



## **FINANCIAL SECTOR DEEPENING UGANDA**

Request for Proposals

For

Procurement of Consultancy Services

**Appointment of a Consultant to Undertake an Institutional and Organisational Review  
of the ESPII Programme Management Unit**

**Procurement Reference Number: FSDU/SRVC/2019/RT00042**

**September 2019**

---

---

### Acronyms

EAT	East African Time
ESP	Expanding Social Protection
G2P	Government to Person
CV	Curriculum Vitae
FSD Uganda	Financial Sector Deepening Uganda
GOU	Government of Uganda
MGLSD	Ministry of Gender, Labour and Social Development
MSMEs	Micro, Small and Medium Enterprises
PMU	Programme Management Unit
PPI	Progress out of Poverty Indicator
RFP	Request for Proposals
SCG	Senior Citizens Grant
SPFM	Social Protection Fund Manager
ToR	Terms of Reference

---

---

<b>Contents</b>	
<b>Part 1: Proposal Procedures</b> .....	<b>5</b>
1.1 Section 1: Instructions to Consulting Firms.....	5
1.2 Section 2: Technical Proposal Submission Sheet .....	10
1.3 Section 3: Financial Proposal Submission Sheet .....	12
<b>Part 2: Terms of Reference</b> .....	<b>14</b>

3<sup>rd</sup> September 2019

Dear Sir/Madam



**Invitation letter**

1. Financial Sector Deepening Uganda (FSD Uganda) would like to procure services of a consultancy firm to undertake an institutional and organisational review of the existing programme and its readiness to immediately implement national rollout of the Senior Citizens Grant and recommend the most appropriate long-term institutional and organisational arrangement for delivery of the grants post ESP II.
2. FSD Uganda invites sealed proposals for the provision of the above services.
3. Bidding will be conducted in accordance with the method of short listing of Consultants without publication of an expression of interest.
4. You may obtain further information and inspect the proposal documents at FSD Uganda offices from 8:00 am to 4:00 pm for a period of five working days from the date of issue of this RFP or inquire through the email indicated in Section 5 below.
5. Proposals must be delivered to the address below at or before 11:00 AM EAT on 30<sup>th</sup> September 2019. Late proposals shall be rejected.

Attn:

Finance Manager

Financial Sector Deepening Uganda

Plot 7A John Babiha Avenue, Kololo

P.O. Box 608

Kampala, Uganda.

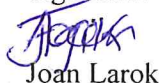
Email: [procurement@fsduganda.or.ug](mailto:procurement@fsduganda.or.ug)

6. A pre – proposal meeting will be held on 11<sup>th</sup> September 2019 10:00 am at ESP Offices, Plot 9, Lourdel Road, Nakasero P.O. Box 28240, Kampala, Uganda.
7. (a) Documents will be issued from: FSD Uganda office  
(b) Proposals must be delivered to: FSD Uganda office  
(c) Address of Proposal Opening: FSD Uganda office  
Plot 7A John Babiha Avenue, Kololo
8. Please inform us, upon receipt by 5<sup>th</sup> September 2019:  
(a) whether you will submit a proposal alone or in association.

9. The planned procurement schedule (subject to changes) is as follows:

Activity	Date
a) Issue of invitation to bid letter	3 <sup>rd</sup> September 2019
b) Request for clarifications	3 <sup>rd</sup> -10 <sup>th</sup> September 2019
c) Pre-proposal meeting	11 <sup>th</sup> September 2019
d) Proposal closing date	30 <sup>th</sup> September 2019
e) Evaluation process	1 <sup>st</sup> -4 <sup>th</sup> October 2019
f) Display and communication of best evaluated bidder notice	7 <sup>th</sup> -11 <sup>th</sup> October 2019

Signature:

  
Joan Larok

**Chief Operations Officer**



Plot 7A, John Babiha Avenue, Kololo.

P.O. Box 608 Kampala, Uganda

Tel: +256 393-231-260/2

Email: [info@fsduganda.or.ug](mailto:info@fsduganda.or.ug) | Website: [www.fsduganda.or.ug](http://www.fsduganda.or.ug)

## **Part 1: Proposal Procedures**

### **1.1 Section 1: Instructions to Consulting Firms**

**Preparation of Proposals:** You are requested to submit separate technical and financial proposals, as detailed below. The standard forms in this Request for Proposal may be retyped for completion but the consulting firm is responsible for their accurate reproduction.

