



The Republic of Uganda

**MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
THE RESOURCE ENHANCEMENT AND ACCOUNTABILITY PROGRAMME
(REAP)**

REQUEST FOR PROPOSAL

FOR

**AN INDIVIDUAL CONSULTANT TO UNDERTAKE A FEASIBILITY STUDY ON
PUBLIC SECTOR TRANSFORMATION STRATEGY AND IMPLEMENTATION
ROAD MAP**

REF: MoFPED/REAP/CONS/20-21/00046

JANUARY 2020

Ministry of Finance, Planning & Economic Development
The Resource Enhancement and Accountability Programme
Plot 2/12 Apollo Kaggwa Road
P.O. Box 8147
Tel: 256-414-707900
Email: reap@finance.go.ug Website: www.finance.go.ug.

Section 1: Instructions to Consultants

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

Where an electronic copy of the Request for Proposals Document 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. In addition to the original technical and financial proposals, the number of copies of each required is **four (04)** copies.

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

1. The Technical Proposal Submission Sheet in this Part;
2. A detailed methodology for performing the services;
3. A work plan, showing the resource inputs;
4. Detailed CV signed by the consultant.
5. A summary of your experience in similar assignments;
6. The documents evidencing your eligibility, as listed below.
7. Proposal securing declaration valid until **11 June 2021**

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

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

Validity of Proposals: Proposals must remain valid until **28 May 2021**.

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 Consultant's name, the name of the Procuring and Disposing Entity 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 the name of the Procuring and Disposing Entity. 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.

Submission of Proposals: Proposals should be submitted to the address below, not later than the date and time of the deadline below. Any proposal received by the Procuring and Disposing Entity after the deadline for submission of proposals shall be declared late, rejected, and returned unopened to the Consultant.

Date of deadline: **15 February 2021**

Time of deadline: **3:00pm**

Address: Coordinator, PFM Reforms Coordination Unit
The Resource Enhancement and Accountability Programme (REAP),
Ministry of Finance, Planning and Economic Development,
Crested Towers, 9th Floor, Office 9.12
P.O. Box 8147
Kampala, Uganda
Telephone: 256- 414-707900

Opening of Proposals: Technical Proposals will be opened immediately after the submission deadline. A record of the opening will be posted on the Procuring and Disposing Entity's Notice Board within one working day of the opening. Financial Proposals will be kept unopened and the evaluation committee shall have no access to financial information until the detailed evaluation is concluded.

Evaluation of Proposals: The evaluation of Proposals will use the quality and cost-based selection method.

Details of evaluation method

The evaluation methodology used for the evaluation of bids shall be the Quality and Cost Based Selection (QCBS) methodology.

2 Summary of Methodology

2.1 The Quality and Cost Based Selection methodology recommends the highest scoring bid, which is eligible and substantially responsive to the technical and commercial requirements of the Bidding Document, provided that the Bidder is determined to be qualified to perform the contract satisfactorily.

2.2 The evaluation shall be conducted in three sequential stages:

- (a) a preliminary examination to determine whether the Bidder is eligible and to determine administrative compliance with the basic instructions and requirements of the solicitation document;
- (b) a detailed evaluation to assess:
 - (i) Responsiveness to the terms and conditions of the solicitation document;
 - (ii) the technical quality of bids against set criteria on a merit point system, to determine the technical score of each technical bid and to determine which technical bids reach the minimum technical score required;
- (c) a financial comparison to determine the financial score of each financial bid, to weight the technical and financial scores and to determine the total score of each bid.

2.3 Failure of a bid at any stage shall prevent further consideration of the bid at the next stage of evaluation. Substantial responsiveness shall be considered a pass at the preliminary examination stage.

C Technical Criteria

The proposal shall be evaluated on the basis of the consultant's responsiveness to the Terms of Reference, applying the evaluation criteria and point system specified below. The responsive proposal will be given a technical score (S_t). Proposal shall be rejected at this stage if it does not achieve the minimum technical score of 70%.

D Financial Comparison Criteria

Costs to be included

Costs to be included, in the evaluated price are:-

- (a) fees, reimbursable expenses and miscellaneous costs, for each activity
- (b) taxes, duties and levies;

Margin of Preference

A Margin of Preference shall not apply.

