



THE REPUBLIC OF UGANDA

MINISTRY OF INFORMATION, COMMUNICATIONS TECHNOLOGY & NATIONAL GUIDANCE (MoICT&NG)

REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES - FIRMS)

For

Provision of Consultancy Services as a Process Partner

1. The **Ministry of Information, Communications Technology and National Guidance** has received funds from the **Government of Uganda** to be used for the acquisition of **consultancy services of a Process Partner** for the National ICT Initiatives Support Programme (NIISP). The overall goal of NIISP is to provide an enabling ecosystem for Uganda's ICT Innovators to be productive and competitive.
2. The Ministry now invites eligible Firms to submit sealed expressions of interest to **Provide Consultancy Services as indicated in the TORs attached;**
- 3.

Ref. No.	Name of Service	Description of the Services
MOICT/SRVCS/2017-18/00004	Provision of Consultancy services as Process Partner for the National ICT Initiatives Support Programme.	<ul style="list-style-type: none">• Identification of opportunities; idealisation; innovation acceleration; business incubation; and, Learning and Enterprise support.(Refer to the TORs attached for details)

4. Interested consultants should provide information demonstrating that they are eligible and possess the required qualifications to perform the services supported with relevant documentation.
5. The short listing criteria will include: **Information indicating that the Consultant is eligible and qualified to perform the services (Trading License, Certificate of incorporation, Income Tax Clearance Certificate, description of similar assignments, experience in similar conditions, availability of appropriate qualifications and skills among staff, financial capacity, involvement of local partners, etc.)**
6. Preference schemes shall apply when evaluating Request for Proposals from the shortlisted consultants.
7. Interested eligible consultants may obtain further information at the address given below from *(0900 to 1700 hours)*.
8. Sealed Expressions of Interest must be delivered to the address below at or before **(11:00 a.m. 7th September, 2017)**

The Head,
Procurement and Disposal Unit
Ministry of Information, Communications Technology & National Guidance.
Room 10 ICT House Parliamentary Avenue.

9. The notice of expression of interest is available at the Entity's website www.ict.go.ug and at www.ppda.go.ug/ <http://gpp.ppda.go.ug>.

Bagiire Vincent Waiswa
PERMANENT SECRETARY
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THE REPUBLIC UGANDA

MINISTRY OF ICT AND NATIONAL GUIDANCE

Terms of Reference

for the

Provision of Consultancy Services as Process Partner for the National ICT Initiatives Support Programme

AUGUST, 2017

1.0 Introduction

The Government of Uganda has identified ICT as one of the key pillars to spur socio-economic transformation of the country to middle-income status by 2020. This stance is well articulated in the overarching macro-economic development agenda of the country Vision 2040. It is also emphasized in the Second National Development Plan (NDP II), as well as in the ICT sector Strategy and Investment Plan (ICT-SIP) 2015/16 – 2019/20.

The mandate of the Ministry of Information, Communications Technology and National Guidance is to digitally empower Ugandan citizens through the extensive use of ICT to improve their living conditions.

To this end, the Ministry has allocated resources to fund the National ICT Initiatives Support Program (NIISP).

2.0 Program Goals of the National ICT Initiatives Support Programme

The overall goal of the NIISP is to provide an enabling ecosystem for Uganda's ICT Innovators to be productive and competitive.

The specific goals of NIISP are to:

- i. Promote innovation by providing Government data to ICT Innovators to create applications for Service Delivery; and
- ii. Create highly skilled jobs and wealth for the small companies that develop applications using either Government data or other information in the emerging ecosystem.

3.0 Overall and specific Program objectives

The overall program objective is to spur innovation for purposes of creating employment and contributing to the reduction of net importation of ICT Products and services into the country.

The specific objectives for this programme are to:

1. Provide systematic and sustainable support to ICT innovators;
2. Promote local ICT products, services and solutions for improved service delivery;
3. Establish and operationalize ICT parks; and
4. Promote local electronics manufacturing and assembly.

4.0 Expected Outcomes

This programme is expected to attract both foreign and local investment, generate tax revenues, improve the balance of payment position, and consequently contribute to overall GDP growth of the country. The Program is also expected to boost

domestic innovation and manufacturing. Specifically, this project will contribute to the achievement of the following four (4) outcomes:

Increased employment opportunities, especially for the youth;

1. Increased uptake of locally developed ICT products within the country and internationally;

2. Increased local content development (locally developed ICT products and services); and

3. Increased indigenous product development and support for Government applications.

5.0 Process Partner

The Ministry is looking for the Consultancy Services of a Process Partner to support the selection and guidance of ICT Innovators. The Process Partner is expected to build the capacity of the innovators with skills commensurate to globally acceptable innovation standards.