You are advised to carefully read the complete Request for Proposals. Where an electronic copy of the Request for Proposals is issued, the paper or hard copy is the original version. In the event of any discrepancy between the two, the hard copy shall prevail.

**Preparation of Technical Proposals:** Technical proposals should contain the following documents and information for **consulting firms:**

1. The Technical Proposal Submission Sheet;
2. A brief methodology for performing the services;
3. A detailed work plan, showing the inputs of all proposed key staff, deliverables and man days;
4. Copies of previous contracts of similar projects;
5. CV's of key staff;
6. A summary of your experience in similar assignments;
7. The documents evidencing your eligibility, as listed below; and
8. The consultant's comments or suggestions on the terms of reference (TORs).

**Preparation of Financial Proposals:** Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet; and
2. A copy of the breakdown of Lump Sum Price for each currency in your proposal, showing all costs for the assignment, broken down into fees including reimbursable and miscellaneous costs.

**Validity of Proposals:** Proposals must remain valid until 31<sup>st</sup> January 2020.

**Sealing and marking of Proposals:** The technical and financial proposals should be sealed in separate envelopes, both clearly marked with the Procurement Reference Number above, the consulting firm's name, FSD Uganda and either "Technical Proposal" or "Financial Proposal" as appropriate.

Both envelopes should be enclosed in a single outer envelope, clearly marked with the Procurement Reference Number above, the Consultant's name and FSD Uganda. All three envelopes should be sealed in such a manner that opening and resealing cannot be achieved undetected and bear a warning not to open before the time and date for proposal opening.

In case the proposals are submitted electronically, the technical and financial proposals should be submitted in separate emails with the Procurement Subject, Procurement Reference Number above, the Consultant's name and either "Technical Proposal" or "Financial Proposal" as appropriate. The financial proposal should be password protected and FSD Uganda shall request for it at an appropriate time.

**Submission of Proposals:** Proposals should be physically or electronically submitted to the address below, no later than the date and time of the deadline below. Any proposal received by

FSD Uganda after the deadline for submission of proposals shall be declared late, rejected, and returned unopened to the Consultant.

Date of deadline: 30<sup>th</sup> September 2019.

Time of deadline: 11:00 am EAT.

Address: Finance Manager  
Financial Sector Deepening Uganda  
Plot 7A John Babiiha Avenue, Kololo  
P.O. Box 608, Kampala, Uganda  
[procurement@fsduganda.or.ug](mailto:procurement@fsduganda.or.ug)

**Opening of Proposals:** Technical Proposals will be opened in public by FSD Uganda at the time, date and address shown for submission of proposals.

**Evaluation of Proposals:** The evaluation of Proposals will use the **Quality and Cost Based** Evaluation methodology as detailed below:

1. Preliminary evaluation to determine eligibility (as defined below) and administrative compliance to this Request for Proposals on a pass/fail basis;
2. Detailed Technical evaluation will contribute 80%;
3. Financial scores will be allocated 20% to determine the best evaluated bid.

Proposals failing any stage will be eliminated and not considered in subsequent stages.

**Eligibility Criteria:** You are required to meet the following criteria to be eligible to participate in the procurement exercise:

1. have the legal capacity to enter into a contract;
2. not be insolvent, in receivership, bankrupt or being wound up or subject to legal proceedings for any of these circumstances;
3. not have had your business activities suspended;
4. have fulfilled your obligations to pay taxes and social security contributions;
5. have the nationality of an eligible country (defined in the preceding section) and;
6. not have a conflict of interest in relation to this procurement project.

**Documents Evidencing Eligibility:** Consultants are requested to submit copies of the following documents as evidence of your eligibility and sign the declaration in the Technical Proposal Submission Sheet:

1. Certificate of Incorporation
2. A copy of the Bidder's current Trading license (2019) or equivalent;
3. Evidence of fulfilment of obligations to pay taxes (Transactional Tax Clearance certificate) valid up to August 2019 or an equivalent depending on the jurisdiction of the consultancy firm).
4. Power of attorney with a specimen signature of authorised representative.
5. Any other relevant documentation.

