NATIONAL INFORMATION TECHNOLOGY AUTHORITY-UGANDA

TERMS OF REFERENCE

FOR

CONSULTANCY SERVICES TO PROVIDE UPSTREAM CHANGE MANAGEMENT, MARKETING, AND PUBLIC RELATIONS SERVICES FOR THE UGANDA DIGITAL ACCELERATION PROJECT – GOVERNMENT NETWORK (UDAP – GOVNET)

FEBRUARY 2024

1. INTRODUCTION

The Government of Uganda has secured a Credit/Grant from the World Bank/International Development Association for the implementation of the Uganda Digital Acceleration Project (UDAP). The National Information Technology Authority of Uganda (NITA-U) is the Lead Implementing Agency for this Project that will complement the existing country's ICT and e-Government Infrastructure initiatives by bridging the financing and technical gaps.

The Government of Uganda seeks to achieve the following Project Development Objectives (PDO) through the implementation of the Uganda Digital Acceleration Project (UDAP);

a) expand access to high-speed internet in selected areas,

b) improve the efficiency of digital service delivery in selected public sectors, and

c) strengthen the digital inclusion of selected host communities and refugees.

To achieve the above objectives, the UDAP is built around three (03) key components, that is; *Component 1 (Expanding Digital Connectivity in Selected Areas), Component 2 (Enabling Digital Transformation of the Government),* and *Component 3 (Promoting Digital Inclusion of Host Communities and Refugees)*.

It is anticipated that during the implementation of the UDAP, some of the project activities particularly under **Component 1, Component 2,** and **Component 3** will cause significant change within public institutions and other Target User Groups (TUGs). In some of these cases, these changes will involve the public, especially with regard to Policies, Laws, and e-Services. Accordingly, the successful implementation of UDAP will depend significantly on the degree to which affected institutions and persons buy into and support such changes. Not engaging these parties appropriately will increase the cost of delivering UDAP with a greater risk of failure. The Government considers that a comprehensive approach to change management is necessary to guarantee the successful implementation of the UDAP Initiatives - ensuring that Government institutions accept and adopt smoothly changes resulting from the implementation of the Initiatives under UDAP. The process will ensure that all those involved in the implementation understand and support the change effort.

NITA-U, therefore, wishes to procure consultancy services to provide strategic guidance on Change Management, marketing, and public relations services for the UDAP as well as develop

downstream Terms of Reference (ToRs) that will be used for implementation. The scope and services of the consultancy are listed further below.

2. OBJECTIVES OF THE ASSIGNMENT

The key objective of this assignment is to develop strategic upstream guiding documents to inform the scope, tools required, ToRs and estimated costs for the downstream implementation of UDAP change management activities.

The consultant will be required to carry out the following:

1. Conduct a change readiness assessment to ascertain the readiness of the activities under UDAP.
2. Develop change management, marketing, and public relations strategies for UDAP.
3. Develop a roadmap including action plans for implementation of change management, marketing, and public relations strategies.
4. Provide cost estimates for implementation of the change management, marketing, and public relations activities.
5. Provide ToRs for implementation of the change management, marketing, and public relations roadmap.
6. Provide ToRs for a digital tool to be used to capture, monitor, analyse and report on change management, marketing, and public relations activities.

Note:

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

a. Sponsorship Level

This relates to top leadership in key entities where UDAP Initiatives will be implemented. These leaders must be kept engaged as they will spearhead the initiative and drive the project activities. It is important that these stakeholders are involved in all strategic decisions related to this project since they link to policymakers, top-level government objectives, and heads of MDAs among others.

b. User Level

These are the target audience or the users of UDAP Initiatives. They include staff of all entities where UDAP Initiatives will be implemented. These stakeholders need to be convinced that the project will be of benefit to them and meet their requirements. 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 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.

c. Beneficiary Level

The ultimate beneficiaries of the UDAP initiatives are the citizens of Uganda who will enjoy services arising out of the implementation of these initiatives. It is therefore envisaged that this beneficiary level exerts indirect influence over the success of the UDAP initiatives. They need periodic information/updates in regard to progress, operations, benefits, and achievements of the UDAP initiatives to create a positive outlook and opinions of the initiative. This level also 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. These tertiary stakeholders also include Consultants, Civil Society Groups, Anti-corruption groups, Media representatives, and Parliamentary caucuses to name but a few.