Determination of Financial Score

To determine financial scores for each bid, the lowest priced proposal shall be given a financial score of 100, and other proposals shall, by application of the following formulae be given a score proportionate to this:

$$S_f = 100 \times F_m / F \quad \text{in which:}$$

S_f denotes the financial score of the proposal under consideration;

F_m is the price of the lowest price proposal that passed the technical evaluation;

F denotes the price of the proposal under consideration.

Determination of Combined Technical and Financial Scores

Proposals will be ranked according to their combined technical (S_t) and financial (S_f) scores using the weightings.

$$S = (S_t \times T\%) + (S_f \times P\%) \quad \text{where } S \text{ is the combined technical and financial score}$$

The weights given to the scores of the Technical and Financial proposals are:

$T = 70$ (denotes the weight given to the Technical Proposal); and

$P = 30$ (denotes the weight given to the Financial Proposal);

Determination of Best Evaluated Consultant

The proposal achieving the highest combined technical and financial score shall be the Best Evaluated Proposal.

Financial Criteria:

Price determination after arithmetic checks, currency harmonisation and bid updating

Ranking

Any technical qualifying proposal that exceeds the budget will be rejected. Proposals within the budget will be ranked according to their technical score, and the highest ranked proposal that is within budget will be recommended for award (in order of ranking).

However, no consultant will be awarded more than one lot unless the number of consultants qualifying is less than the number of lots to be awarded; provided the consultant has separate teams and financial proposals for each lot.

E Financial Comparison Criteria

Costs to be included

Costs to be included, in the evaluated price are:-

- (a) fees, reimbursable expenses and miscellaneous costs, for each activity
- (b) taxes, duties and levies;

Margin of Preference

A Margin of Preference shall not apply.

Determination of Financial Score

To determine financial scores for each bid, the lowest priced proposal shall be given a financial score of 100, and other proposals shall, by application of the following formulae be given a score proportionate to this:

$$S_f = 100 \times F_m / F \quad \text{in which:}$$

S_f denotes the financial score of the proposal under consideration;

F_m is the price of the lowest price proposal that passed the technical evaluation;

F denotes the price of the proposal under consideration.

Determination of Combined Technical and Financial Scores

Proposals will be ranked according to their combined technical (S_t) and financial (S_f) scores using the weightings.

$S = (S_t \times T\%) + (S_f \times P\%)$ where S is the combined technical and financial score

The weights given to the scores of the Technical and Financial proposals are:

$T = 70$ (denotes the weight given to the Technical Proposal); and

$P = 30$ (denotes the weight given to the Financial Proposal);

Determination of Best Evaluated Consultant

The proposal achieving the highest combined technical and financial score shall be the Best Evaluated Proposal.

Financial Criteria:

Price determination after arithmetic checks, currency harmonisation and bid updating

Ranking

Technical Criteria: Proposals shall be awarded scores out of the maximum number of points indicated below for each of the following criteria:

No.	Evaluation criteria	Maximum points
1	Adequacy of the Proposed methodology and Work plan	40
1.1	Technical Approach and Methodology <i>Appreciation/Conceptualization of the assignment and comments on the Terms of Reference, understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology to be adopted for implementing the tasks to deliver the expected output(s), and the degree of detail of such output.</i>	30
1.2	Work Plan (linkage with methodology & Identification of key milestones/outputs) <i>An outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should also be included.</i>	10
2	Consultant's qualifications, skills and competences (provide evidence of completion and consultant's reference letters or its equivalent) <i>Enclose a detailed CV detailing the level of academic and professional qualifications achieved, Employment record (Starting with present position in reverse order providing dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.</i>	60
3	Other skills	
	Total	100

The minimum technical score required to pass the technical evaluation is 70%

Financial Criteria: Arithmetic checks, proposal updating, etc

Currency: Proposals may be priced in Uganda Shillings.