We recognize that some documents evidencing eligibility of bidders may take some time to get and thus may not be available at the time of bid submission. Therefore, bidders will have up to 2<sup>nd</sup> October 2019 to submit all documents evidencing their eligibility.

**Administrative compliance criteria:** The consultant must adhere to the following to be considered administratively compliant. This will be evaluated on a pass/fail basis:

1. Adherence to the bid Validity of 31<sup>st</sup> January 2020;

2. Signed code of ethical conduct in business for bidders and providers; and
3. Signed Technical submission sheet.

**Nationality of Consultant:** All consultants employed under any resulting contract shall have the nationality of an eligible country to conduct business in Uganda. All countries are eligible, unless as a matter of law or official regulation, the Government of Uganda prohibits commercial relations with that country or by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Government of Uganda prohibits any import of Supplies from that country or any payments to persons or entities in that country.

**Technical Criteria:** Proposals shall be awarded scores out of the maximum number of points as indicated in below:

Evaluation Criteria	Marks
<b>Qualification and Competence of the Consulting Firm</b>	
<i>Professional experience/expertise in relevant technical field)</i>	
Consultant/Firm has at least 10 years' expertise, experience and proven record in conducting organizational and human resource functional reviews in the EA region preferably in Uganda	5
Consultant/Firm has at least 10 years' experience in job evaluations, development of job descriptions, skills audit and Human resource placements in the EA region preferably in the public sector in Uganda.	5
Consultant/Firm has good knowledge of public structures similar to ESP Program Management Unit and their interactions with the mainstream public service structures	5
Consultant/Firm has expertise and experience of at least 5 years' in Social Protection and or other similar government or development partner funded programmes in the EA region preferably in Uganda.	3
<i>Qualifications of the Consultants</i>	
Team Leader with Master's degree in Business or Human Resource Management, Organizational Development and related fields	3
Expert(s) with Minimum Bachelor's degree in Business or Human Resource Management, Organizational Development and related fields	2
<i>Evidence of meeting specific requirements in the Terms of Reference (ToRs)</i>	
References for all relevant previous assignments	5
CVs/ Resume of all key personnel with references indicated	3
Three (3) Recommendation letters from any previous clients for assignments done	9
<b>Sub-Total</b>	<b>40</b>
<b>Technical Approach</b>	
<i>Consultant's understanding of requirements</i>	
For each objective as stated in the TOR, the consultant/firm to explain/expound their understanding of the objectives in their own words (3 marks for each objective)	15
<i>Adequacy of proposed methodology to address the objectives of the assignment</i>	
Proposed tools to execute the task	10
Sampling frame for key respondents	5

<b>Evaluation Criteria</b>	<b>Marks</b>
Justification for sampling techniques and tools	5
Elements of skills transfer	5
<b><i>Adequacy of the proposed work plan of the assignment (logic, sequencing, interrelation of activities and realistic work plan)</i></b>	
Logic	2.5
Sequencing	2.5
Interrelation of activities	2.5
Realistic work plan	2.5
<b>Evidence of capacity to undertake work in terms with TOR and quality assurance</b>	
Schedule of deliverables against personnel	5
Number and composition of team members	5
<b>Sub-total</b>	<b>60</b>
<b>Grand Total</b>	<b>100</b>

**Minimum technical score:** The mark required to pass the technical evaluation is 65%.

#### **Financial Criteria**

Pricing information should not appear in any other section of the proposal other than the financial proposal.

Financial scores shall be determined by awarding 100 points to the lowest priced proposal and giving all other proposals a score which is proportionate to this.

**Total scores:** Total scores shall be determined using a weighting of 80% for technical proposals and a weighting of 20% for financial proposals.

**Post Qualification:** FSD Uganda shall determine to its satisfaction whether the best evaluated bidder is qualified to perform the contract satisfactorily. The best evaluated bidder shall be invited to make a presentation to the panel to inform a decision on the contract award.

**Currency:** Proposals may be priced in Uganda Shillings or any other freely convertible currency and in up to two currencies. The currency of evaluation will be Uganda Shillings. Proposals in other currencies will for evaluation purposes only be converted to Uganda Shillings, using the exchange rates published by the Bank of Uganda on the date of the submission deadline.