The Process Partner shall facilitate the creation of a digital ecosystem and market place for development and promotion of innovative digital products. The Process Partner will provide technical expertise in the management process through end-to-end support to the innovation eco-system.

The process partner will put in place a systems approach to innovation and incubation management which shall be adopted and followed. The process partner will guide the Ministry in the process of scoping of innovation opportunities to attract ideas that will be transformed into innovations. An appropriate model such as the Novice-to-Hero Innovation Management process model shall be used.

The Process Partner shall identify a local firm to partner with for knowledge transfer and sustainability.

Specifically the Process Partner shall ensure that the identified ICT Innovators receive the following:

1. Innovative learning models that are designed to scale and sustain a culture of change and lifelong learning;
2. A culture of collaboration and mentorship;
3. Employment opportunities based on job creation rather than job searching;
4. Innovation base on tried and tested methodologies, practices and tools without compromising new thinking;
5. Open development technology to reduce reliance on proprietary platforms.

5.1 Tasks for the Process Partner

The major activity of the Process Partner is to transfer knowledge to the Innovators and local partner by conducting the stages of the Novice-to-Hero Model (or its equivalent) as listed:

1. Identification of opportunities;
2. Idealisation;
3. Innovation acceleration;
4. Business incubation; and
5. Learning & enterprise support.

5.2 Scope of work

To achieve the tasks above, the process partner will be required to perform the following:-

A. Publicity: Support the ministry in conducting publicity of the program including the following:

1. Development and Implementation of a program awareness strategy to attract innovation ideas.
2. Brand development and implementation of brand strengthening activities.
3. Develop web portal for the program

B. Selection Process: Support the Ministry in the process to select ICT Innovators including:

1. Providing technical assistance to the Selection Committee including the development of a selection criteria defining the requirements for applicants and assessing the applicants, among others.
2. Conducting boot camps, hackathons and competitions for innovators to support them refine their ideas and get critical feedback.
3. Support the ICT innovators by testing and validating their innovations to international standards.

C. Capacity Building: Support the Ministry in the following:

1. Design and implementation of an incentive scheme to encourage and spur ICT Innovations.
2. Identify and establish partnerships with various innovation ecosystem players and possible funding partners e.g. grants, equipment, etc.
3. Assessment of the concepts and ideas for support under the program.
4. Assessment of innovators competences to implement ideas and development of training programs for them at the different levels.
5. Training of innovators including linking the innovators with relevant researchers / research groups to enable them access high quality scientific knowledge to implement the innovations.
6. Mentoring the innovators and exposing them to experienced entrepreneurs, innovators and business leaders.
7. Put in place a framework for knowledge transfer and sustainability.
8. Facilitate minimum 60 innovators who shall work on ICT innovations for eGovernment

D. Product Commercialisation: Support commercialisation of the Products including:

1. Develop and implement a framework for documentation, testing, verification, certification, type approval, and quality assurance to validate the innovations.
2. Facilitate promotion and marketing of the innovation products.
3. Provide technical support to innovators to gather and interpret business intelligence, business development, corporate governance systems and business growth strategies.

E. Intellectual Property Rights (IPR): Support IPR development including:

1. Provide technical support to innovators to process the intellectual property rights for their products.
2. Provide legal guidance and support to the ICT Innovators and firms to attain proper IPR

6 Key Deliverables

The key deliverables of the consultancy will include the following:

1. Inception Report;
2. Detailed Program Implementation Plan inclusive of Key Performance Indicators (KPIs);
3. Quarterly progress reports in tandem with the agreed programme implementation plan; and
4. Project Completion Report: including number of innovators trained at various levels of the innovation process, number of products and services produced, number of innovators linked up with researchers and consumers of the innovations.
5. The firm must provide a sustainability plan focusing on transforming the ICT innovators into entrepreneurs and business owners.

7.0 Qualifications Skills and Competencies

A. Experience and Competences of the Process Partner:

- i. The Process Partner (firm) must have a minimum of 5 years' experience in the ICT Innovation lifecycle – idea concept development, idealization, innovation acceleration, business incubation, marketing and

business/enterprise development in addition to Project Planning and Management, and has worked extensively at an international level.

