed in 2011 to regulate the establishment, management and operation of retirement benefits schemes in Uganda. In

order to address the challenges in providing social security for all Ugandans comprehensively, the Retirement Benefits Sector Bill which provides for, among other things, voluntary contributions for those who are self-employed and those in the informal sector, was presented to Parliament by the Ministry of Finance, Planning and Economic Development for consideration. However, this does not provide for a comprehensive framework for informal sector expected from the Ministry responsible for leadership and coordination of social protection policy implementation.

Since 2014, the Ministry has been engaging on how to extend social security to the informal sector. A study in 2014 -Expanding Social Protection to the Informal Sector informed the formulation of the Programme Plan of Interventions for the NSPP and in 2019, the Ministry Commissioned a study with a purpose of building the knowledge base around the situation of workers in the formal and informal economies and to examine the overall potential for expanding social security which covers all contingencies along the lifecycle to the informal sector. The study highlighted key limitations for extending social security to the informal sector including unaffordability, location of the workers and administrative constraints which depends on employment and type of work engaged by the workers.

The report further suggests that reaching respective populations depends on the attractiveness of the system, and particularly whether it is able to offer benefits earlier in the lifecycle without compromising the sustainability of the system; The capacity of the population to contribute, which varies according to the type of worker (and in particular depending on whether they are wage earners or non-wage earners), their gender, where they live, their occupations, and in which sector of the economy they are employed; the ability of the NSSF and the NHIS to enforce compliance among currently covered populations as well as future contributors, including identifying and/or supporting those who lack the ability to pay and the ease with which workers can transition from the tax-financed tier to the contributory tiers as their incomes rise as part of an inclusive growth agenda. This study recommends a two track approach of expanding social security to the informal sector by expanding the tax based social assistance to those who can't meet their livelihood needs and consolidating the social insurance scheme which is attractive to individuals and employers with an objective of increasing coverage. Several other studies have been conducted by other stakeholders to establish the feasibility of extending social security to the informal sector.

The lack of access to social security has remained a major obstacle to economic and social development. Inadequate or absent social security coverage is associated with high and persistent levels of poverty and economic insecurity, growing levels of inequality, insufficient investments in human capital and human capabilities, and weak aggregate demand in a time of recession and slow growth.

Social protection is a key element of national strategies to promote human development, political stability and inclusive growth and should be considered a priority area of intervention for the Government of Uganda.

The Ministry of Gender, Labour and Social Development through Development Alternatives International (DAI) now wishes to hire a consortium of consultants to develop a strategy and plan for extending social security to the informal sector.

4.0 OBJECTIVES OF THE ASSIGNMENT

The main purpose of the assignment is to develop a strategic vision for extending social security to the informal sector workers as one of the components for establishing a comprehensive social protection system for Uganda.

The specific objectives include:

- i. Develop a government led strategy for extending social security to the informal sector covering all the lifecycle risks.
- ii. Facilitate wide consultations with key stakeholders to generate consensus on an effective strategy for extending social security to the informal sector
- iii. Specify roles and responsibilities of the various Ministries, Departments and Agencies mandated to provide social security to informal sector workers;
- iv. Identify areas for building synergies among the different Government Ministries, Departments and Agencies responsible for implementing social security in the informal sector.

5.0 TASKS

Specific tasks will include;

Phase One:

- (i) Review various reports and recommendations of studies on extending social security to the informal sector conducted in Uganda i.e. the URBRA strategy for extending social security to the informal sector; Feasibility Study for a micro Pension Market in Uganda; Building a Multi-tiered social security system for Uganda - report; Expanding Social Protection to the informal sector workers in Uganda, 2014 among others.
- (ii) Review international literature on experiences, evidence of functioning system and best practices for extending social security to the informal sector and how countries have developed comprehensive social protection systems in order to identify the most appropriate areas of learning for Uganda. The countries to be studied may include but not limited to Rwanda, Ghana, Ethiopia, Namibia, Thailand and Nepal to see if there are lessons to be learned, including on what to avoid.

