

**TERMS OF REFERENCE**

**FOR A CONSULTANCY TO DEVELOP OF A PUBLIC SECTOR COMMUNICATION AND ENGAGEMENT STRATEGY.**

**Programme:** Institutional Effectiveness Programme

**Location:** United Nations Development Programme

**Starting date:** Upon signature of Contract

**Expected Duration of Assignment:** 22 working days

1. **BACKGROUND**

**About** **INSTITUTIONAL EFFECTIVENESS PROGRAMME 2016-2020**

UNDP is implementing the 2016-2020 Country Proramme with the Institutional Effectiveness (IE) Programme as one of the 3 flagship programmes being implemented. The IE programme is aligned to the National Development Plan II, and the key outcome is “By end 2020, targeted public institutions and Public-Private Partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda’s population enforcing a culture of mutual accountability, transparency and integrity” . One of the key Sectors that the IE programme is supporting is the PSM sector where MDA capacities are being built to implement public sector policies, develop legal and regulatory frameworks and operationalise management of the sector. This is supported under Office of the Prime Minister (OPM) as the implementing partner.

**Project Background**

Since 2000, the entire Public-sector in Uganda has evolved into 16 sectors, made up of Ministries, Departments and Agencies (MDAs) with closely-related mandates. Each sector is “managed” by a Sector Working Group, the role of which is to **harmonize**, **coordinate**, **monitor, evaluate** and **report** on vision and goals, policy frameworks, plans, and performance of all MDA members. Out of this harmonization processes, the good practice of *sectoral strategic investment planning and review* has evolved as the vehicle for coordinated and integrated planning, budgeting, and joint implementation reviews. This is now a prerequisite for budgeting and performance management.

In order to achieve the above, the OPM developed the first Public Sector Management (PSM) Strategic Plan that has been approved by the National Planning Authority. To operationalise this Strategic plan, the sector now needs a structured and focused Communication and Engagement strategy for improved information flow within the sector across the 3 tiers that include:

1. Internal communication and engagement within the PSM Sector on the element of implementation, planning and effectiveness of budget execution.
2. Communication between PSM Sector to the different local Government (MDAs) in the areas of Planning, Monitoring and Reporting for Grants, Special Programmes and development issues for the municipalities and cities).
3. Communication and engagement of PSM Sector and other Sectors like Health Education.

It is against this background that UNDP is seeking to hire a consultant on behalf of Office of the Prime Minister to develop a PSM communication and engagement strategy.

1. **Objective**

The objective of the assignment is to develop a comprehensive and coherent Public-Sector Management Communication and Engagement Strategy aimed at providing a strategic framework for managing and coordinating information flow in the sector and strengthening the functionality of PSM and other Sectors and stakeholders.

1. **Scope of work**

The duration of the consultancy will be **22 working days to** deliver the communication and partnership strategy. The 22 days will be spread over a period of **two months**.

The consultant shall be expected to:-

1. Undertake an assessment of the current communication and partnership needs of the PSM sector; the requirements that must be met to support the sector’s strategies as set out in the Sector Development Plan and NDP II objectives.
2. Identify potentially relevant stakeholders to communicate and methods of communication to be used;
3. Develop the communication strategy, with a detailed approach for carrying out the Sector’s communication with different target audiences including key communication messages and communication channels and an immediate follow up mechanism for communication.
4. Develop a comprehensive communication and partner engagement action plan including a specific and detailed budget;
5. Carry out a stakeholder’s workshop to validate the strategy and action plan.

The Communication and Engagement strategy shall facilitate in implementation of stronger PSM Communication and partnership within the PSM MDAs and other stakeholders particularly in the areas of East African Integration, status of planning and development of the infrastructure, among other areas.

**EXPECTED OUTPUTS AND DELIVERABLES**

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| **Deliverables/ Outputs** | **Estimated Duration to Complete** | **Target Due Dates** | **Review and Approvals Required.** |
| **i) Inception report** that articulates consultant’s interpretation of TORs, clarify methodology, workplan and implementation schedule | 2 days | 2019 | PSM Secretariat |
| **ii) Draft Communication and engagement strategy** including a communication assessment of current needs in the sector. The consultant shall presented the draft to stakeholders in a validation workshop. | 15 days | 2019 | PSM Secretariat |
| **iii) Final Communication and engagement strategy**, including an action plan. This shall be approved by the PSM sector | 5 days | 2019 | PSM Secretariat |