**Best Evaluated Bid:** The best evaluated bid shall be the firm with the highest combined score and shall be recommended for award of contract. FSD Uganda shall issue a Notice of Best Evaluated Bidder within five (5) working days from the decision of the award a contract.

**Award of contract:** Award of contract shall be by signing of an Agreement in accordance with Part 3: Contract. FSD Uganda shall not award a contract to the best evaluated bidder until the lapse of ten (10) days after the date of display of the Notice of Best Evaluated Bidder.

**Right to Review:** Consultants may seek administrative review by the Chief Operations Officer if they are aggrieved with the decision of FSD Uganda within the ten-day period of communication and display of Best Evaluated Bidder notice.

**Right to Reject:** FSD Uganda reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract signature and issue by FSD Uganda, without incurring any liability to Consultants.

FSD Uganda reserves the right, at its sole discretion, to reject all proposals received and seek fresh proposals, to negotiate further with one or more of the bidders, to defer the award of a contract or to cancel the competition and make no contract award, if appropriate.

**1.2 Section 2: Technical Proposal Submission Sheet**

*[Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your technical proposal is authorized in the signature block below. A signature and authorization on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorized, it may be rejected.]*

Proposal Addressed to:	FSD Uganda
Date of Technical Proposal:	
Procurement Reference Number:	
Subject of Procurement:	

I/We offer to provide the services described in the Statement of Requirements, in accordance with the terms and conditions stated in your Request for Proposals referenced above.

I/We confirm that I/we are eligible to participate in public procurement and meet the eligibility criteria specified in Part 1: Proposal Procedures of your Request for Proposals.

I/We have signed and undertake to abide by the Code of Ethical Conduct for Bidders and Providers attached during the procurement process and the execution of any resulting contract;

My/Our proposal shall be valid until \_\_\_\_\_ *[insert date, month and year]* and it shall remain binding upon us and may be accepted at any time before or on that date;

I/We enclose a separately sealed financial proposal.

**Technical Proposal Authorised By:**

Signature: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_\_  
*(DD/MM/YY)*

Authorised for and on behalf of:

Company: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_



## 1.3 Section 3: Financial Proposal Submission Sheet

*[Complete this form with all the requested details and submit it as the first page of your financial proposal, with the documents requested above attached. Ensure that your proposal is authorized in the signature block below. A signature and authorization on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorized, it may be rejected. The total price of the proposal should be expressed in the currency or currencies permitted in the instructions above.]*

Proposal Addressed:	FSD Uganda
Date of Financial Proposal:	
Procurement Reference Number:	
Subject of Procurement:	

The total price of our proposal is: \_\_\_\_\_.

We confirm that the rates quoted in our Financial Proposal are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

**Financial Proposal Authorised By:**

Signature: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_\_

*(DD/MM/YY)*

Authorised for and on behalf of:

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Breakdown of Lump Sum Price**

*[Complete this form with details of all your costs and submit it as part of your financial proposal. Where your costs are in more than one currency, submit a separate form for each currency. Authorize the rates quoted in the signature block below.]*

Procurement Reference Number: \_\_\_\_\_

**CURRENCY OF COSTS:** \_\_\_\_\_

<b>FEES</b>				
<b>Name and Position of Personnel</b>	<b>Input Quantity</b>	<b>Unit of Input</b>	<b>Rate</b>	<b>Total Price</b>
<b>TOTAL:</b>				

<b>REIMBURSABLE AND MISCELLANEOUS COSTS</b>				
<b>Description of Cost</b>	<b>Quantity</b>	<b>Unit of Measure</b>	<b>Unit Price</b>	<b>Total Price</b>
<b>TOTAL:</b>				

**TOTAL LUMP SUM PRICE IN CURRENCY:** \_\_\_\_\_

**Breakdown of Lump Sum Price Authorised By:**

Signature: \_\_\_\_\_ Name: \_\_\_\_\_

Position: \_\_\_\_\_ Date: \_\_\_\_\_

*(DD/MM/YY)*

Authorised for and on behalf of:

Company: \_\_\_\_\_

## **Part 2: Terms of Reference**

### **Consultancy to Undertake an Institutional and Organisational Review of the ESP II Programme Management Unit under Ministry of Gender Labour and Social Development**

#### **1. Purpose**

The purpose of this Terms of Reference (TOR) is to undertake an institutional and organisational review of the existing programme and its readiness to immediately implement national rollout of the Senior Citizens Grant and recommend the most appropriate long-term institutional and organisational arrangement for delivery of the grants post ESP II.