Best Evaluated Proposal: The best evaluated proposal shall be the highest-ranking technical proposal and shall be recommended for award of contract. The Procuring and Disposing Entity shall issue a Notice of Best Evaluated Consultant within 5 working days from the decision of the contracts committee to award a contract, place such Notice on its notice board for the prescribed period, copy the Notice to all Consultants and to the Authority for publication on its website, prior to proceeding with contract award.

Award of contract: Award of contract shall be by placement of an Agreement in accordance with Part 3: Contract. A Procuring and Disposing Entity shall not award a contract to the best

evaluated proposal until the lapse of ten days after the date of display of the Notice of Best Evaluated Consultant.

Right to Review: Consultants may seek administrative review by the Accounting Officer in accordance with the Public Procurement and Disposal of Public Assets Act, 2003 if they are aggrieved with the decision of the Procuring and Disposing Entity.

Right to Reject: The Procuring and Disposing Entity 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 the Procuring and Disposing Entity, without incurring any liability to Consultants.

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 (Procuring and Disposing Entity):	
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, including any subcontractors or consultants for any part of the contract resulting from this procurement process are registered with the Authority. *[Consultants who are not registered or whose subcontractors are not registered should amend the statement to reflect their status].*

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: _____

CODE OF ETHICAL CONDUCT IN BUSINESS

(Under Section 93 of the Public Procurement and Disposal of Public Assets Act, 2003)

1. Ethical Principles

Bidders and providers shall at all times-

- (a) maintain integrity and independence in their professional judgement and conduct;
- (b) comply with both the letter and the spirit of-
 - i. the laws of Uganda; and
 - ii. any contract awarded.
- (c) avoid associations with businesses and organisations which are in conflict with this code.

2. Standards

Bidders and providers shall-

- (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
- (b) comply with the professional standards of their industry or of any professional body of which they are members.

3. Conflict of Interest

Bidders and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with any procuring and disposing entity. Bidders and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

4. Confidentiality and Accuracy of Information

- (1) Information given by bidders and providers in the course of procurement processes or the performance of contracts shall be true, fair and not designed to mislead.
- (2) Providers shall respect the confidentiality of information received in the course of performance of a contract and shall not use such information for personal gain.

5. Gifts and Hospitality

Bidders and providers shall not offer gifts or hospitality directly or indirectly, to staff of a procuring and disposing entity that might be viewed by others as having an influence on a government procurement decision.

6. Inducements

- (1) Bidders and providers shall not offer or give anything of value to influence the action of a public official in the procurement process or in contract execution.
- (2) Bidders and providers shall not ask a public official to do anything which is inconsistent with the Act, Regulations, Guidelines or the Code of Ethical Conduct in Business.

7. Fraudulent Practices

Bidders and providers shall not-

- (a) collude with other businesses and organisations with the intention of depriving a procuring and disposing entity of the benefits of free and open competition;
- (b) enter into business arrangements that might prevent the effective operation of fair competition;
- (c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
- (d) misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of the Procuring and Disposing Entity; or utter false documents;
- (e) unlawfully obtain information relating to a procurement process in order to influence the process or execution of a contract to the detriment of the PDE;
- (f) Withholding information from the PDE during contract execution to the detriment of the PDE.

I agree to comply with the above code of ethical conduct in business.

SIGNATURE OF CONSULTANT

Proposal Securing Declaration

[The Consultant shall fill in this Form in accordance with the instructions indicated. If the Consultant is a Joint Venture, Consortium or Association the Proposal Securing Declaration must be in the name of the Joint Venture, Consortium or Association that submits the proposal. If the Joint Venture has not been legally constituted at the time of bidding, the Proposal Securing Declaration shall be in the names of all future partners as named in the letter of intent]

Date: *[insert date (as day, month and year) of Proposal Submission]*

Procurement Reference No.: *[insert reference number of selection process]*

To: *[insert complete name of Procuring and Disposing Entity]*

I/We, the undersigned, declare that:

