



TERMS OF REFERENCE

**CONSULTANCY SERVICES FOR
CHANGE MANAGEMENT STRATEGY
DEVELOPMENT AND IMPLEMENTATION**

FOR THE

**“Implementation of an e-Government Procurement
System for Government of Uganda”**

**UNDER THE REGIONAL COMMUNICATIONS
INFRASTRUCTURE PROGRAM (RCIP)**

June 2017

1. BACKGROUND

The Government of Uganda has secured funding from the International Development Association (IDA) to finance various activities under the Regional Communications Infrastructure Program (RCIP). RCIP Uganda complements existing country ICT and e-government Infrastructure initiatives by helping boost the already existing e-government infrastructure and bridge the financing and technical gaps. The project is implemented by the National Information Technology Authority-Uganda (NITA-U). The beneficiaries are the Ministry of Information Communications Technology (MoICT) and Public Procurement and Disposal of Public Assets Authority (PPDA).

The Government of Uganda (GoU) has undertaken various procurement reforms resulting in the establishment of a regulatory authority, the Public Procurement and Disposal of Public Assets Authority (PPDA), and the formulation of The Local Government (Public Procurement and Disposal of Public Assets) Regulations, 2006 and PPDA Regulations for Central Government in 2014. The Government of Uganda continues to undertake reforms for more effective public sector management and improved service delivery and as such, development and adoption of a nationwide e-Government Procurement (e-GP) system is one of the key public sector management reform initiatives of the government. The e-GP system is expected to improve transparency and efficiency of the procurement system, strengthen documentation and audit capabilities around the procurement function, improve budgetary tracking and absorption, and increase competition in procurement by making information more accessible.

The Government of Uganda, through the National Information Technology Authority of Uganda (NITA-U) and the Public Procurement and Disposal of Public Assets Authority (PPDA) intends to utilize part of RCIP Uganda funding for Consultancy Services to develop and implement a Change Management Strategy for the “Implementation of an e-Government Procurement System for Government of Uganda.” PPDA has previously carried out change management and communication activities which will provided vital input into this consultancy

2. OBJECTIVE OF THE ASSIGNMENT

The key objective of the assignment is to develop and implement a Change Management Strategy that will guide change management activities for the implementation of the Government’s e-Government Procurement system. The Government considers that a comprehensive approach to change management is necessary to guarantee successful implementation of the e-GP system - ensuring that Government institutions accept and adopt smoothly changes to business processes resulting from implementation of the e-GP System. The process will ensure that all involved in the implementation understand and support the change effort.

The Government will set up a team to lead the implementation of the change management strategy, once it is approved. The Consultant will support implementation of activities of the strategy based on agreement reached with the Government.

It is envisaged that change management will take place at three (3) levels, at least, as outlined below. The Consultant, based on their expertise and findings, may identify and recommend additional groups:

a. Sponsorship Level

These are leaders who must be kept engaged as they will spearhead the initiative and drive the project. Acceptance and adoption of this initiative by public procurement entities is also an area where primary stakeholders exert their influence. All strategic decisions related to this project should involve these stakeholders. They link to the policy makers, top level government executives, members of the e-GP Governance structure especially the Steering Committee, Technical Committee, members of the Legislature, PPDA Board Members, top Management at the Ministry of Finance, Planning and Economic Development, among others.

b. User Level

These are the target audience or the users of the e-GP system. They include procurement practitioners / officers / staff in public procurement entities, finance staff, suppliers, contractors and other oversight institutions like Accountant General, Auditor General, etc. These stakeholders need to be convinced that the project will be of benefit to them and meet their requirements of having an effective and efficient procurement solution. Apart from regular engagement as part of the communication strategy, this level will undergo training to enable them to perform tasks and operate the e-GP system.

c. Beneficiary Level

This group consists of advocacy/special interest groups, which influence public opinion/policy and play an important role in the development of the political and social environment. Others include Consultants, Civil Society Groups, Anti-corruption groups, Media representatives and Parliamentary caucuses. The beneficiary level will exert indirect influence over the success of the e-GP system. They need periodic information/updates in regard to progress, operations, benefits and achievements of the e-GP system to create a positive outlook and opinions of the initiative.

While it is essential to assess the importance and distinction each stakeholder has on the initiative, the analysis is incomplete without assessing their importance vis-à-vis the influence/power they exert on the e-GP project. Once the power, proximity and relative influence of each of the stakeholders is determined, it is important to systematically

engage with these stakeholders to monitor and inform using a robust communication plan.

Overall, the change management assignment is intended to:

- a) Design and implement a change management plan to mitigate re-organization related risks.
- b) Apply behavioral insights to both internal and external business processes as part of the transformation programme, focusing on improving staff engagement, productivity and change management.
- c) Enhance capacity of staff of PPDA and e-GP pilot Entities to respond positively to change.
- d) Develop and implement a program for stakeholders' sensitization aimed at identifying, understanding and managing all resistances to the change in the implementation of e-GP.
- e) Ensure the integration of the Change Management and Project Management in order to ensure adequate attention to the two areas.
- f) Identify change management activities, tasks and milestones that will guide e-GP implementation by government. (These activities should be well itemized and costed explicitly in a separate section. This strategy is a roadmap and as such Government reserves the flexibility to choose which of these activities will be implemented by the vendor or by GOU after the strategy has been developed.

