

INTER-UNIVERSITY COUNCIL FOR EAST AFRICA



Request for Proposals

For Provision of Individual Consultancy Services to Conduct Midterm Review of IUCEA Strategic Plan 2016-2021

Procurement Reference No: IUCEA/SVS/2019-20/187

Procurement Method: Restricted Bidding

Date of issue: Monday 13th January 2020

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Part 1: Proposal Procedures

IUCEA Standard Invitation to Consultants

Invitation to bid for provision of Individual consultancy services to conduct a Midterm Review for IUCEA Strategic Plan 2016-2021).

Procurement reference number: **IUCEA/SVS/2019-20/187**

1. IUCEA has allocated funds to be used for the acquisition of **Individual consultancy services to conduct midterm review of IUCEA strategic plan 2019-2021.**
2. IUCEA now invites sealed proposals for the provision of the above services.
3. Bidding will be conducted in accordance with the provisions of the IUCEA Procurement Manual (2014) and the procedures described in Part 1: Proposal Procedures.
4. The invitation for bidding has been published in the main leading newspapers in the EAC partner states.
5. You may obtain further information and inspect the proposal documents at the address given below at 8(a) **from 8:00am to 5:00 pm.**
6. Proposals must be delivered to the address below at 8(c) at or before **Tuesday 4th February 2020 at 3:00 pm.** All proposals must be accompanied by a proposal securing declaration which must be valid for **120 calendar days** from the date of proposal submission.

Late proposals shall be rejected. Proposals may be opened in the presence of the consultants' representatives who choose to attend at the address below at 8(d) at **Tuesday 4th February 2020 at 3:00 pm** if all proposals are sent in hard copies but in case some are sent in soft form, then it will not be necessary to open in the presence of bidders.

7. There shall be no pre-proposal meeting conference.
8. (a) Documents may be inspected at: Human Resource and Administration.
(b) RFP documents shall be issued in soft copy by ICT Unit.
(c) Proposals must be delivered to: IUCEA Reception
(d) There shall be no public proposal opening.
9. Please inform us, upon receipt:
 - (a) that you received the letter of invitation; and
 - (b) whether you will submit a proposal alone or in association.

10. The planned procurement schedule (subject to changes) is as follows:

	Activity	Date
a	Issuing of RFP to Universities and upload on the website	Monday 13/01/2020
b	Proposal closing date	Tuesday 04/02/2020
c	Evaluation process	Monday 10/02/2020
d	Display and communication of best evaluated bidder notice	Monday 17/02/2020
e	Contract Signature	Friday 28/ 02/2020

Signature:

Name:

Position of Authorised Official:

Part 1: Proposal Procedures

Section 1: Instructions to Consultants

Procurement Reference Number: **IUCEA/SVS/2019-20/187**

Preparation of Proposals: You are requested to submit separate technical and financial proposals, as detailed below. The standard forms in this RFP may be retyped for completion but the Consultant is responsible for their accurate reproduction.

You are advised to carefully read the complete Request for Proposals document, including the Special Conditions of Contract in Part 3: Contract, before preparing your proposal.

Where an electronic copy of the Request for Proposals Document is issued, the paper or hard copy is the original version. In the event of any discrepancy between the two, the hard copy shall prevail

Preparation of Technical Proposals: Technical proposals should contain the following documents and information:

1. The Technical Proposal Submission Sheet in this Part;
2. A brief methodology for performing the services;
3. A work plan;
4. CV's of the team leader and team member(s);
5. A summary of their experience in similar assignments;
6. Since its individual consultancy, eligibility requirement are not relevant.

Preparation of Financial Proposals: Financial proposals should contain the following documents and information:

1. The Financial Proposal Submission Sheet in this Part;
2. A copy of the breakdown of Lump Sum Price form in this Part for each currency of your proposal, showing all costs for the assignment, broken down into fees and reimbursable and miscellaneous costs;

Validity of Proposals: Proposals must remain valid for **120 days from the deadline submission date (Tuesday 4th February 2020) of the proposal.**

Sealing and marking of Proposals: The technical and financial proposals should be sealed in separate envelopes, both clearly marked with the Procurement Reference Number above, the Consultant's name, IUCEA address, and either "Technical Proposal" or "Financial Proposal" as appropriate.

Both envelopes should be enclosed in a single outer envelope, clearly marked with the Procurement Reference Number above, the Consultant's name and the name of the IUCEA. All three envelopes should be sealed in such a manner that opening and resealing cannot be achieved undetected and bear a warning not to open before the time and date for proposal opening. However, the above does not apply for online submission of the soft copy.

Submission of Proposals: Proposals should be submitted to the address below, no later than the date and time of the deadline below. Any proposal received by IUCEA after the deadline for submission of proposals shall be declared late, rejected, and returned unopened to the Consultant.

Date of deadline: _____ (*day, month and year*).