- ii. The firm must have undertaken a similar or related exercise in a developing country.
- iii. Specifically the firm should have experience in:
 - a) Designing and implementing programs for identifying and developing ICT innovators from inception of the idea to commercialization;
 - b) Mentoring and training innovators in both technical and soft skills required for development and commercialization of innovations. The training includes developing skills in leadership, entrepreneurship, communication, management and team-building;
 - c) Connecting ICT innovators with employment;
 - d) Connecting the ICT Innovators with global companies and ensuring that world-class experiences inform the innovation ecosystem; and
 - e) Creating a blended innovation environment that allows for access to learning opportunities that are widely distributed and accessible;
- iv. The firm should be financially sound with a turnover of a minimum of 1 Million US Dollars;
- v. The firm should be Tax Compliant;
- vi. The firm should have capacity to develop skills for specialized services such as DevOps, Data Engineering, Cyber Security and others that might emerge in the course of execution of the programme;
- vii. The firm should have the ability to mobilize and apply necessary psychological and social resources for the successful implementation of the programme; and
- viii. The firm should have evidence of International Collaborations.

B. Qualifications, Key competencies, Technical Background and Experience required:

a) Team Leader:

- Master's Degree in ICT or Innovation related field.
- Minimum 10 Years' demonstrable professional experience in ICT Innovation Management;
- Strong leadership skills: capacity to prioritize and manage diverse range of partners, projects and activities;

- Experience working with diverse set of partners to create problem specifications, systems requirements and then implement software and technology solutions;
- Demonstrated research, planning, communication and writing skills;
- Demonstrated ability to work with people of various professional, academic and cultural backgrounds
- Experience as an Innovation Process Partner or equivalent is an added advantage.
- Experience in program management, public relations or related field.
- Track record of working on developing innovative solutions/ partnerships initiatives.

b) ICT Specialist (Software Development):

- Minimum of Masters Degree in ICT or related field
- Minimum 5 Years' experience in ICT Innovation development
- Demonstrable professional qualification in Innovation Management

c) ICT Specialist (Hardware/ Electronics):

- Minimum of Masters Degree in ICT or related field
- Minimum of 5 Years' experience in ICT Innovation development
- Demonstrable professional qualification in Innovation Management

d) Human Resource/ Capacity Building Specialist:

- Minimum of Master's Degree in Human Resource and related field
- Minimum of 5 Years' experience in Human Resource development
- Demonstrated research, planning, communication and writing skills
- Demonstrated ability to work with people of various professional, academic and cultural backgrounds

e) Innovation & Entrepreneurship Specialist

- MBA, MIS or ICT related field,
- Certification in Project Management (E.g. PMP, PRINCE2)
- Previous knowledge, understanding of the lifecycle and needs of startups/Innovation

f) Startup Analyst & Coaching Specialist

- Bachelor of Science Degree or related

- Deep understanding of sales metrics, reporting tools, and data structure to identify and drive resolution of issues,
- provide actionable intelligence with existing inventions/metrics or identify, develop, and propose new metrics, dashboards, scorecards or new tools
- He/ She should support the innovators with startup market analysis, trends and investments to drive prioritization across various markets

g) Business Development Manager

- Bachelor's degree of business, finance or marketing or its equivalent
- MBA, ACCA, CIMA added advantage
- He/ She should create business strategies to facilitate innovators' growth
- He/ She should be able to Identify and help innovators to develop strategic relationships with partners or potential customers.
- He/ She should be able to design and determine terms of business agreements.

7.0 Responsibilities of MoICT&NG

The MOICT&NG shall be responsible for;

- a. Supervision of the Process Partner
- b. Provision of all the key Government related documents;
- c. Provision of resources required for the implementation of the Program; and
- d. Monitoring and Evaluation

8.0 Key Project Deliverables and Timelines

The project is expected to follow the schedule below:

	Deliverable	Timeline
1.	Inception report including the scope check, methodology, and timelines for the assignments	2 Weeks
2.	A Programme Proposal showing the detailed Program Implementation Plan inclusive of Key Performance Indicators (KPIs)	1 Month
3.	Development of criteria to be used by the team of judges to select innovators to benefit from support under the Programme	2 Months
4.	Progress reports in tandem with the agreed programme implementation plan	Quarterly
5.	Training and Mentoring	6 Months
6.	Job placements	6 Months
7.	Project Completion Report and Sustainability Plan	12 Months

9. Total Estimated duration: 12 Months

10.0 Monitoring and Reporting

The Process Partner will work under the general supervision of the Permanent Secretary on strategic issues and will report to the Program Management Committee on operational matters.

The Process Partner will be required to provide progress reports as will be requested for by the Permanent Secretary.

11.0 Payment Schedule

Installment	Deliverable	% of total sum
1.	Acceptable Inception Report	5%
2.	Acceptable Detailed Programme Proposal	5%
3.	Quarterly Progress Reports (10% each)	40%
4.	Actual Program implemented as planned – innovators mentored to improve service delivery; connected to global companies; etc.	30%
5.	Acceptable Final Reports and Sustainability Plan	20%
TOTAL		100%

The contract will be in Uganda shillings.

The payments shall be made on a quarterly basis.