#### **2. Background**

##### **About Financial Sector Deepening - Uganda**

Financial Sector Deepening Uganda (FSD Uganda) is a not-for-profit company limited by guarantee and working to promote financial inclusion in Uganda. Target beneficiaries for FSD Uganda include small holder Farmers, women, youth, and refugees, the vulnerable as well as micro, small and medium enterprises (MSMEs). FSD Uganda works through partnerships and facilitates both public and private sector institutions to improve policy, laws and regulations that shape the financial sector and to develop relevant financial products respectively. In this context, FSD Uganda intends to leverage Government to Person (G2P) payments to achieve its vision of broadening and deepening financial inclusion in Uganda.

FSD Uganda's role and remit is to support the development of market-based interventions, support capacity development of institutions and assist in driving access and uptake of financial services to underserved communities in Uganda.

##### **About the Social Assistance Grants for Empowerment (SAGE) Programme**

Since 2011, the Ministry of Gender, Labour and Social Development (MGLSD) through the Expanding Social Protection Programme (ESP) has been implementing a universal social pension fund – Senior Citizen's Grant (SCG) under the Social Assistance Grants for Empowerment (SAGE) Programme with funding support from DFID and Irish Aid in Uganda. The goal of this programme is to reduce chronic poverty and improve life chances for poor men, women and children in Uganda and aims at embedding national social protection systems, including social assistance for the poorest and most vulnerable, as a core element of Uganda's national planning and budgeting processes.

The programme has been implemented under two phases. Phase I (ESP I) was initially a pilot funded by DFID and Irish Aid, operating in 14 districts and a 15<sup>th</sup> district funded by the Government of Uganda. From 2015, the SAGE programme, under Phase two (ESP II) began to be rolled-out nationally, initially being provided to the oldest 100 people in each sub-county across a further 42 districts. Currently, the scheme is being offered to over 156,000 beneficiaries in 57 districts across the country.

The Government of Uganda is working towards a national roll-out of the SCG to all districts in the country. While the eligibility criteria discussed within Government begins by targeting everyone over 80 years of age in FY 2019/20 this is expected to move to everyone aged 65 years and above in the next three years. Once the programme is rolled out nationally, it is likely to reach a significant number of older persons.

ESP II's specific objectives, which are aligned to the GoU Social Protection Programme Plan of Intervention (PPI) include:

1. Expand provision of direct income support, contributory social security and social care and support to vulnerable individuals and households.
2. Strengthen the institutional framework for coordinated social protection service delivery.
3. Enhance the enabling environment for the development and implementation of social protection policy.

The main four outputs of the programme are:

- **Output 1:** MGLSD *capacity strengthened* to lead on social protection.
- **Output 2:** Sustainable and accountable system for cash transfer delivery established at national scale.
- **Output 3:** Senior Citizens' Grant (and other vulnerable groups' grants) delivering regular and reliable payments to beneficiaries across the entire country.
- **Output 4:** Increased public understanding of, and demand for, an accountable social protection system.

### 3. ESP Implementation Modalities

The programme is managed through a Fund Manager (Social Protection Fund Manager – SPFM) charged with provision of technical assistance to the GoU to consolidate a national social protection system in Uganda. In addition, the SPFM manages Development Partners financial contributions to the programme and is mandated to provide good quality and timely technical assistance to support the implementation of ESP II, provide both long and short term technical advisors, assist in the completion of programme deliverables, contract key service providers, and pre-finance the cash transfers on behalf of the DPs.

The programme is implemented by the Programme Management Unit (PMU) with the Secretariat based in Kampala and supported by 7 Regional Technical Support Units (RTSUs) located in the districts of Kiboga, Kyenjojo, Kamuli, Kaberamaido, Moroto, Nebbi and Gulu. Three additional RTSU's are to be created to support the national rollout and will be located in Mbale, Mbarara and Kampala. The current staffing stands at 78 staff spread across the Secretariat and RTSU's. An additional 21 staff are in the process of being recruited for the three new RTSU's.

