



A CALL FOR PROPOSALS FROM CONSULTANTING FIRMS OR INDIVIDUAL CONSULTANTS TO CONDUCT AN INDEPENDENT REVIEW PROCESS ON SELECTED INFRASTRUCTURE PROJECTS IN UGANDA

Deadline: 4th Oct 2024

1. BACKGROUND AND CONTEXT

CoST – the Infrastructure Transparency Initiative is the leading global initiative improving transparency and accountability in public infrastructure. CoST Uganda is a national chapter of CoST International, a charity based in the United Kingdom. The national programme is hosted by the Africa Freedom of Information Centre (AFIC).

CoST works with [government](#)¹, [private sector](#)² and [civil society](#)³ to promote the disclosure and validation of data from infrastructure projects. This helps to inform and empower citizens and enables them to hold decision-makers to account. Our experience indicates that informed citizens and responsive public institutions help drive reforms that reduce mismanagement, inefficiency, corruption and the risks posed to the public from poor quality infrastructure.

At the national level, CoST establishes a Multi-Stakeholder Group that guides, leads and builds trust amongst the Government, Private Sector and Civil Society. The National Programme is overseen by a Champion who links the programme with Government and promotes its pillars of information publication, independent review, multistakeholder working and civic engagement.

We promote accountability through the CoST independent review process – an independent review of the disclosed data by independent review teams based within CoST national programmes. The team will identify key issues of concern in relation to the items listed in the CoST standard and put technical jargon into plain language. This allows social accountability stakeholders to easily understand the issues and hold decision-makers to account.

¹ <http://infrastructuretransparency.org/our-approach/cost-feature-multi-stakeholder/government/>

² <https://infrastructuretransparency.org/our-approach/cost-feature-multi-stakeholder/private-sector/>

³ <http://infrastructuretransparency.org/our-approach/cost-feature-multi-stakeholder/civil-society/>

In its 2024-2025 workplan, CoST Uganda has secured a fund to undertake an independent review on several sampled projects. To deliver this task, CoST Uganda through its host organization and Champion Ministry of Works and Transport, is seeking the services of a consulting firm or individual consultants to conduct an independent review and produce a high-quality report, with recommendations that will influence reforms, improve management of infrastructure data disclosure and facilitate delivery of quality infrastructure projects are delivered. The conditions for hiring the consultant include the following steps: -

- i. Invitations for proposals
- ii. Evaluating proposals against a pre-defined criterion
- iii. Awarding the contract and giving an instruction to proceed
- iv. Managing the contract, including ensuring good associated quality management
- v. Learning lessons, to do it better next time

2. OBJECTIVES OF THE ASSIGNMENT

To ensure effective transparency in achieving greater accountability, stakeholders need to understand what has been disclosed and to identify issues of interest or potential concern. The purpose of independent review is to facilitate this process. The CoST independent review, therefore, strives to achieve the following objectives:

1. To assess the extent to which disclosure is being achieved compared with the agreed disclosure standard by the procuring entities or sectors.
2. To assess the accuracy or completeness of the disclosed data.
3. To raise relevant information that can be derived through a thoughtful and thorough analysis of the disclosed data.
 - Quantitative analysis of cost and time over-runs, or
 - An assessment of the degree of how previous CoST Independent review recommendations have been accepted and acted on.
 - Other interesting, unexpected, or implausible (eg. correlation between unit costs and the number of bidders, timing of contract award, and or patterns of bidding or performance data.
 - Risks and practices insights.
4. To present clear findings that tell a story in plain language that can readily be communicated to any stakeholder.
5. Highlight clear recommendations, based on those findings. These should be prioritized to focus on those that are realistic and likely to be readily understood and accepted by stakeholders. Every recommendation should be clear about who should take what action, and when.