Time of deadline: _____ (*local time*).

Address: _____

Part 1: Proposal Procedures

Opening of Proposals: Technical Proposals shall be opened internally at IUCEA without the presence of the bidders at the time, date and address shown above for submission of proposals. Financial Proposals submitted in hard copies shall be kept unopened and the evaluation committee shall have no access to financial information until the detailed evaluation is concluded. However, the above does not apply to soft copies of financial proposals.

Evaluation of Proposals: The evaluation of Proposals will use the **quality and cost based selection** methodology as detailed below:

1. Preliminary examination to determine eligibility will not be required;
2. Detailed evaluation to assess the technical quality of bids against the criteria in the Terms of Reference in the invitation and determine their total technical score using a merit point system;
3. Financial comparison of those bidders who were substantially responsive and met the minimum qualifying mark will be opened and a financial comparison carried out to examine financial bids and determine the financial score of each bid and to determine the best evaluated bid.
4. Technical and financial scores will be combined, using the weightings given in the invitation, to give a total score for each bid. The bidder with the highest total score will be ranked first and recommended for contract award, subject to any negotiations required.

Proposals failing any stage will be eliminated and not considered in subsequent stages.

Eligibility Criteria:

1. not have had your business activities suspended as an individual consultant;
2. have fulfilled your obligations to pay taxes and social security contributions;
3. you are a national of an eligible country;
4. not to have a conflict of interest in relation to this procurement requirement; and
5. not to be subject to suspension by IUCEA, EAC or other international financial institutions.

Nationality of Personnel: The consultant to be employed under any resulting contract shall have the nationality of an eligible country as defined in the Special Conditions of Contract. Any related supplies or works purchased under any resulting contract shall have as their country of origin an eligible country, as defined in the Special Conditions of Contract.

Technical Criteria: Proposals shall be awarded scores out of the maximum number of points indicated below for each of the following criteria:

Criteria/ Sub-criteria		Max Points
Specific experience of the consultants relevant to the assignment like conducting a similar or related study		40
Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference as follows:		20
s/n	Sub- criteria	Score
a)	Technical Approach and Methodology aligning each to the system functionality	10
b)	Work Plan with timeline but not more 30 man days	10
<i>Notes to Consultant: the Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall the consultant has an appropriate</i>		

Part 1: Proposal Procedures

	<i>skills mix; and the work plan has right input of the Expert</i>	
	Key Experts' qualifications and competence for the Assignment	40
	<i>Notes to Consultant:</i>	
	Relevant academic qualifications for the team leader in line with ToRs	20
	Relevant academic qualifications for the team member(s) in line with ToRs depending on the expert qualifications (at least one)	10
	Ability to transfer of knowledge to the client	5
	Participation by EAC Nationals	5
	Total points score for all criteria above	100 points
	The minimum technical score (St) required to pass is: 70 Points	
	The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.	
	The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:	
	Sf = 100 x Fm/ F, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.	
	The weights given to the Technical (T) and Financial (P) Proposals are:	
	T = 70, and	
	P = 30	
	Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: S = St x T% + Sf x P%.	

Financial Criteria:

Currency: Proposals shall be priced in United States Dollars.

The currency of evaluation will be United States Dollars.

Best Evaluated Bid: The best evaluated bid shall be _____ and shall be recommended for award of contract. IUCEA shall issue a Notice of Best Evaluated Bidder within 5 working days from the decision of the Procurement Committee to award a contract, place such notice on the IUCEA website for the prescribed period, and inform all the other bidders prior to proceeding with contract award.

Award of contract: Award of contract shall be by placement of an Agreement in accordance with Part 3: Contract. IUCEA shall not award a contract to the best evaluated bidder until the lapse of ten days after the date of display of the Notice of Best Evaluated Bidder.

Right to Review: Consultants may seek administrative review by the Executive Secretary in accordance with the IUCEA Procurement Manual if they are aggrieved with IUCEA's.

Right to Reject: IUCEA reserves the right to accept or reject any proposal or to cancel the procurement process and reject all proposals at any time prior to contract signature and issue by IUCEA, without incurring any liability to Consultants.

Part 1: Proposal Procedures

Section 2: Technical Proposal Submission Sheet

[Complete this form with all the requested details and submit it as the first page of your technical proposal, with the documents requested above attached. Ensure that your technical proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected.]

Proposal Addressed to:	
Date of Technical Proposal:	
Procurement Reference Number:	IUCEA/SVS/2019-20/187
Subject of Procurement:	

I/We offer to provide the services described in the Statement of Requirements, in accordance with the terms and conditions stated in your Request for Proposals referenced above.

I/We confirm that I/we are eligible to participate in IUCEA procurements and meet the eligibility criteria specified in Part 1: Proposal Procedures of your Request for Proposals.