### 4. Justification for the review

The institutional review is premised on the following:

#### a) **National Rollout of the programme**

As the programme rolls out nationally, there is need to assess the readiness of the program to implement SAGE at a national scale. The rollout will see an increase in the number of districts from 61 to 135 with an estimated 358,000 beneficiaries. The widening scope will require an assessment of the programme (structure, staffing, job descriptions, and salary reviews) to determine its appropriateness and readiness for the national rollout.

#### b) **Transition of the programme from SPFM arrangement to MGLSD GoU led arrangement.**

Between January and August 2016, the SCG transitioned from the Social Protection Secretariat, established under the Directorate of Social Protection within MGLSD for ESPI to the Programme Management Unit (PMU). The transition phase largely involved engagement of MGLSD-

contracted staff responsible for the day-to-day management of the programme and reflected a strategic transition from the pilot modality of ESPI towards a sustainable, Government-led national social protection system. This period also had the programme supported through a Fund Manager arrangement. It is intended that after a few years of implementation of the ESP II, the programme will transition to the MGLSD where the programme activities will be supported and implemented within the mainstream government structures. This is also based on the premise that by that time of transitioning, the capacity of the MGLSD would have been built by the SPFM to take on the roles that it is providing.

**c) Systems Integrity Review**

In June 2017, a Systems Integrity Review was conducted to assess the operational environment for the programme, with a view of strengthening controls where necessary and ensure the strongest possible mitigation against fiduciary risk. The review assessed whether the systems were strong enough to deliver the programme's objectives; maintain value for money (VfM); and reduce the risk of fraud and corruption at different levels of implementation. The identified systems were: cash Transfer Delivery; Social Assistance Grants for Empowerment (SAGE) Operations; Post Bank Cash Delivery; Human Resource (HR) Management; Financial Management; Asset Management; and MIS. The review made the following key recommendations in line with the assignment for implementation.

- i. Review the organisational structure
- ii. Carry out job evaluation, profiling and job descriptions review for PMU Organogram

**d) Staff Performance Appraisals and ESP Mid-term review**

In July 2018, two evaluations/reviews were conducted; a) review of the ESP staff performance appraisal system; and b) the Mid Term Review of Phase 2 of the programme. The overall purpose of the latter review was to assess the performance of the programme, identify gaps, draw lessons and make recommendations to provide guidance for the programme over the remaining lifespan. The review focused among others on Institutional management and coordination and made the following key recommendations:

- i. Organisational structure review to ensure PMU and RTSU structures are appropriate and fit for purpose.
- ii. Undertake a review of PMU staff remuneration and conditions of employment to verify that they are fair and equitable and in line with other PMU's.
- iii. Carry out job evaluation to identify the relative worth of all positions in ESP
- iv. Define mandate of ESP – description of ESP mandate post ESP II

**From the above it is strongly recommended that an in-depth organisation review with a focus on the Human Resource function for ESP be carried out and its outcome to inform the government of Uganda via recommendations on the ability of the MGLSD to fully implement the programme after June 2022.**

## **5. Assignment objectives**

The objective of the consultancy services is to support ESP to undertake the required institutional review of the existing programme with emphasis on the PMU's readiness for the national rollout of the SCG and post implementation of the SCG with view of a suitable and sustainable institutional arrangement for delivery of ESP services.

The objectives are as follows:

**Overall Objective:**

To assess the existing ESP Institutional arrangement (MGLSD, PMU, RTSU, and other LGs) readiness for immediate national rollout of SAGE in 2019 and best fit institutional arrangement post ESP II (2022) and leadership capacity to guide Ministries Departments and Agencies (MDAs) in the implementation of the Social protection work.

**Strategic Objective 1:**

To propose an appropriate institutional structure for the implementation of the ESP Programme structure.

**Strategic Objective 2:**

To review the ESP PMU organisational structure and propose fit for purpose changes at different levels based on workload and functional analysis, as well as the functioning of similar PMUs/models in Government ministries and other best practices. This should consider where synergies and efficiencies could be obtained within existing MGLSD functions.

**Strategic Objective 3:**

To assess staffing structure and the human resource capacity to implement the ESP roles and responsibilities.