- (iii) Prepare a comprehensive situational analysis of the informal sector including employment by category and barriers to access of social security. This will also involve a review of the existing policy and legal framework to determine its adequacy in covering the informal sector.
- (iv) Prepare an options paper including high-level actuarial projections and costings of the options for expanding social security to the informal sector in Uganda. Including how to align ongoing schemes to include the core principles of social security.
- (v) Use the options paper for consultations with key stakeholders with a view to generating an agreed approach of extending social security to the informal sector to contribute to achievement of a comprehensive, inclusive national social protection system for Uganda.
- (vi) The consultations will culminate to an agreed approach for extending social security to the informal sector and how to develop a comprehensive social security system for Uganda. A detailed long-term costing of the agreed approach should be included.

Phase Two:

- i. Based on the literature review and consensus reached in phase one, propose a strategy with context-specific and practical approaches for extending social security to the informal sector taking into consideration the core principles of social security scope, coverage and adequacy, including proposing linkages and synergies to existing schemes in the country.
- ii. Propose a pathway for introducing contingencies covering lifecycle risks which are suitable for the informal sector in Uganda (e.g. employment injury, old-age pension systems, disability and survivors, sickness, maternity benefits, family benefits and unemployment etc.). as well as proposing a timeframe for bringing on board new contingencies.
- iii. Determine the feasibility of providing incentives to encourage participation of all informal sector workers. This should include proposing the kind of incentives, the type of incentives per category, long-term cost and sources of incentives.
- iv. Conduct actuarial studies to test the feasibility of the scenarios proposed. These actuarial studies will facilitate policy makers in making a case to decision makers about the value for money of the proposed system.
- v. Propose the governance mechanism for the preferred option.
- vi. Propose a mechanism for collecting and making payments of the proposed scheme (management and administration of the proposed interventions). Look at

the possibility of creating various schemes or one scheme in which all would participate.

- vii. Identify and specify roles of the various stakeholders in the implementation of the strategy i.e. policy makers, oversight and standards, management and administration among other stakeholders.
- viii. Identify and propose training and capacity building requirements for the Government and all relevant stakeholders responsible for implementing the strategy. This capacity should be in areas such as policy making, implementation, oversight and management and administration. Proposing countries where Uganda could learn best practices for developing and implementing a social security system for the informal sector.
- ix. Specify and cost the short, medium and long-term investments required to progressively implement all aspects of the strategy for extending social security to the informal sector.

Phase Three:

- i. Design a programme plan for implementation of the proposed interventions.
- ii. Propose an advocacy, resource mobilization and communication plan for the proposed interventions

6.0 KEY OUTPUTS AND DELIVERABLES

The consultant is expected to produce the following deliverables:

- i. An Inception Report outlining an understanding of the work and indicating approach to the work.
- ii. An options paper including a situation analysis and literature review and key recommendations from various studies as the basis of conducting consultations with stakeholders. (with a PowerPoint presentation for consultation purposes);
- iii. A consensus report indicating key issues in extending social security to the informal sector, and an agreed approach for extending social security to the informal sector
- iv. A Costed Strategy for extending social security to the informal sector. (with a PowerPoint presentation for consultations)
- v. Costed Programme plan for implementing the proposed strategy including an advocacy, resource mobilization and communication plan.

7.0 Schedule for Developing a Strategy for Extending Social Protection to the Informal Sector in Uganda (January-December 2021)

Deliverable	International SP expert	National SP Expert	Legal Expert	Labour Market Economist	Actuary	Indicative date
An inception report of no more than 20 pages outlining the approach, methodology and tools well as a work-plan for the assignment, within 5 days of its commencement, to be agreed by the ESP PMU & the Social Insurance Technical Committee (including a PowerPoint presentation)	2	2	1	0	0	25 th January 2021
An options paper including a situation analysis and literature review as a basis of conducting consultations with stakeholders (including PowerPoint presentations)	10	10	10	5	2	26 th Feb 2021
Consultations with key stakeholders 9 th - 26 th March 2021	10	10	5	3	1	26 th March 2020
A consensus report from consultations indicating key issues in extending social security to the informal sector, and an agreed approach for extending social security to the informal sector	5	5	5	3	2	2 nd April 2020
A draft strategy of no more than 40 pages, excluding annexes for extending social security to the informal sector 5 th April to 28 th May 2021) plus PowerPoint presentation for consultations	10	10	10	5	5	31 st May 2021
Consultations on the draft strategy (including national, boardroom meetings and regional consultations) 7 th June -6 th July 2021	0	0	0	0	0	12 th July 2021
A final costed strategy of no more than 40 pages, excluding annexes, incorporating reactions obtained from the data validation workshop.	10	5	5	10	5	13 th August 2021
A Costed Programme plan for implementing the proposed strategy including an advocacy, resource mobilization and communication plan;	10	5	5	5	3	13 th Sept 2021