I/We, including any subcontractors or consultants for any part of the contract resulting from this procurement process are registered with the Authority. *[Consultants who are not registered or whose subcontractors are not registered should amend the statement to reflect their status].*

I/We have signed and undertake to abide by the IUCEA Procurement Code of Ethics during the procurement process and the execution of any resulting contract;

My/Our proposal shall be valid until _____ *[insert date, month and year]* and it shall remain binding upon us and may be accepted at any time before or on that date;

I/We enclose a separately sealed financial proposal.

Technical Proposal Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____
(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address: _____

Part 1: Proposal Procedures

IUCEA PROCUREMENT CODE OF ETHICS

1. Ethical Principles

Bidders and providers shall at all times-

- (a) maintain integrity and independence in their professional judgement and conduct;
- (b) comply with the provisions of both:
 - i. the IUCEA Procurement Manual; and
 - ii. any contract awarded.
- (c) avoid associations with businesses and organisations which are in conflict with this code.

2. Standards

Bidders and providers shall-

- (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
- (b) comply with the professional standards of their industry or of any professional body of which they are members.

3. Conflict of Interest

Bidders and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with IUCEA. Bidders and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

4. Confidentiality and Accuracy of Information

- (1) Information given by bidders and providers in the course of procurement processes or the performance of contracts shall be true, fair and not designed to mislead.
- (2) Providers shall respect the confidentiality of information received in the course of performance of a contract and shall not use such information for personal gain.

5. Gifts and Hospitality

Bidders and providers shall not offer gifts or hospitality directly or indirectly, to staff of IUCEA that might be viewed by others as having an influence on a government procurement decision.

6. Inducements

- (1) Bidders and providers shall not offer or give anything of value to influence the action of any IUCEA official in the procurement process or in contract execution.
- (2) Bidders and providers shall not ask a public official to do anything which is inconsistent with the IUCEA Financial Rules & Regulations, and the Procurement Code of Ethics.

7. Fraudulent Practices

Bidders and providers shall not:

- (a) collude with other businesses and organisations with the intention of depriving IUCEA of the benefits of free and open competition;
- (b) enter into business arrangements that might prevent the effective operation of fair competition;
- (c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
- (d) misrepresent facts in order to influence a procurement process or the execution of a contract to the detriment of IUCEA; or utter false documents;
- (e) unlawfully obtain information relating to a procurement process in order to influence the process or execution of a contract to the detriment of IUCEA;
- (f) withholding information from IUCEA during contract execution to the detriment of IUCEA.

Part 1: Proposal Procedures

I agree to comply with the above code of ethical conduct in business.

AUTHORISED SIGNATORY

NAME OF CONSULTANT

Part 1: Proposal Procedures

Section 3: Financial Proposal Submission Sheet

[Complete this form with all the requested details and submit it as the first page of your financial proposal, with the documents requested above attached. Ensure that your proposal is authorised in the signature block below. A signature and authorisation on this form will confirm that the terms and conditions of this RFP prevail over any attachments. If your proposal is not authorised, it may be rejected. The total price of the proposal should be expressed in the currency or currencies permitted in the instructions above.]

Proposal Addressed to:	
Date of Financial Proposal:	
Procurement Reference Number:	IUCEA/SVS/2019-20/187
Subject of Procurement:	

The total price of our proposal is: _____ .

We confirm that the rates quoted in our Financial Proposal are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

Financial Proposal Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____

(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

Address: _____

Part 2: Statement of Requirements

Terms of Reference

Procurement Reference Number: **IUCEA/SVS/2019-20/187**

Background

After the independence of Tanzania, Uganda and Kenya, in 1961, 1962 and 1963 respectively, the University of East Africa was established on June 29, 1963 and served Kenya, Tanzania, and Uganda in the eastern African Great Lakes region. The University was originally instituted as an independent external college of the University of London.

In 1970 the University was dissolved and each Country established their own national universities (Makerere University in Uganda, the University of Nairobi in Kenya and University of Dar es Salaam in Tanzania). In order to facilitate collaboration among the three universities the Inter-University Committee (IUC) for East Africa was established under the former East African Community (EAC). In 1977, the EAC collapsed, but IUC survived. In 1980 IUC was transformed into the Inter-University Council for East Africa (IUCEA), retaining the same objectives as those of IUC. When the EAC was revived in 1999 IUCEA was recognised as one of the surviving institutions of the former Community. IUCEA was then re-established under a Protocol, which in 2002 was ratified by the Republic of Kenya, the Republic of Uganda, and the United Republic of Tanzania.

In July 2007, the Republic of Burundi and the Republic of Rwanda joined the Community and hence after, higher education institutions in these countries were eligible to join IUCEA. In 2009 the East African Legislative Assembly (EALA) enacted the Inter-University Council for East Africa Act 2009. IUCEA's mission is to encourage and develop mutually beneficial collaboration between Member Universities and between them and Governments and other organisations, both public and private. IUCEA is also mandated to advise Partner States on all matters related to higher education. To enhance the contribution of university actors to EAC sustainable development through effective collaboration between Member Universities and academic-public private partnership for transformative university research and innovation, training and community services.