- 1. I/We understand that, according to your conditions, proposals must be supported by a Proposal Securing Declaration.**
- 2. I/We accept that I/we may be suspended for three years by the Authority from being eligible for bidding in any contract with the Government of Uganda, if we are in breach of our obligation(s) under the Request for Proposals conditions, because we:**
 - (a) have withdrawn our proposal during the period of proposal validity specified by us in the Technical Proposal Submission Sheet, except as provided in ITC Sub-Clause 20.3; or**
 - (b) having been notified of the acceptance of our proposal by the Procuring and Disposing Entity, during the period of proposal validity, fail or refuse to:**
 - (i) sign the Contract in accordance with ITC Clause 43;**
 - (ii) furnish the Performance Security, in accordance with the ITC Clause 45; or**
 - (iii) accept the correction of our bid by the Procuring and Disposing Entity, pursuant to ITC sub Clause 31.4.**
- 3. I/We understand this Proposal Securing Declaration shall expire on *[Insert date as per ITC Clause 21]*.**

Signed: *[insert signature of person whose name and capacity are shown]* **In the capacity of**
[insert legal capacity of person signing the Proposal Securing Declaration]

Name: *[insert complete name of person signing the Proposal Securing Declaration]*

Duly authorized to sign the proposal for and on behalf of: *[insert complete name of Consultant]*

Dated on _____ **day of** _____, _____ *[insert date of signing]*

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 authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, 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 to (Procuring and Disposing Entity):	
Date of Financial Proposal:	
Procurement Reference Number:	
Subject of Procurement:	

The total price of our/my 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: _____

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. Authorise the rates quoted in the signature block below.]

Procurement Reference Number: _____

Purchase Order Serial Number: _____

[Purchase Order Serial Number to be completed in the event of award of contract only]

CURRENCY OF COSTS: _____

FEEES				
Name and Position of Personnel	Input Quantity	Unit of Input	Rate	Total Price
TOTAL:				

REIMBURSABLE AND MISCELLANEOUS COSTS				
Description of Cost	Quantity	Unit of Measure	Unit Price	Total Price
TOTAL:				

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: Statement of Requirements

TERMS OF REFERENCE FOR FEASIBILITY STUDY ON PUBLIC SECTOR TRANSFORMATION STRATEGY AND IMPLEMENTATION ROAD MAP

1.0 INTRODUCTION

Over the last two decades, Government of Uganda has been undertaking a number of Public Service Reform initiatives aimed at improving efficiency and effectiveness of the Public Service. The various reform initiatives have been focused on enabling Government Ministries, Departments and Agencies (MDAs), and Local Governments; to adequately respond to the changes in the legal and policy frameworks, the Vision 2040, the various sets of Presidential Manifestos, the National Strategic Plan (NDP III – 2020/21-2024/35), the various Sector policies and strategic frameworks. In addition, the reforms have had to take cognizance of the International/Regional/national obligations as expressed in the Sustainable Development Goals (SDGs), the regional and continental new policy provisions that have over time come on board. The changes in time and space present a series of shifts in policy and legal framework; plans, programs and priorities of Government; aimed at addressing socio-economic issues, global trends, regional integration initiatives and changing technologies.

Notably, the Public Sector Transformation Program contributes to strategic objective five (v) of the National Development Plan – (NDP III – 2020/21-2024/5); of strengthening the role of the state in guiding and facilitating development, through increasing the effectiveness and efficiency of the Public Sector in responding to the needs of citizens and the private sector. The Public Service plays a vital role in providing public goods such as defense, public order, property rights, macro-economic management, environmental protection and coordination of public sector activities; in the face of globalization, resulting into increasingly complex and cross-cutting issues. Therefore, Public servants are under greater public scrutiny, as citizens are becoming increasingly aware of the services they are entitled to.

Chapter 20 (1) of the National Development Plan (NDP III – 2020/21-2024/5) singled out poorly functioning Public Sector Institutions and weak governance, as major constraints to equitable development in Uganda. In addition, it observed weak performance, low accountability for results and unsatisfactory work ethics that does not adequately respond to the needs of the citizens and the private sector. This is due to: (i) Poor Accountability systems and undue focus on processes rather than results; (ii) Duplication of mandates by public institutions; (iii) Inadequate talent management across government; (iv) Inefficient and inadequately funded decentralized system of government; (v) Limited computerization/digitalization of government systems; (vi) High level of corruption; and (vii) Ineffective and inadequate communication and feedback mechanisms.