2.1. REQUIRED QUALIFICATIONS AND EXPERIENCE

The prospective consulting firm or individuals should possess the following expertise to deliver the independent review process well and produce a high-profile report that highlights key issues and potential

concerns regarding disclosed data from the selected infrastructure projects. Expertise should include but not limited to; -

1. Expertise in contract management
2. Expertise in public procurement
3. Expertise in infrastructure project management
4. Understanding of the legal and policy framework regarding implementation of infrastructure projects in Uganda.
5. An understanding of infrastructure technical work in designs, construction, supervision and value for money.
6. Experience in construction maintenance.
7. Expertise and experience in environmental Safety and healthy safety safeguards
8. Analytical and report writing skills.
9. Advocacy and presentation skills

3. SCOPE OF WORK

The scope of the work will include implementing the provisions of the independent review manual and specific tasks detailed in the **Terms of Reference** by clicking the [link](#). Interested firms should refer to the detailed Terms of reference enclosed. However, the summary shall include but not limited to: -

1. Preparation and training on the CoST pillars.
2. Desk reviews using a CoST pre-determined data collection tool (reviews of all entity's infrastructure projects, identify 10 projects to be visited based on desk review information obtained).
3. Analysing the critical issues and potential concern.
4. Reporting. This will include preparation, drafting, integrating inputs from clients, and producing the final report
5. Validation of the draft report with the relevant entity and stakeholders.
6. Participation in the launch and discussing the key issues in the report with the stakeholders.

ToR link: [ToR for CoST UGANDA 6th Assurance Sep 2024 \(1\).docx](#)

4. IMPLEMENTATION TIMELINE

The target period for the assignment is 1st October 2024 – 28th February 2025 as included in the schedule below.

Phase	Activities	Deliverables expected of the consultant
Preparation Sept – October 2024	<ol style="list-style-type: none"> 1. Recruitment of consultants and contract signing 2. Inception meeting 3. Training of the selected firm 4. Commissioning workshop 	<ul style="list-style-type: none"> - Inception report
Proactive analysis October – November 2024	<ol style="list-style-type: none"> 1. Conduct desk review for all the infrastructure projects in the Ministry recommended. 2. Conduct analysis of the key issues and potentials concerns from the desk reviews. 	<ul style="list-style-type: none"> - 1st Draft report
Reactive analysis and field work December 2024 – January 2025	<ol style="list-style-type: none"> 1. Present and discuss initial findings with the entity, CoST Uganda and relevant stakeholders. 2. Identify and conduct site visits on 10 selected projects as case studies. 3. Analysis of key issues as per agreed indicators/red flags. 4. Validation of draft results 	<ul style="list-style-type: none"> - 2nd Draft report
Reporting and engagements January 2025 – February 2025	<ol style="list-style-type: none"> 1. Drafting final report 2. Drafting infographics 3. Preparing final power point slides 4. Presentation of results 5. Follow up of recommendations 	<ul style="list-style-type: none"> - Final Independent review report - Infographics - Power point presentation of results - Recommendations matrix

5. EVALUATION OF TECHNICAL PROPOSALS

The evaluation of technical proposals will consider:

- i. An understanding of the pillars of CoST

- ii. The competencies (knowledge, skills and attitudes) necessary to take on the assignment.
- iii. The capacity (available personnel, operating procedures and related internal quality management) necessary to deliver the required outputs on time.
- iv. Clarity over the methodology to be followed.
- v. Innovation in achieving the stated objectives; and
- vi. Cost proposed to undertake the assignment
- vii. An overall good impression including clarity of structure and effective communication

Interested firms should submit their technical proposal (Arial, font size 11), tentative budget and attach the company profile or CV for individual consultants with evidence of experience in conducting similar Assignments. Address your submission to the Executive Director Africa Freedom of Information Centre via email at gilbert@africafoicentre.org and copy to CoST Manager via email: info@cost.or.ug. The deadline is **4th Oct 2024** by close of business.

NB: Send your proposal, budget and profile or CV as one file document.