1.1 Inter-University Council of East Africa

IUCEA was established through the IUCEA Protocol of 2002 that was ratified by the three initial East African Community Partner States (Kenya, Uganda and Tanzania). It was established as a body corporate responsible for coordinating higher education in the Community. In order to entrench IUCEA into the East African Community framework, the Inter-University Council for East Africa Act, 2009 was enacted by EALA and was assented to by the Heads of States of the five EAC Partner States. In 1980 IUC was transformed into the Inter-University Council for East Africa (IUCEA), retaining the same objectives as those of IUC. When the EAC was revived in 1999 IUCEA was recognised as one of the surviving institutions of the former Community. IUCEA was then re-established under a Protocol, which in 2002 was ratified by the Republic of Kenya, the Republic of Uganda, and the United Republic of Tanzania. In July 2007, the Republic of Burundi and the Republic of Rwanda joined the Community and hence after, higher education institutions in these countries were eligible to join IUCEA. In 2009 the East African Legislative Assembly

(EALA) enacted the Inter-University Council for East Africa Act 2009. IUCEA's mission is to encourage and develop mutually beneficial collaboration between Member Universities and between them and Governments and other organisations, both public and private. IUCEA is also mandated to advise Partner States on all matters related to higher education. To enhance the contribution of university actors to EAC sustainable development through effective collaboration between Member Universities and academic public-private partnership for transformative university research and innovation, training and community services. The following are the Vision and Mission of the IUCEA:

Vision

To become the leading EAC Institution for an exemplary Common Higher Education Area for a prosperous and sustainable East African Community

Mission

To encourage and develop mutually beneficial collaboration between Member Universities and between them and Governments and other organizations, both public and private.

1.2 Inter-University Council of East Africa Strategic Plan 2016 - 2021

The IUCEA plans are developed and implemented within the context of Article 5 and 102 of the EAC Treaty aiming at fostering cooperation in education and training towards the harmonisation of higher education systems. The need to undertake an institutional transformation of IUCEA led to the development of a ten-year Perspective Plan (2006-2015) that defined the mission, vision, core functions and guiding theme. The perspective plan was to be implemented through a cascading set of operational plans, including:

- (i) The first Five-Year Rolling Strategic Plan (2006-2011), whose purpose was to transform IUCEA into an effective regional advocate and catalyst for the strategic development and management of higher education in East Africa. The renewed core functions of IUCEA included coordination of inter-university cooperation, facilitation of strategic development of member universities, and promotion of quality of higher education.
- (ii) The second Rolling Strategic Plan (2011-16) addressed the Community's expectations of IUCEA to provide strategic directions that respond to the dynamics and development trends in higher education in the EAC Partner States and beyond. In order to carry out the above mandates six strategic objectives identified, with a focus on fostering; quality, research, ICT, harmonization of curricula, institution strengthening, support to universities and exchange of staff and students.
- (iii) The third Strategic Plan 2016-21 was a product of extensive consultations and participatory process involving various stakeholders in formal consultations, staff retreats, validation meetings, and review by the 16th meeting of Planning, Finance & Human Resources Committee and finally, the 24th Meeting of the Executive Committee on June 29th, 2017 that approved the Strategic Plan. The development of the above strategic plan was in tandem with the EAC process to develop the 5th EAC Development Strategy 2016-21. In a workshop held to develop the 5th EAC Development Strategy, a submission of IUCEA performance under the 4th Development Strategy was done together with proposed Strategic Objectives under

the 5th EAC development Strategy 2016-2021. The IUCEA Strategic Plan 2016-21 is therefore aligned to the 5th EAC Development Strategy 2016-21.

The 3rd IUCEA Strategic Plan focuses on those projects and programmes deemed feasible in the next 5 years. It is anticipated that by the end strategic plan's implementation, university actors will have benefited from the projects and programmes leading to greater capacity development of their institutions and their enhanced contribution to the social economic development of all communities in the EAC Partner States. This will have an overall positive impact on the EAC regional development and identity building. It is expected that this will happen in an iterative manner, whereby the outcomes on the individual, organizational and community/society levels will be in continuous interaction over time. The Strategic Plan also borrows from the commitment made at the beginning of the new term of office IUCEA Executive (November 2015) which includes: Proper operationalization of developed policies; the declaration of the EAC as a common higher education area and its operationalization through the development and operationalization of an East African Community Higher Education Strategy; Facilitation of establishment of regional centres of excellence specifically centres funded by the World Bank, African development bank and IUCEA and establishment of other centres of excellence, especially centres of excellence in humanities and social sciences, Centre of Excellence in ICT and in Maths.