The Policy Paper on the Transformation of the Public Service (2011), focused on three main pillars of service delivery, namely; the Public Service Infrastructure; the Public Servant; and the Client. The Paper observed that the tripartite dimension was critical in addressing the problems in the institutional infrastructure (systems, structures and processes), culture (values, competence, attitude and work ethics of the individual public servant) and the Client

(consumers of services). The fact that Government of Uganda is committed to providing efficient and effective public services to its citizens, requires the service recipients to be empowered to demand for accountability in terms of quality and quantity public services.

In order to achieve this objective, Government of Uganda has pledged commitment to taking a deliberate effort to transform the Uganda Public Service, and ensure provision of services that are efficient, effective, transparent and responsive to needs of the of the citizens of Uganda.

It is against this background, that the Ministry of Public Service seeks to procure Technical Expertise to undertake a feasibility study on the Public Sector Transformation Strategy and Road Map to kick-start the process of developing a policy framework, to guide the transformation of the Uganda Public Service.

2.0 PURPOSE AND OBJECTIVES

The purpose of the assignment is to undertake a feasibility study to determine the viability of implementing the transformation of the Public Sector, taking into account the current legal, political, socio-economic and technical issues in the Country. The Consultant will evaluate the success factors of the reform on public Service transformation before its technical development and implementation are undertaken. In this case, the consultant will take a snap shot in the previous and current public sector reforms to inform the future reform process. Therefore, evidence-based findings, aspects of objectivity and truthfulness in the assignment are essential and paramount.

The main Objectives of the Assignment are:

- (i) To carry out a comprehensive analysis of current status on the Transformation of the Public Service (as provided in the Policy Paper on Transformation of Public service - 2011), highlighting the successes and failures; to inform the successor transformation processes;
- (ii) To provide a clear description of the journey of developing and implementing the Public Sector Transformation Strategy, detailing issues of operations, management, human resource, advocacy, legal requirements, and financial obligations; from the beginning to the end.
- (iii) To determine the economic, political and socio-economic worthiness of transforming the Public Service within the current circumstances;
- (iv) To carry out a cost and benefit analysis, establish the cost Implications for undertaking the Public Sector Transformation and propose the most affordable options available;
- (v) To assess the capacity of Government Institutions in terms of human capital and other resources to undertake the transformation of the Public Service;
- (vi) To develop a road map for the development and implementation of the transformation strategy, clearly highlighting timelines for key milestones and identifying quick wins for practical results.

3.0 MAIN TASKS AND SCOPE OF WORK

The main tasks of the work will include:

- (i) Study, analyze and make reference to all the relevant literature and documentation.
- (ii) Clearly examine the legal and policy framework within which Public Sector operates, with a view to identifying factors that may impact on the Public Sector Transformation Processes;
- (iii) Critically examine the role, functions and responsibilities of the Key Players in the Public sector, and identify priorities that will support the transformation process;
- (iv) Conduct consultations and consensus building sessions, with all the relevant major stakeholders (MDAs and clients) within the Public Sector, for the purpose of agreeing on key issues and recommendations;
- (v) Carry out role analysis in the public sector transformation agenda, define responsibility centers; detailing issues of operations, management, human resource, advocacy, legal requirements, and financial obligations.
- (vi) Carry out a cost and benefit analysis, establish the cost Implications for undertaking the Public Sector Transformation and propose the most affordable options available;
- (vii) Carry out capacity gap analysis to determine the capacity of Government Institutions in terms of human capital and other resources to undertake the transformation of the Public Service;
- (viii) Develop a road map for the development and implementation of the transformation strategy, clearly highlighting timelines for key milestones;
- (ix) Work closely with at least three (3) Officers from the Department of Institutional Assessment in Ministry of Public Service, to enhance their capacity for future undertakings;
- (x) Make formal presentations of findings, emerging issues and recommendations at various fora of the relevant stakeholders.
- (xi) Produce an Inception Report, Intermediate Report (Draft Report); Monthly Briefings and a Final Report indicated in (4.0) –Deliverables/ Outputs. In the course of doing the work, produce the Inception Report and periodically report progress to the Coordination Team for REAP. The Draft and Final reports should provide details of the key findings, key issues and broad recommendations.
- (xii) The approach to the feasibility study should consider among others, some of the different areas as described below:
 - (a) **Technical Feasibility:** - To assess the technical capacity of Public Service Institutions in terms of human capital and other resources to convert the transformation agenda into working structure and systems.
 - (b) **Economic Feasibility:** - To assess the costs, and benefits associated with implementing the transformation strategy. This should also serve as an independent assessment to enhance the program credibility and supporting the decision-makers determine the positive economic benefits to the transformation process.