Total input days	57	47	41	31	18	194 man days
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8.0 METHODOLOGY

Phase 1

- i. Desk review of national literature on extending social protection to the informal sector. Specifically, the Multi-tiered social security report; strategy for expanding social protection to the informal sector by Uganda Retirements Benefits Regulatory Authority (URBRA); Feasibility Study for a micro Pension Market in Uganda, the Social Protection Sector Review Report 2019 (forthcoming) among others among others.
- ii. The consultants will also conduct desk review of relevant and recent local/regional and international experiences of expanding contributory social security coverage, identifying challenges and strategies for overcoming them;
- iii. Desk review of relevant employment, tax, trade and social security legislation and administrative policies with a view to identifying gaps, risks and opportunities for extending social security to the informal sector including the possibility of reforming legal and administrative arrangements, in the context of extending social security coverage, based on international experiences and best practice.
- iv. Conduct an in-depth analysis of the nature and size of the informal and formal economies in Uganda based on National Household Survey data, Labour Force Surveys and other secondary sources, including an examination of the potential impact on employees and employers of a contributory scheme on households across the income/consumption distribution and the introduction of publicly funded incentives to attract or encourage workers in the informal economy to join mandatory and voluntary social security schemes and contribute consistently;
- v. Review the recommendations of key study reports in Uganda and generate a matrix of proposed recommendations for
- vi. Conduct consultations with key stakeholders and MDAs including the MGLSD, MPFED, MoLG, URBRA, NSSF, URA, KCCA and other urban authorities, Local Governments, Workers Unions, Development Partners (IMF, WB, DFID, ILO), voluntary social security schemes targeting workers in the informal economy,

informal economy worker's associations representing different sectors of the economy, SACCOs, CBOs as well as Enterprises and Employees in the informal sector;

Phase 2

- vii. Prepare a report based on the desk review, situation analysis, key recommendations and consensus generated on the approach for expanding social protection to the informal sector.
- viii. Based on the report above, design a strategy for extending social security to the informal sector; including conducting actuarial study to inform the feasibility and costing;
- ix. Conduct consultations on the proposed strategy;
- x. Prepare a final strategy/ position paper for consideration by Cabinet

Phase 3

- xi. Design a costed programme implementation plan including an advocacy and communication strategy.

9.0. KEY QUALIFICATION, EXPERIENCE AND SKILLS

This assignment will require the services of a consortium composed of a team of consultants with a minimum of 10 years' experience in conducting studies and working on social security in general but specifically in the informal sector in Uganda, regionally and/or globally.

9.1 Skills and competencies:

The consultancy firm should possess highly knowledgeable personnel capable of undertaking social protection interventions design. The team composition should have a mix of both local and international experience in designing social protection strategies and frameworks for the Informal sector. The team should have sound understanding and application of policy concepts, methodologies and tools for informal sector disaggregation; good analytical and report writing skills; fluent in spoken and written English, good communication and facilitation skills and good interpersonal skills. The

work will be led by an informal sector Social Security Expert with in-depth understanding and experience of social security for the informal economies in developing countries.

9.2 Academic Qualifications and Experience of Consultancy Firm

S/ N	Title	Qualification and Experience
1	International Social Security Expert and Team Leader	<ul style="list-style-type: none"> • At least 10 years of relevant working experience in extending social security to formal and informal economy workers. The Candidate should also possess the following minimum qualifications and skills: • Masters in Economics, Social Protection, Development Studies or other relevant field; • Previous work experience with informal economy and challenges of formalization. • Very good knowledge and understanding of the ILO social security convention 102 and ILO Recommendation on Social Security Floors (2012). • International Experience in developing strategies for extending social security to the informal sector; • Knowledge and experience of social protection; • High level of facilitation and communication skills; • Strong analytical capacity, including the ability to analyze and articulate differences of positions among various stakeholders and develop acceptable solutions; • A dynamic and great team leadership experience.
2	National Social Security Expert	<ul style="list-style-type: none"> • Master of Laws specializing in Labour Law, Social Protection, International Development, Development Studies, or other relevant field.