The improvement and implementation of communication strategies targeting IUCEA members and other stakeholders; Improvement of collaboration between academia, public and private sector taking advantage of centres of excellence through applied research and involvement in the development and implementation of postgraduate teaching programmes; establishment of a regional peer reviewed journal and annual scientific conference in collaboration with East Africa Science And Technology Commission; the construction of IUCEA conference facilities, and plans for the construction of other phases of IUCEA HQ Master Plan in partnership with the private sector.

IUCEA Strategic Plan 2016 – 2021 has 5 set of objectives as follows:

1. Enhance University contribution to regional innovation and competitiveness through research management and coordination within universities and through collaboration with public, private, and civil society partners;
2. Transform IUCEA into a regional information hub for integrated higher education;
3. Strengthen the capacity of Universities to manage transformative higher education and research for sustainable development;
4. Advocate for and foster the implementation of EAC Common Higher Education Area; and
5. To enhance IUCEA's capacity to effectively fulfil its vision and mission.

1.3 Rationale of the Consultancy

The third IUCEA Strategic Plan was designed to contribute to the 5th EAC Development Strategy. The Strategy has been implemented in all EAC Partner States (i.e. in the Republic of Rwanda, Republic of Burundi, Republic of Kenya, United Republic of Tanzania, Uganda

and the Republic of South Sudan so far for a period of three years. The Strategic Plan still undergoing an implementation phase till 30th June 2021. However, it is envisaged that a Mid-Term review takes place in order to realise the implementation trend and support management to take an informed decision for the remaining implementation period towards achieving the targeted results and impact brought about in the targeted communities. The Mid-term evaluation is also a requirement to fulfil the recommendations of the IUCEA Board and EAC Council of Ministers that approved the Strategic Plan. The evaluation will assist IUCEA, EAC Partner States and Development Partners and all other Stakeholders to determine to what extent the implementation of the Strategic Plan is being successful in meeting its objectives and thus the EAC integration agenda. The Mid-term review will inform planning, and implementation of the remaining targets. In addition the lessons learned during the review exercise and best practices identified will be useful to the final evaluation of the Strategic Plan as well as proposing special interventions of low hanging fruits.

2 Objectives of the Consultancy

The purpose of the evaluation is to provide IUCEA, Member Universities, Board, Partner States and Development Partners with an independent assessment of the work of IUCEA over the first three years of its Strategic Plan – in particular through the implementation of its five strategic objectives detailed in its results framework/implementation plan and monitoring matrix agreed and approved together with the Strategic Plan. The second purpose of this review will be to assess the management and oversight of the delivery of the Strategic Plan, and to recommend possible KPIs that go beyond financial indicators.

2.1 Specifically the Midterm Review will:

- i. assess progress against the objectives and targets of the Strategic Plan, including what has/hasn't worked well in the delivery of the plan so far and reasons why;
- ii. assess relevance of the Strategic Plan to IUCEA and member Universities based on their feedback and any emerging contextual issues within the operating environment;
- iii. provide recommendations for strengthening delivery of the strategy including financial and resource requirements and identify areas which need to be explored further;
- iv. analyse how the Strategic Plan is being monitored, whether its adequate and whether changes are required;
- v. determine the level of impact and sustainability of the interventions as well as lessons learned for potential future interventions; and
- vi. identify the intervention gaps, opportunities for up-scaling those interventions and challenges in the implementation of the strategic plan.

The recommendations will inform on an effective implementation of the Strategy over the remaining period as well as the current Management on ways to improve the delivery. This midterm review will use the five criteria to evaluate development interventions (Relevance,

effectiveness, efficiency, impact and sustainability) with a strong focus on relevance, impact and sustainability of the Strategic Plan. In terms of efficiency and effectiveness, we recognise that there will be limitations in assessing these features given the duration of the implementation. Specific questions that the Midterm review may look at include:

Relevance:

- (i) Is the strategic plan considered relevant (across the member Universities and EAC Partner States)?
- (ii) Are the activities plausibly linked to the intended objectives?
- (iii) What has changed in the external or internal environment? – and has the strategic plan responded appropriately to those changes?

Effectiveness:

- (i) Were the targets and outcomes achieved, as identified in the results framework/implementation plan and monitoring matrix, and to what degree?
- (ii) Were the indicators appropriate and adequate in light of the desired outcomes? If not, what other systems of measurement are needed?
- (iii) Was the programme logic well thought through and did the activities lead to the desired outcomes? What were the key causal factors (internal/external) in achieving these outcomes?
- (iv) What has worked well so far, and what are some of the main gaps?
- (v) What are the challenges so far in the delivery of the strategy?
- (vi) Were they ‘known’ challenges, or new? And are they likely to be overcome in order to achieve overall objectives?
- (vii) What are the key lessons learned in the delivery of the strategy?