3. SCOPE OF WORK

The Consultancy will focus on the following:

- a) Propose and walkthrough the proposed change management methodology with PPDA and NITA-U.
- b) Assess the work that will have been done under previous change management and communication processes
- c) Building on these earlier efforts, formulate a sound Change Management Strategy in concert with sponsors, change leaders, programme managers, clients and others. The Strategy will include change management plans, activities and tasks including stakeholder engagement.
- d) Develop a Change Management Plan employing tested methodologies, and tools. Plans include the communications, sponsorship, learning, development and risk management.
- e) Conduct a readiness assessment for each e-GP Entity and the PPDA and participate in Testing and Training.
- f) Monitor the change readiness of each e-GP Entity and PPDA with regular progress status reports and ensure effective corrective action taken as required.
- g) Develop and implement an accompanying change management training program including Certification for key roles

- h) Identify and mobilize key leaders, managers and stakeholders required to participate in the change management effort, including kick-off event for each impacted e-GP Entity and PPDA staff of e-GP Unit.
- i) Assist with the development and implementation of change stabilization stage for each e-GP Entity.
- j) Monitor the change stabilization of each e-GP Pilot Entity and ensure effective corrective action taken as required before hand over of the completed change to them as the new normal business operations.
- k) Develop change monitoring indicators for assessing the change stabilization of each e-GP Pilot Entity and ensure effective corrective action taken as required before hand over of the completed change to them as the new normal business operations.
- l) Develop, implement and sustain supporting change and culture management programmes and initiatives to support continued implementation of e-Government Procurement for the nation-wide rollout.
- m) Ensure the creation of actionable deliverables for the five (5) change management levers: communication plan, sponsor road map, coaching plan, training plan and resistance management plan.
- n) Ensure the evaluation of stakeholder readiness for proposed projects and/or programme initiation to better manage stakeholder expectations and attitudes while tracking and reporting issues; the definition and measurement of success metrics; and, the monitoring of change progress, portfolio and change load.
- o) Facilitate information sharing sessions/presentations pertaining to change management, team building and project planning and implementation.
- p) Strategy should also include clear action plan with resources requirement and budgetary estimations.
- q) Training and Transfer of Knowledge - In order to promote skills development, lesson learning and knowledge sharing, the consultant will submit a training plan to be embedded in the proposal and clearly articulating how nominated trainees from PPDA shall be trained by the consultant. The training should cover all the aspects of change management to support the eGP activities. The Consultant will during implementation submit as a section in the monthly progress report, achievements made in the Training and Transfer of Knowledge

4. REPORTING AND KEY DELIVERABLES

The consultant shall report to:

1. Executive Director,
Public Procurement and Disposal of Public Assets Authority (PPDA)
UEDCL Tower| Plot 37, Nakasero Road|

P.O. Box 3925, KAMPALA, Uganda
Gen: +256-414-311100|

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The consultant shall provide two hard copies and an electronic copy of the final version of each deliverable to the Client in English. A copy of the Final deliverable will be submitted to the Task Team Leader at the World Bank Country Office, Rwenzori house, Kampala. Draft versions of deliverables will be submitted electronically and successive versions of reports will be marked to show changes from the previous draft. Final approval of all outputs and deliverables, linked to payments to the Consultant, is the responsibility of NITA-U.

The Client will be expected to submit the following deliverables:

4.1. Inception Report:

The consultant shall submit an inception report two weeks after contract signing. This will contain full details of the consultant's work and supervisory methodology and associated staff man hours plan.

4.2. Draft Change Management Strategy:

The consultant shall submit a draft strategy 8 weeks after submission of the inception report. The Draft Report shall summarize all relevant information considered pertinent to the deliverables and nature of this assignment. It will also act as a summary record of all project reports, key recommendations, if and how the recommendations were met.

The strategy should also include the following:

a) Benefits Realization Assessment:

Develop Benefits realization assessment tools to evaluate success or adoption of outcomes of the Change Management programme. It also provides an opportunity to establish internal best practices.

b) Learning and Development Plan:

A Learning and Development Plan is required to improve stakeholder skills and to develop required competencies. It includes training and development activities as well as evaluating knowledge and skills and attitudes before and after implementation.

c) Executive Coaching Plan:

The consultant shall act as the executive coach for the senior leaders. The executive coaching plan shall comprise of relevant documentation and training materials to conduct executive coaching.

4.3. Final Change Management Strategy:

The consultant shall submit a final strategy 2 weeks after submission of the draft strategy. The Final Report shall comprise of the approved draft Final Report with all the necessary changes.