3. UDAP PROJECTS IN SCOPE OF THE ASSIGNMENT

The consultant shall be expected to make consideration of all the activities under UDAP as per the PAD.

4. SCOPE OF THE ASSIGNMENT

The following constitute the scope of works under the consultancy but are not limited to;

4.1 Readiness Assessment

i. Review of the UDAP PAD to identify all project activities, assess their readiness and requirements for change management, marketing and PR.

ii. Provide a readiness assessment report for all project activities under UDAP.

iii. Provide a costed needs assessment report for all project activities.

iv. Conduct a diagnosis of the institutional arrangements, organizational structures and human resources, readiness for change, drivers for change, and constraints that could hinder the delivery of results;

v. Providing recommendations for addressing institutional and organizational issues and approaches that need to be changed in order to achieve the specific reform objectives;

vi.   Conduct market research, analyze customer trends, competitor offerings, and demographic data, and propose innovative marketing initiatives to increase the uptake of the UDAP services;

vii.   Assess and evaluate the capacity and readiness of NITA-U to manage change in the course of and after implementing the UDAP.

4.2 Strategy development

i.   Reviewing the UDAP PAD and designing a coordinated change management, marketing and PR strategy, and implementation action plan covering all UDAP activities.

ii.   Developing plans for leadership mobilization and alignment with reform initiatives;

4.3 Development of ToRs

i.   Provide downstream ToRs for the implementation of the change management, marketing and PR strategy.

ii.   Provide ToRs for a digital tool to be used to capture, monitor, analyse and report on change management, marketing, and public relations activities.

iii.   Develop indicators to be used in assessing and monitoring change management and its impact on beneficiaries for each of the activities under UDAP.

iv.   Develop indicators to be used in assessing and monitoring marketing initiatives and their impact on beneficiaries for each of the activities under UDAP.

v.   Developing indicators to be used in assessing and monitoring PR and its impact on beneficiaries for each of the activities under UDAP.

4.4 Roadmap

i.   Advising on institutional changes that may be needed to ensure effective corrective actions are taken timely with regard to change management;

ii.   Developing a program for stakeholders' management aimed at identifying, understanding, and managing stakeholder expectations in the implementation of UDAP Initiatives;

iii.   Developing guidelines on the acquisition of relevant Information, Education, and Communication (IEC) materials for specific target change management audiences.

iv.   Develop a program for stakeholders' sensitization/engagements aimed at identifying, understanding, and managing all resistances to the change in the implementation of UDAP Initiatives.

v.   Create internal communication plans to effectively communicate change initiatives to employees and stakeholders.

4.5 Cost Estimation

i.   Provide estimated costs for implementing the roadmap.

ii.   Developing cost estimates for change management, communication materials and messages (print, electronic, web-based, and animated presentations) that are unique, simple and easy to identify with through various channels and targeted to NITA-U stakeholders;

iii. Provide cost estimates for acquiring commonly used branding and marketing collateral.

iv.   Provide cost estimates for multi-media promotional and informational content including videos and social media posts for broadcast across digital and non-digital platforms;

v.   Provide cost estimates for hosting events e.g Sensitization workshops, VIP site visits, press conferences, round table discussions, a celebration of international development days, leadership seminars, etc.

vi.   Provide estimated costs for acquisition of services from media houses.