Efficiency:

- (i) Are outputs being achieved on time?
- (ii) Were resources used well? Could things have been done differently and how?
- (iii) Have financial resources needed to deliver on this strategic plan been realised? If not, has IUCEA adapted appropriately to maximise efficient use of resources?
- (iv) Has the allocation of financial resources influenced the delivery of the strategy so far?
- (v) Is the current capacity of IUCEA sufficient to deliver on the programme required? What is working well and less well?

Impact:

- (i) Has the participation in the EAC Partner States remained consistent? And if membership levels (member Universities) have fallen, why?

- (ii) In line with the IUCEA guiding principles, is IUCEA being consistent across its guiding principles in terms of how we do our work. In particular, are we sufficiently transparent and accountable to our Stakeholders?
- (iii) Is IUCEA promoting environmental sustainability in its work? Are we championing human rights and promoting gender equality?
- (iv) Have there been any unintended outcomes of delivery of the strategy and how are we addressing them?
- (v) What long term changes have been produced as a result of implementation so far?

Sustainability:

- (i) Is IUCEA value proposition, clear and achievable?
- (ii) How will the positive effects of IUCEA strategy be maintained in the future?
- (iii) How might we do things better in the future?
- (iv) Which findings have most relevance for future programming?
- (v) Is there sufficient oversight of the strategy?

2.2 Expected output of the Consultancy

- i. Analysis of data and preliminary presentation and discussion of findings with IUCEA and EAC Partner States (draft report);
- ii. Validation workshop – IUCEA Board and Staff; and
- iii. Final presentation of final evaluation report, including findings and recommendations to IUCEA.

The evaluation report should include an executive summary of no more than 3 pages, to include clear findings and recommendations. The overall report should be no more than 25 pages in length. It needs to be written clearly and with every abbreviation explained, to a standard suitable for publication.

3 Methodology and Scope of the Consultancy

The Midterm review of the IUCEA Strategic Plan 2016 – 2021 will cover all supported intervention areas in the East African Community relevant to IUCEA. The scope of this midterm review goes from IUCEA to the Republic of Rwanda, Republic of Burundi, Republic of Kenya, The United Republic of Tanzania, Republic of Uganda and to the Republic of South Soudan. The Midterm review shall also cover all activities implemented with and by member universities and in the participating Countries and other related agreements with Development Partners.

The evaluation shall Cover all projects interventions at regional level and in each of the EAC Partner States and participating Countries and shall assess the extent to which the project specific objectives and the expected results have been achieved, document lessons learned and best practices and make recommendations for improved implementation in the remaining period. Other relevant cross cutting issues such as gender, and issues of collaboration with partners and other NGO’s or authorities shall be analysed.

The Midterm review exercise shall follow a collaborative and participatory mixed methods that draws on both existing and new quantitative and qualitative data to answer the evaluation questions. A detailed proposal of methodology should be included in the consultant proposal. For the successful candidate this will be further developed and finalised in the inception phase. Some ideas to consider include: (i) Desk research to review annual reports, Board meetings reports, EAC Council of Ministers meetings reports and IUCEA Management meetings reports; (ii) A number of focal group discussions conducted virtually, one-to-one interviews at IUCEA Offices with management team and Staff, and key stakeholders in each of the EAC Partner States contacted and interviews done virtually; (iii) Very critical also to this midterm review and core to the guiding principles of IUCEA will be a validation process of the findings and recommendations of the MTR. This will need to take place in a proposed workshop set up with IUCEA Board and staff; and possibly with other stakeholders. The consultant is expected to facilitate a discussion on the analysis and present strategic questions with the aim of informing the direction for the remainder of the plan. The final decisions will be made by the IUCEA Executive Secretary (ES) in consultation with the Board.

3.1 Detailed Tasks

To review the implementation of IUCEA Strategic Plan 2016 - 2021 and use the findings to propose follow-up interventions during the remaining period, the consultant will look at each of the Strategic Objectives separately in relation to achievements of targets and outcomes and then at the overall Vision, Mission and objectives of IUCEA and based on this, analyse the data/information collected with a view to respond to the objectives of the consultancy as outlined below:

Objective 1: assess progress against the objectives and targets of the Strategic Plan, including what has/hasn't worked well in the delivery of the plan so far and reasons why.

- Identify achievements, highlighting areas where the interventions have excelled;
- Identify areas where the interventions have not done well, and causal factors;
- Identify major impact of the Strategic Plan;
- Identify major constraints faced during implementation of the strategic plan and how they can be addressed;
- Assess changes that have taken place in the lives of the targeted communities due to the interventions carried out during the implementation of the Strategic Plan;
- Focus on the impact and sustainability of the interventions created in/on the targeted communities.

Objective 2: assess relevance of the Strategic Plan to IUCEA and member Universities based on their feedback and any emerging contextual issues within the operating environment.