		<ul style="list-style-type: none"> • 5 and above years of experience in similar work; • Previous work experience with informal economy and challenges of formalization. • Experience in developing strategies for extending social security to the informal sector; • Good knowledge and understanding of Uganda's social security system, NSSF and other schemes; • Good understanding of on-going social security legislation • Excellent communication and analytical skills;
3	Macro Economist/ Labour Market Economist)	<ul style="list-style-type: none"> • Master's degree in Economics with expertise in econometrics/Labour Market economics; • A good understanding of the impact of SP interventions on the labour market. • Experience in costing national strategies
4	Legal Expert	<ul style="list-style-type: none"> • Masters of Laws specializing in Labour Law • Experience in developing pensions plans and pensions regulatory schemes; • A good understanding of the pensions sector in Uganda, as well as regional and international frameworks for extending social protection to the informal sector; • 8 and above years of experience in similar work •
5	An Actuary	<ul style="list-style-type: none"> • Minimum of a bachelor's degree in mathematics, actuarial science, statistics, or some other analytical field; • Experience developing retirement plans and actuarial reports for social security; • A good understanding of the pensions and retirement benefits sector in Uganda, within the region and internationally; • At least 5 years' experience in doing similar work
6	Entrepreneurship Expert (To be	<ul style="list-style-type: none"> •

	determined at inception)	
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10.0 ADMINISTRATIVE, RESPONSIBILITIES AND EXPENSES

Ability to organize a team and able to arrange own office, accommodation, transport, telephone, support staff and meet tax obligations.

11.0 TIMING AND DURATION

The assignment is estimated to be implemented between January 2021 and December 2021.

12.0 WORKING AND REPORTING ARRANGEMENTS

The overall responsibility for this assignment is the Permanent Secretary, Ministry of Gender Labour and Social Development. The Consultants will be contracted by DAI and will be supervised by the Policy and Advocacy Coordinator of the Expanding Social Protection Programme and Commissioner Labour, Industrial Relations and Productivity. The Technical Committee on Social Insurance with membership drawn from MDAs with a mandate of social security in the informal sector will provide technical inputs and quality assurance. Administratively, the team will be accountable to the Team Leader of DAI.

13.0 FINANCING AND PAYMENTS

The consultant will be paid in phases upon completion and submission of key deliverables. The payment schedule will be as follows:

- i. 20% of the contract sum will be paid to the consultant upon submission of a satisfactory inception report.
- ii. 30% upon submission of the draft strategy for consultations
- iii. 30% upon submission revised strategy
- iv. 20% of the contract sum will be paid upon submission of the final validated strategy and Programme Implementation Plan
- v. Payment based on timesheets

14.0 REQUIREMENTS FOR NOTICES

The consultancy firm should send technical notices concerning this contract to the Head, Expanding Social Protection Programme, Ministry of Gender, Labour and Social Development. While administrative notices should be sent to the Team Leader, Expanding Social Protection Programme.

Annex 1: Some of the reference materials

1. The National Social Protection Policy 2016
2. The Programme Plan of Interventions (PPI) for Implementing the National Social Protection Policy 2015
3. Annual labor reports
4. URBRA strategic plan
5. The URBRA annual reports
6. Informal sector study reports in Uganda and Africa
7. ILO publications on informal sector
8. NSSF amendment bill (voluntary saving mechanisms)
9. Expanding Social Protection to Informal Sector Workers in Uganda – Ministry of Gender, Labour and Social Development 2014
10. Building a multi-tiered social security system in Uganda Report- MGLSD- Forthcoming
11. Operations manuals for voluntary schemes (Mazima, Kasita, etc)
12. Feasibility Study for a micro-Pension Market in Uganda Summary Final Report and Recommendations 2017
13. Study for Extension of Pension Coverage for the Informal Sector Workers in Uganda – The World Bank 2017
14. Feasibility Study on the Development of an Informal Sector Pension Scheme (ISPS) Rwanda- 2014