5. KEY DELIVERABLES

The Consultant will be expected to provide these specific deliverables;

i.   **An Inception report** within 3 weeks after the commencement of the assignment. The report shall provide a detailed understanding of the assignment, clarity on the strategies to be used in its execution, and an expanded implementation plan;

ii.   **Project readiness assessment report:** report showing level of readiness for change management of the different activities under UDAP. Clear recommendations for addressing any identified risks and leveraging on potential opportunities. The report should identify the institutional and organizational issues and the recommendations on approaches that need to be changed in order to achieve the specific reform objectives.

iii. **Change Management, marketing, and PR Strategies and Plans for UDAP** which highlight the implementation issues for the 3 functional areas for each of the activities, detailing stakeholders and strategies for change, marketing, and PR actions for each

activity within UDAP. The strategies should clearly highlight the Program on stakeholders' sensitization aimed at assessing readiness for change, drivers for change and constraints that could hinder the delivery of results and managing all resistances to the changes, a transition plan for the proposed changes including risks and mitigation, and the Budget implications for change, marketing, and PR management plan;

iv. **Implementation Plans for Change Management, marketing, and PR:** detailed plans with sets of activities for operationalization of the defined strategies, suggesting timeline, key milestones, needed resources, and capacities;

v. **Roadmap for implementation of the strategies:** proposition on the change management, marketing and PR activities can be successfully implemented;

vi. **Terms of Reference:** ToRs for downstream implementation of the change management, marketing and PR strategy, a digital tool to be used to capture, monitor, analyse and report on change management, marketing, and public relations activities;

vii. **Cost Estimates:** Estimated costs for implementation of change management, marketing and PR activities for all activities under UDAP;

viii. **Monitoring Frameworks**: indicators to be used in assessing and monitoring change management, marketing, PR activities and their impact on beneficiaries for each of the activities under UDAP.

6. SUPPORT FROM THE CLIENT

The UDAP Project Coordinator's Office shall provide the following support to the Consultant:

i. Access to information and the relevant data to facilitate stakeholder engagements;
ii. Access to information and the relevant data relevant to marketing and PR;
iii. Access to the necessary project documents (e.g. PAD) relevant to the assignment;
iv. Facilitate meetings with regard to the assignment;
v. Carry out periodic quality and performance reviews of the consultant's outputs;
vi. Liaise with the World Bank for necessary approvals; and
vii. Participate in validation workshops for the assignment.

7. DURATION OF ASSIGNMENT

The assignment shall be expected to be implemented within *a* period of **6months**.

8. QUALIFICATION AND EXPERIENCE OF FIRM

The client seeks the services of a Consultancy Firm with at least 5 years of experience in strategy development in the areas of Change Management, marketing, and PR on assignments of a similar type, scope, and nature. The Consultancy Firm shall specifically demonstrate the following competence;

8.1 Strategy development

i.   Experience in strategy development for atleast five (5) reputable organizations. Strategies developed for Government agencies or world bank funded projects will be an added advantage.

8.2 Change Management

i.   Experience in Change management strategy development and/or implementation with a minimum of five (5) projects in the area of change management in the Public Sector;
ii. Experience in a minimum of three (3) e-Government / digital Transformation projects in the Public Sector;
iii. Experience in delivering Change Management activities, training to public sector entities, and leadership training with a minimum of three (3) projects in capacity building and/or training delivery within the Public Sector;
iv. Experience in training needs analysis, HR assessment for the governmental public sector institutions - at least 1 project in the area of the HR assessment/staffing needs analyses for successful implementation of e-Transformation;
v.   Prior engagement on at least two (2) government projects or projects funded by the World Bank in the field of Change Management for Public Administration;
vi. Experience in change management in refugee host communities.

8.3 Marketing

i.   Experience in marketing strategy development and/or implementation with a minimum of five (5) projects in the Public Sector;
ii. Demonstrable experience in developing brand strategies.
iii. Experience in planning, design, and implementation of Marketing Strategies;
iv. Experience in marketing a minimum of three (3) e-Government / digital Transformation projects in the Public Sector;
v.   Experience in marketing at least two (2) government projects or projects funded by the World Bank in the field of Change Management for Public Administration;
vi. Proven experience in dealing with Media Agencies, Government Agencies, Development Partners, and the public.
vii. Experience in the use of media technology and social media for public information/advocacy.