- (c) **Legal Feasibility:** - To assess and investigate whether any aspect transformation program conflicts with legal requirements.
- (d) **Operational Feasibility:** - To assess and determine whether the undertaking of public sector transformation will address the service delivery needs of the Public Sector.
- (e) **Scheduling Feasibility:** - To assess the time estimates of how much time the Transformation will take from beginning to completion.

4.0 DELIVERABLES/OUTPUTS (INTERMEDIATE AND FINAL)

The Consultant shall prepare and submit the following Reports: -

- (i) Five (5) hard copies and soft copies of the Inception Report, within 2 (two) weeks of signing the Contract Agreement [Clearly outlining methodologies, work plan and time lines for each deliverable];
- (ii) The Consultant will present monthly reports on the progress of the assignment to the REAP Coordination Team.
- (iii) Five (5) hard Copies and soft Copies of the Draft and Final Feasibility Study Reports, containing the recommendations of the following:
 - (a) Analysis of the current status of the transformation of Public Sector,
 - (b) Analysis of the supporting legal and policy framework that are related with the public sector transformation reform aspirations,
 - (c) A matrix of the key roles, responsibility center in the transformation process,
 - (d) Capacity gap, cost and Benefit Analysis of the reform process,
 - (e) Roadmap for the transformation of the Public Service, and
 - (f) Any other recommendations incidental to Assignment.

5.0 QUALIFICATIONS AND COMPETENCIES OF THE CONSULTANT.

The Consultant shall have wide experience, thorough, proven and demonstrable knowledge and understanding of the operations of the Ugandan Public Service and Public Sector Management in the Region.

The eligibility of the consultant will be determined by the following:

- (i) A minimum of Master's Degree and must have vast knowledge in working with the Public Sector in Uganda for a period of not less than 10 years.
- (ii) The areas of experience and exposure should demonstrate the Capacity and Capability of the Consultant to authoritatively analyse and interpret issues around:
 - (a) Legal and Public Policy;
 - (b) Public Management and Administration (including Process Analysis, Management and Operational Systems of Government);
 - (c) Market and environmental Research;
 - (d) Financial, Accounting and Business Processes;
 - (e) Functional Delineation and Workload Determination in organizations; and
 - (a) Leadership and Change Management.

6.0 REPORTING

The consultant will report to the REAP Coordination Team, Ministry of Finance Planning and Economic Development and work closely with the Technical Team from the Department of Institutional Assessment (DIA), Ministry of Public service.

7.0 DURATION OF THE ASSIGNMENT

The entire assignment shall be for 90 calendar days.

8. Deliverables

The consultant shall be required to submit a number of deliverables based on the tasks elaborated above and as follows:

- (i) Inception report that must include the preferred methodology of delivery which shall be discussed with Ministry of Public Service team.
- (ii) Draft study report
- (iii) Final report as per the objectives as indicated above.

All report deliverables shall be made in both hard and soft copies to Ministry of Public Service and The Resource Enhancement and Accountability Programme (REAP).

9. Requirements & Application process

- Expression of interest to take up the assignment- technical & financial proposals
- Curriculum Vitae
- Demonstration of experience in similar works.
- Evidence of valid taxpayer's identification certificate

Section 6: Special Conditions of Contract

The clause numbers given in the first column correspond with the relevant clause number of the General Conditions of Contract.