4.4. Costed Engagement Plan for Implementing the Developed Strategy:

The engagement plan should be submitted with the final change management strategy and shall guide the implementation of the strategy for the 4 years of the project and GOU will determine which of these activities if any will be implemented by the consultant and which ones will be implemented internally.

The engagement plan should summarize the number of workshops, meetings and or retreats that will be carried out by the consultant. The consultant will be the lead facilitator. The consultant should organize and bear the costs for change management meetings/workshops.

4.5. Event Implementation Reports:

The Consultant will provide monthly reports on the implementation of change management activities from the Change Management Plan which he/she will have supported.

4.6. Training Report

Every after three months starting in the third month of the contract, the Consultant will submit as a section/chapter in the monthly progress report (Event Implementation Reports), achievements made in the Training and Transfer of Knowledge

4.7 Final Completion Report:

The Consultant will provide to the Client representative a final report on completion of the assignment, which shall discuss the activities of the Change Management Plan that will have been undertaken, the gap analysis assessment, an assessment of the effectiveness of the strategy, challenges and recommendations going forward.

Timelines/Schedule for submission f Deliverables:

Deliverable	Duration
Inception Report	2 weeks from project initiation
Draft Change Management Strategy	2 months from project initiation
Final Change Management Strategy and Costed Engagement Plan	3 months from project initiation

Event Implementation Reports including the training report	Monthly
Final Project Completion Report	2 years from project initiation

5. QUALIFICATIONS, SKILLS AND EXPERIENCE REQUIRED

The Consulting firm shall meet the following:

- a) Demonstration of previous continuous experience and expertise in handling Change Management in at least three (3) assignments of similar type, scope and nature in the last five (5) years.
- b) Key Experts

The Consultant is required to elaborate in his technical offer on the envisaged logistical set-up and deployment of appropriate skills for the execution of the assignment. The consultant should carefully review the scope of works and propose a team of well-organized competent staff, adequately equipped with the necessary skills/facilities to execute the assignment, bearing in mind that a substantial amount of work in this assignment is field based.

A staff organogram reflecting the envisioned activities should therefore be presented.

(a) Team Leader/Change Management Expert (Position: 1)

- i. A completed Masters degree in relevant subjects like Public Administration, Business Administration, Human Resources Management, Public Affairs, or Mass Communication
- ii. A minimum of eight (8) years' professional work experience
- iii. A minimum of five (5) years' of demonstrated experience in strategic planning and/or change management planning processes for government agencies and/or programmes.
- iv. Demonstrated experience of drafting strategic plan, and in developing implementation plans and Monitoring and Evaluation frameworks.
- v. Demonstrated experience of working in Government at senior civil service or ministerial level.
- vi. Knowledge of public procurement and electronic procurement in Uganda.
- vii. Fluency in English and evidence of diplomacy and negotiation skills.
- viii. Evidence of ability to work as an effective team leader.
- ix. Demonstrated experience in large IT projects will be an added advantage.

(b) Communication Expert (Position: 2)

- i. A completed Masters degree in relevant subjects like Public Affairs, or Mass Communication, Business Administration, mass media, or Human Resources Management
- ii. A minimum of eight (8) years' professional work experience

- iii. A minimum of five (5) years' of demonstrated experience in strategic communications, both internal and external, within the public and private sector
- iv. Demonstrable experience of working with local and international media, including social media;
- v. Demonstrable knowledge in the fundamental concepts of effective communication;
- vi. Good working knowledge of new media technologies;
- vii. Strong client handling and creative thinking skills, including the ability to work confidently across a variety of stakeholders;
- viii. Knowledge of public procurement and electronic procurement in Uganda.
- ix. Fluency in English and excellent writing skills to a high standard;
- x. Evidence of ability to work as an effective team member.

(c) Capacity Building Expert (Position: 3)

- i. A completed Masters degree in relevant subjects like Public Administration, Public Affairs, or Public Procurement, Mass Communication, Business Administration, Human Resources Management
- ii. A minimum of eight (8) years' professional work experience
- iii. A minimum of five (5) years' of demonstrated experience in capacity building strategies and planning;
- iv. Demonstrable experience of providing trainings, workshops, seminars for government and private sector;
- v. Strong capacity building and sensitization skills, including the ability to work confidently across a variety of stakeholders;
- vi. Knowledge of public procurement and electronic procurement in Uganda.
- vii. Fluency in English and excellent writing skills to a high standard;
- viii. Evidence of ability to work as an effective team member.
- ix. Demonstrated experience in large IT projects will be an added advantage.

In addition, the Consultant is at liberty to propose additional staff/competencies/short-term specialists as deemed appropriate for the successful execution of the assignment.

6. TIME SCHEDULE AND ADMINISTRATIVE REQUIREMENTS

The assignment is expected to be undertaken over an estimated period of two years (from the inception phase of the e-GP project to the end of the 1 year pilot) during which the consultant will design and implement a change management strategy and road map for the successful roll out of the e-GP system.