- Assess the significant changes in the social-economic lifestyle of the communities due to various interventions so far implemented, focusing on gender.
- Assess the gender sensitivity of the interventions and whether women equally benefited from the various interventions as men (i.e. scholarship, staff and students mobility, etc.)
- Assess the targeting of Universities to contribute their inputs in the formulation of the Strategic Plan and to what extent they have been represented.

Objective 3: provide recommendations for strengthened delivery of the strategy including financial and resource requirements and identify areas which need to be explored further.

- Assess the level of IUCEA visibility;
- Assess the available resources towards implementation of the Strategic Plan;
- Assess the utilisation of resources availed to implement the Strategic Plan;
- Identify areas that need to be explored further but cannot be adopted in the remaining period.

Objective 4: analyse how the Strategic Plan is being monitored, whether it's adequate and whether changes are required.

- Identify the monitoring indicators and their relevance;
- Assess the monitoring tools being utilised and suggest improvement if any;
- Assess the relevance of the implementation plan and monitoring matrix and suggest improvement if any;

Objective 5: determine the level of impact and sustainability of the interventions as well as lessons learned for potential future interventions.

- Review changes in the targeted communities based on participating institutions and their capacity to sustain the efforts of the interventions.
- Assess the level of participation of various Institutions and communities in planning and implementing activities that affects them.

Objective 6: identify the intervention gaps, opportunities for up-scaling those interventions and challenges in the implementation of the strategic plan.

- Assess strategies and implementation policy and procedures and how they affected achievements and IUCEA results;
- Assess the management, implementation and monitoring system of IUCEA; and
- Develop a draft review report for validation.

On completion of these tasks the consultant will Produce an evaluation report and hold a stakeholders workshop to share and solicit comments and inputs and thereafter conduct a validation workshop to validate the Midterm review report.

4 Qualifications and experience

The evaluation will be conducted by an independent external consultant with the required skills, experiences and competencies. The consultant must form a team with proven and extensive experience in carrying out institutional, programme and project evaluations and have working experience and/or solid technical knowledge of the East African Community. There should be a consultancy team leader with an overall responsibility for delivery of a quality review report in accordance with norms and standards for evaluation in EAC.

The Consultant Team Leader is expected to have:

1. At least a Postgraduate degree in Education with specialisation in Policy and International Development or related discipline;
2. At least five years of experience in assessing Institutional development and Institutional capacity strengthening, policy and strategy development;
3. Demonstrated effective leadership and management of equivalent analytical assignments;
4. Demonstrated understanding of ongoing discourse on Higher Education, Research and Innovation;
5. An understanding of the educational and social-economic policies of the EAC Partner States with respect to cross-sectoral collaboration;
6. Demonstrated knowledge of multi-stakeholder consultations to support policy, strategy and institutional development; and
7. Evidence of previous national, regional and International level strategic plans development and evaluation.

Qualifications of the team Members

1. The Expert should have a minimum of a Masters' Degree or equivalent in Education in social economy, governance, planning, local public administration, or similar relevant fields or related discipline);
2. Other team members should have at least an undergraduate degrees with an understanding of global strategies in education and in integration and harmonisation approaches;
3. Team members should have an extensive evaluation experience of at least five years; and
4. The consultant should have ability to present credible findings derived from evidence based with conclusions and recommendations supported by the findings.

5 Reports and schedules

Before commencing the strategic plan midterm review, the consultant must produce a time plan. The final review report shall be submitted to IUCEA as original and 5 copies plus an electronic version on 2 CDs. The report must be submitted to the Executive Secretary (IUCEA) no later than 14 days after the end of the evaluation exercise. The draft and the

final report shall be approved by a stakeholders' validation workshop before conclusion of the assignment and the final payment being effected.

The consultant is requested to read and understand these ToRs and proposes a timeline not exceeding 30 days with a budget not surpassing USD 15,000.

Deliverables:

The three primary deliverables for this mid-term review are:

- (i) Inception Report with midterm review work plan: After signing of the contract, the consultant should prepare an inception report which should be approved by IUCEA. Once approved, the inception report becomes the key management document for the midterm review, guiding evaluation delivery in accordance with IUCEA expectations.
- (ii) Draft Midterm review Report. After the inception report approval, the consultant shall prepare a draft report to be reviewed by IUCEA. The draft should follow EAC/IUCEA standard format for evaluation reports.
- (iii) Final Midterm review Report: After the validation workshop. The report should include an Executive Summary and Appendices but should not exceed 25 pages (excluding Executive Summary and Appendices). In general, the report should be technically easy to comprehend for non-specialists, containing detailed lessons learned and recommendations.

Payment schedule:

Payment shall be tagged to three primary deliverables for this mid-term review as below:

- (i) 20% of contract sum shall be paid upon submission of acceptable Inception Report with midterm review work plan.*
- (ii) 30% of contract sum shall be paid upon submission of acceptable draft Midterm review Report.*
- (iii) 50% of contract sum shall be paid upon submission of acceptable final Midterm review Report: After the validation workshop.*

6 Governance and Supervision arrangements

The Executive Secretary (IUCEA) will lead the process with the support of his Deputy and the IUCEA Professional staff and the external consultant. The Consultant will report directly to the Executive Secretary of IUCEA from time to time on the progress of the assignment. The IUCEA will provide all relevant reference documents, support to convene the regional workshop for review and validation of consultant report and provide office space for consultants to carry out their work.