**Strategic Objective 4:**

To undertake Job Evaluation to establish the relative worth of all positions to support review of PMU staff remuneration.

**Strategic Objective 5:**

To propose an appropriate change management strategy to support the implementation of the agreed recommendations.

**6. Scope of Work and responsibilities**

The scope of work will involve the following:

- i. Review current institutional framework/arrangement within which ESP is operating and recommend an appropriate organizational structure, in line with immediate SAGE rollout needs and the anticipated long-term transition from DP to GoU supported structure. This should include an assessment of feasibility and the main risks associated with institutionalization. Particular attention to be paid to delivery of SAGE at Local Government level. including analysis of LG capacity and incentives to deliver SAGE.
- ii. Review current ESP organizational structure within which ESP is operating including the RTSU model of delivery for national roll out.
- iii. Conduct staff assessment to determine capacity to deliver the mandate of the ESP
- iv. Carry out workload analysis and recommend appropriate staffing levels.
- v. Review job descriptions and carry out job profiling to recommend necessary changes.
- vi. Conduct job evaluation to determine relative worth of the positions.
- vii. Review the current salary structure in line with findings from the job evaluation.
- viii. Develop an appropriate change management strategy to support the implementation of the proposed recommendations for the roll out.

## **7. Deliverables/expected outcomes**

It is envisioned that the assignment should lead to the following deliverables:

- i. Preparation and delivery of an inception report for the PMU and relevant stakeholders within 5 working days from commencement of the assignment detailing the methodology of execution of the assignment and work plan
- ii. A draft institutional review report with a proposed organization structure fit for purpose for the immediate national rollout of SAGE and one for the long-term transition from the DP to GoU supported institutional arrangement
- iii. Proposed Job Description manual for the new positions in the recommended structure in the short and long term
- iv. A detailed Job Evaluation Report
- v. A draft remuneration report in line with the recommended structure submitted and discussed with senior management
- vi. Validation meetings with senior management and staff of MGLSD and ESP PMU to discuss the above deliverables
- vii. An appropriate change management strategy with a clear implementation plan for the short and long run to support the implementation of the proposed recommendations for the roll out and transition.
- viii. Submission of final Organizational Human Resource Review report with proposed organogram and job descriptions
- ix. Submission of the final proposed Remuneration report to the Senior Management Team

## **8. Reference Documentation**

- i. Midterm Review of Expanding Social Protection programme/Phase 2
- ii. Integrated Performance Appraisal Report 2018
- iii. Concept Note: ESP II responsible exit strategy/Feb 2018
- iv. ESP II Annual Reviews 2017 and 2018
- v. ESP II MOU May 2016
- vi. Job descriptions manual, HR policies and procedures manual, and Remuneration Plan, with specific reference to job descriptions of staff in supervisory positions
- vii. Governance documents for other GOU PMUs
- viii. ESP Capacity Development Strategy Vols 1-3
- ix. SAGE Operations Task Descriptions and Procedures Manual

## **9. Timing and Jurisdiction**

The Consultancy will be conducted and concluded in Uganda for a recommended period of not more than 4 calendar months from date of contract signing.

## **10. Accountability and Reporting**

The Consultant will be contracted by FSD Uganda (FSDU) under FSDU Procurement Guidelines. The Consultant will be technically supervised by the Head PMU and the SPFM Team Leader. The consultant will closely work with the Institutional Development sub-committee composed of representatives from FSDU, ESP and chaired by the Director, Social Protection, and MGLSD.

## 11. Expertise

This assignment is expected to be undertaken by a firm with the requisite expertise and experience in organizational development and human resource management systems. The firms are allowed to partner with other firms to enhance their competencies. However, the lead firm should be specifically identified and will be responsible and accountable for delivering on the assignment. The firm (s) will be required to have the following key personnel:

- i) A team leader with a minimum of bachelor's degree in Business or human resource management, organizational development and related fields (A Master's degree would be an added advantage) and 10 years' experience in managing assignments of similar nature
- ii) An expert (s) with at least 5 years' experience in human resource management, organizational development, organizational performance management and public service management.
- iii) Expertise and experience in engaging with government and development agencies in Uganda and or the region will be an added advantage
- iv) Expertise and experience in Social Protection and or other similar government or private aided programmes in the region will be an added advantage.