8.4 Public Relations

i. Proven experience in PR strategy development and/or implementation in the Public Sector;

ii. At least 10 years experience in managing PR affairs in the Public Sector;

iii. Proven experience in dealing with Media Agencies, Government Agencies, Development Partners, and the public.

iv. Experience in the use of media technology and social media for public information/advocacy.

v. At least 5 years of experience in events coordination for the public sector.

9. TEAM COMPOSITION & QUALIFICATION REQUIREMENTS FOR THE KEY EXPERTS

The Consultancy firm shall provide all personnel necessary for successful execution of the assignment.

Additionally, the following key personnel MUST be included as a minimum requirement for the consultancy;

a. Team Leader/Strategy development Expert

The Team Leader / strategy development Expert will be responsible for leading the implementation of the assignment as per the scope of work defined under section 4, ensuring appropriate harmonisation across all cross functional areas of this assignment. They must have;

1. A minimum of a master's degree in Strategic Management, Planning, Business Administration Strategic planning or another relevant field; Possession of strategic planning certifications e.g SPP, PmP will be an added advantage.

2. At least 10 years of professional experience in strategy development working in a variety of functional domains and work environments;

3. Experience in project implementation;

4. Knowledge and understanding of strategic planning, policy development, analysis, and research.

5. Experience with the world bank and government institutions.

6. Knowledge of e-government readiness assessment instruments and methods of statistical and sociological analyses is required.

7. Ability to analyse, plan, communicate effectively orally and in writing, draft report, solve problems, organize and meet expected results, adapt to different environments (cultural, economic, political and social)

8. Excellent financial skills and the ability to develop the required cost estimates;

b. Change Management Expert

The Change Management Expert will be the subject matter expert in conducting a change readiness assessment, developing the change management strategy, action plans and providing outputs for other areas of this assignment as defined in section 4. Shall provide

cost estimates for change management related action items as per the roadmap. Shall provide ToRs for downstream implementation of the change management plan.

They must have;

1. A minimum of a master's degree in Organisational Change, organizational science, public administration, management, or another relevant field;
2. At least 10 years of international professional experience as a change management expert working in a variety of functional domains and work environments;
3. At least 5 years of experience in eGovernment institutional development programs/projects
4. At least 5 years of experience in programs/projects related to eGovernment readiness/preparedness for government agencies
5. Participation in at least 2 public projects financed by the World Bank, Donors, and/or the government of Uganda having as one of the project components change management;
6. High level of expertise and successful experience in eGovernment / digital transformation projects with a substantial Business Processes Reengineering (BPR) component in a minimum 3 projects in the last 8 years;
7. First-hand experience in a leadership capacity in all stages of the eGovernment project cycle (strategy formulation, project design, implementation and evaluation) reflected by a minimum of 5 projects as a Team Leader or in any alternative leadership role;
8. Excellent communication, organization, and teamwork skills
9. Fluency in English and excellent writing skills to a high standard and presentation skills.

10. Knowledge of IT change readiness assessment instruments and methods of statistical and sociological analyses is required.
11. Excellent financial skills and the ability to develop the required cost estimates;
12. The ability to collaborate with others and work as part of a team;

c. **Marketing Expert**

The marketing Expert will be the subject matter expert on developing the marketing strategy, action plans and providing outputs for other areas of this assignment as defined in section 4. Shall provide cost estimates for marketing related action items as per the roadmap. Shall provide ToRs for downstream implementation of the go to market plan.

He/she should have:

1. A minimum of a Bachelor's degree in advertising, marketing, communications, or similar;
2. At least three (3) years of experience as a media buyer or similar role;
3. Proven experience in conducting market research and analyzing demographics, media usage, psychographic, and buying patterns to define the target audience and campaign requirements;

4. Experience in monitoring audience and media trends, practices, and new technologies.

5. Good understanding of media analytics tools such as Videoma, Cision, Nielsen, and Google Analytics;

6. Experience in working with a variety of advertising mediums including print, radio, television, film, and social media;

7. Excellent financial skills and the ability to develop required cost estimates;

8. The ability to collaborate with others and work as part of a team;

9. Exceptional organizational and project management skills;

10. Certification in event planning such as Certified Government Meeting Professional (CGMP) or certified special events professional (CSEP) will be an added advantage.

d. PR / Communications Expert

The Communications Expert will be the subject matter expert in developing the communications strategy, action plans and providing outputs for other areas of this assignment as defined in section 4. Shall provide cost estimates for communication related action items as per the roadmap. Shall provide ToRs for downstream implementation of the communication plan.