GCC reference	clause	Special Conditions of Contract
Eligible Countries GCC 1.2 (e)		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.
Authorised Representatives GCC 4.4		The Authorised Representatives are: For the Procuring and Disposing Entity: Authorised Representatives: The Authorised Representatives are: for the Procuring and Disposing Entity: Attention: Coordinator The Resource Enhancement and Accountability Programme The Permanent Secretary/Secretary to the Treasury Ministry of Finance, Planning and Economic Development

GCC reference	clause	Special Conditions of Contract
		<p>Street Address: 2/12 Apollo Kaggwa Road Floor/Room number: Finance Building, 3rd Floor, Room 3.4 Town/City: Kampala Postal Code/PO Box: 8147, Kampala Country: Uganda Telephone: 256-41-4707900 Facsimile number: 256-41-4250005 Electronic mail address: reap@finance.go.ug</p> <p>For the Consultant: _____</p>
Governing Law GCC 5.1		The Contract shall be governed by the Laws of Uganda.
Notices GCC 7.1		<p>For notices, the Procuring and Disposing Entity's address shall be:</p> <p>Attention: Programme Coordinator The Third Financial Management and Accountability Programme</p> <p>The Permanent Secretary/Secretary to the Treasury Ministry of Finance, Planning & Economic Development Finance Building, Plot 2/12 Apollo Kaggwa Road, P.O. Box 8147 Kampala Tel: 256-414-707900 Facsimile: 256-414-250 005 Email: reap@finance.go.ug</p> <p>For the Consultant</p>
Commencement GCC 8.1		The Consultant shall commence the Services within One week after the date of the Contract.
Dispute Resolution GCC 17.2		The formal mechanism for dispute resolution shall be the Arbitration and Conciliation Act Cap 4 of the Laws of Uganda.
Completion Period GCC 18.1		the period for the completion of the services shall be: within 90 working days from the effective date of the contract signature.
Payment GCC 22.1		The Contract is a Lump Sum contract with payment tied to agreed deliverables of the assignment.
Payment Documentation GCC 24.1		<p>The following documentation shall be required to support invoices requesting payments:</p> <ul style="list-style-type: none"> • Copy of a contract • Required outputs in form of approved reports
Payment Schedule GCC 25.1		<p>The payment schedule shall be:</p> <p>The consultant will be engaged against a lump sum contract with payments tied to deliverables.</p> <p>(i) 20% upon submission of an acceptable final inception report. (ii) 30% upon submission of acceptable draft reports on the above tasks (iii) 50% upon submission of end of assignment report.</p>

GCC reference	clause Special Conditions of Contract
Payment Period GCC 27.1	Payments shall be made by the Procuring and Disposing Entity within thirty days of receipt and certification of invoices accompanied by the supporting documents specified in GCC 24.1.
Insurance to be taken out by the Provider GCC 40.1	The consultant shall be responsible for taking out appropriate insurance cover during the course of the assignment.

**Section 7: Agreement
Agreement
For Lump Sum/Time Based Contracts**

Procurement Reference No: _____

THIS AGREEMENT made this _____ day of _____, _____,
between _____ of _____
(hereinafter called "Procuring and Disposing Entity"), , and _____ of _____
_____ (hereinafter called "the Consultant").

WHEREAS

- (a) the Procuring and Disposing Entity has requested the Consultant to provide certain consultancy services (hereinafter called the "Services") as defined herein and attached to this Contract;
- (b) the Consultant having represented to the Procuring and Disposing Entity that it has the required professional skills, personnel and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract.

NOW THEREFORE the parties hereto agree as follows:

- 1. The documents forming the Contract shall be as stated in and in the order of priority stated in the General Conditions of Contract.
- 2. The mutual rights and obligations of the Procuring and Disposing Entity and the Consultant shall be as set forth in the Contract, in particular:
 - (a) The Consultant shall carry out the Services in accordance with the provisions of the Contract; and
 - (b) the Procuring and Disposing Entity shall pay the Consultant the Contract Price of _____ or such other sum as may become payable under the provisions of the Contract, at the times and in the manner prescribed by the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

Signed by _____ (Authorized Representative of the Procuring
and Disposing Entity)
Name: _____ Position: _____

In the presence of:
Name: _____ Position: _____

Signed by _____
Consultant
Name: _____ Position: _____

In the presence of:
Name: _____ Position: _____