Key reference documents

- (i) IUCEA Strategic Plan 2016 – 2021
- (ii) IUCEA Monitoring and Evaluation Framework
- (iii) ACE II Project document
- (iv) EASTRIP Project document

- (v) IUCEA Annual reports (FYs 2016/17, 2017/18, 2018/19)
- (vi) Staff rules and Regulations
- (vii) Financial rules and Regulations
- (viii) IUCEA Act 2009
- (ix) Any other document that may deem necessary for the assignment

Section 4: General Conditions of Contract

Any resulting contract shall be subject to the IUCEA General Conditions of Contract (GCC) for the Procurement of Consultancy Services (available on request) except where modified by the Special Conditions below.

Section 5: Special Conditions of Contract

Procurement Reference Number: **IUCEA/SVS/2019-20/187**

The clause numbers given in the first column correspond with the relevant clause number of the General Conditions of Contract.

GCC clause reference	Special Conditions of Contract
Eligible Countries GCC 1.2 (e)	All countries are eligible, unless as a matter of law or official regulation, the East African Community (EAC) prohibits commercial relations with that country or by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the EAC prohibits any import of Supplies from that country or any payments to persons or entities in that country.
Authorised Representatives GCC 4.4	The Authorised Representatives are: For IUCEA: Executive Secretary for the Consultant: _____
Governing Law GCC 5.1	The Contract shall be governed by the Laws of Uganda.
Notices GCC 7.1	For notices , IUCEA's address shall be: Attention: Executive Secretary Street Address: Plot M833, Kigobe Road Floor/Room number: Second Floor, IUCEA Building Town/City: Kampala P. O. Box: 7110 Country: Uganda Telephone: +256773181662 Electronic mail address: exsec@iucea.org For notices , the Provider's address shall be: Attention: _____ Street Address: _____ Floor/Room number: _____ Town/City: _____ P. O. Box: _____ Country: _____ Telephone: _____ Facsimile number: _____ Electronic mail address: _____
Commencement GCC 8.1	The Consultant shall commence the Services within _____ after the date of the Contract.
Dispute Resolution	The formal mechanism for dispute resolution shall be the Arbitration and Conciliation Act Cap 4 of the Laws of Uganda.

GCC clause reference	Special Conditions of Contract
GCC 17.2	
Completion Period GCC 18.1	The period for the completion of the Services shall be: _____
Payment GCC 22.1	The Contract is a _____ (<i>Lump Sum Contract</i>).
Payment Documentation GCC 24.1	The following documentation shall be required to support invoices requesting payments: Copy of the contract and submission of acceptable reports in accordance with the terms of reference payment schedule
Payment Schedule GCC 25.1	The payment schedule shall be: _____
Payment Period GCC 27.1	Payments shall be made by the IUCEA within thirty days of receipt and certification of invoices accompanied by the supporting documents specified in GCC 24.1.
Insurance to be taken out by the Provider GCC 40.1	The Consultant shall take out and maintain the following insurance coverage: (i) Third Party motor vehicle: (ii) Third Party liability: (iii) Employer’s liability and workers’ compensation: (iv) Professional liability: (v) Loss or damage to equipment and property: (vi) Other:

Agreement/contract (Lump sum contract)

Procurement Reference No: **IUCEA/SVS/2019-20/187**

THIS AGREEMENT made this _____ day of _____, _____,
between _____ of _____
(hereinafter called "IUCEA"), _____, and _____ of _____
_____ (hereinafter called "the Consultant").

WHEREAS

- (a) IUCEA has requested the Consultant to provide certain consultancy services (hereinafter called the "Services") as defined herein and attached to this Contract;
- (b) the Consultant having represented to IUCEA that it has the required professional skills, personnel and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract.

NOW THEREFORE the parties hereto agree as follows:

- 1. The documents forming the Contract shall be as stated in and in the order of priority stated in the General Conditions of Contract.
- 2. The mutual rights and obligations of IUCEA and the Consultant shall be as set forth in the Contract, in particular:
 - (a) The Consultant shall carry out the Services in accordance with the provisions of the Contract; and
 - (b) IUCEA shall pay the Consultant the Contract Price of _____ or such other sum as may become payable under the provisions of the Contract, at the times and in the manner prescribed by the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

Signed by _____ (Authorized Representative IUCEA)

Name: _____ Position: _____

In the presence of:

Name: _____ Position: _____

Signed by _____ (Consultant)

Name: _____ Position: _____

In the presence of:

Name: _____ Position: _____