He/She should have:

1. A minimum of a bachelor's degree in the field of public relations, journalism, marketing or other relevant field;

2. At least ten (10) years of professional experience in development of communications, public relations, journalism, marketing or a related field with 5 years of specific experience working with Public Sector;

3. Capability and proven experience in crafting public relations and communication strategies.

4. Familiarity with branding compliance;

5. Fluency in English and excellent writing skills to a high standard and presentation skills;

6. Knowledge, experience and exposure to eGovernment, specifically in Uganda or in the African region, will be a distinct advantage.

e. Monitoring and Evaluation Expert

1. Should have a Post-Graduate Degree in Statistics, Demography or ICT related field;

2. In-depth knowledge and understanding of survey design and methodologies;

3. Knowledge and understanding of planning, policy development, analysis, and research;

4. Knowledge of the government institutions;

5. Knowledge of e-strategy instruments and methods of e-strategy development is required;

6. At least five (5) years of working experience in survey related work including questionnaire design and elaboration of survey methodologies, experience in strategic processes planning, in project management, drafting reports, working with

Government institutions. Previous experience with e-readiness assessment would be an asset;

7. Ability to analyse, plan, communicate effectively orally and in writing, draft report, organize and meet expected results, adapt to different environments (cultural, economic, political and social).

f. ICT Expert

(i) Should have a Post-graduate Degree in ICT or a related field;

(ii) Minimum of five (5) years of experience in ICT or e-Government frameworks and applications, experience in strategic planning processes, in project management, working with Government institutions. Previous experience with strategy formulation would be an asset.

(iii) In-depth knowledge and understanding of ICT and e-Governance systems and atleast 5years experience in the IT industry, preferably in government organisations.

(iv) Experience in developing National, Regional and or e-Government related Monitoring & Evaluation Frameworks;

(v) Certification in atleast one service management framework.

(vi) Knowledge of IT systems readiness assessment instruments and methods of statistical and sociological analyses is required.

10. DELIVERABLES SCHEDULE

The expected outputs from the Consultancy services shall be as indicated in the table below:

No.	Deliverables	Timelines
1.	Inception Report – final version	One month (1) after the contract signing
2.	Readiness assessment report	One month (1) after submission of the inception report.
3.	Strategies (Change Management, marketing & PR) – final version + related action plans.	2months after submission of the readiness assessment report
4.	Downstream ToRs and aggregate cost estimates.	Within 1month after submission of the implementation strategies.
5.	Roadmap for Implementation of the Change Management, marketing and PR action plans.	Within 1month after submission of the implementation strategies.
6.	Final UDAP Change Management, marketing and PR strategy report	Within 1month after submission of the implementation strategies.

11. REPORTING

The Consultant shall report, address feedback and submit all documents in regards to the execution of this assignment with an official cover letter in 4 copies to the Client.

12. PAYMENT SCHEDULE

Payments for the Consultancy services shall be phased (percentage-wise) and made after receipt of acceptable outputs indicated in the table below:

No.	Deliverables	Timelines	Payments (%)
1.	Inception Report – final version	One month (1) after the contract signing	5%
2.	Readiness assessment report	One month (1) after submission of the inception report.	15%
3.	Strategies (Change Management, marketing & PR) – final version + related action plans.	2 months after submission of the readiness assessment report	30%
4.	Downstream ToRs and aggregate cost estimates.	Within 1 month after submission of the implementation strategies.	30%
5.	Roadmap for Implementation of the Change Management, marketing and PR action plans.	Within 1 month after submission of the implementation strategies.	
6.	Final UDAP Change Management, marketing and PR strategy report	Within 1 month after submission of the roadmap for implementation.	20%