**C: PROPOSED METHODOLOGY**

The consultant shall:

1. **Conduct preliminary desk** review including the PSM sector strategic plan.
2. **Undertake consultations including interviews** with key stakeholders including heads and staff of the MDAs in the Sector, secretariat and other sectors to understand their roles and communication needs
3. **The consultant will conduct the analysis of the findings**. This will be done in consultation with OPM and partners in this program. The Consultant will conclude with the submission of a draft report based on the findings.
4. **Produce regular progress reports**; The Consultant report on the progress of the assignment, activities performed, any issues and problems identified and solutions proposed.
5. **Validation meetings**: The consultant shall have technical meetings with the PSM secretariat and shall present the draft Communication and Engagement strategy in a stakeholder validation workshop to review and provide additional information to enrich the strategy.
6. **DELIVERABLES**

The consultant will produce and submit to the UNDP Country Director the following list of deliverables

1. A well thought through inception report that confirms full understanding of this TOR
2. A highly analytical and well researched draft communication and partnership strategy that will be presented to stakeholders in a validation workshop
3. A final PSM Communication and Engagement Strategy
4. **REPORTING ARRANGEMENTS**

The consultant will be commissioned by UNDP through the issuance of the contract and handed over to OPM to manage this consultancy.

The consultant shall report to the Permanent Secretary, Office of the Prime Minister, who is the Chair of the PSM-WG.

The day-to-day operations of the consultancy will be managed by an officer designated by Permanent Secretary for the overall technical assurance and compliance with the terms of the assignment.

Members of the PSM-WG and UNDP will be consulted widely to obtain their input and ownership of the review process.

The Consultant shall closely work with the Coordination, Planning and Budgeting TWG.

The required format for all the reports generated shall be agreed to by the PSM Technical Working Group upon the inception of the assignment.

1. **TIME FRAME**

The expected duration for the assignmentis **22** working daysfrom date of approval and acceptance of contract by both parties. This will be spread two months

1. **DUTY STATION**

The consultant’s duty station shall be Kampala. The contractor shall be expected to report on the progress of the assignment on a weekly basis.

**H**. **QUALIFICATION OF** **THE CONSULTANT**

* Minimum of a master’s degree in Communications, Social sciences, Economics, Development Economics, Project Planning and management or any other related fields.
* 8 – 10 years solid experience in developing communication strategic plans;
* At least 5-6 years’ experience in developing Communication and Partnership Strategies
* Experience in conducting similar assignments is desirable.
* Proven experience in report writing and drafting and excellent ability to communicate in English both written and spoken;
* Excellent analytical skills;
* Demonstrates integrity and ethical standards;

Ability to act professionally and flexibility to engage with government officials, development partner representatives and the private sector.

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**Competencies:**

* A demonstrated understanding of Public Sector Management Issues including on coordination and implementation
* Knowledge of differences in techniques and approaches to building effective communication within and between institutions;
* Current or previous working experience related to Public Sector Management is an added advantage;

*Corporate Competencies:*

- Demonstrate integrity by modeling the UN values and high ethical standards

- Demonstrate excellent understanding of institutional development issues

**I. APPLICATION INSTRUCTIONS:**

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Offeror's Letter confirming Interest and Availability;
2. Technical Proposal:
   1. Explaining how applicant responds to each of the qualification requirements (particularly providing details on the previously implemented similar projects) and why he/she is the most suitable for the work and ;
   2. Describing methodology for conducting the study and achieving the respective tasks;
3. Personal information (as a detailed CV) with at least three referees;
4. Financial proposal.

**J. Scope of Proposal Price and Schedule of Payments**

a) The contract price will be a fixed output-based price regardless of extension of duration;

b) The potential consultant should submit an all-inclusive bid with detailed costing for professional fees, operational costs, travel costs anticipated etc.

c) All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (professional fees, communication, transport, living allowances, etc.) except logistical costs related to the organization of the validation and learning workshop.

d) Payment will be made by UNDP upon achievement of the corresponding milestones identified and outlined in this TOR and upon approval by Office of the Prime Minister.

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| **PAYMENT RELEASES** | **% (TOTAL =100%)** |
| Inception report for the consultancy | 20% |
| Submission of acceptable Draft PSM communication and engagement Strategy | 40% |
| Submission of acceptable Final PSM communication and engagement Strategy and Action Plan | 40% |