

**THE INSURANCE APPEALS TRIBUNAL.
7TH FLOOR RUMEE TOWER
PLOT 19 LUMUMBA AVENUE
P.O. BOX 109521**



TERMS OF REFERENCE FOR THE STRATEGIC PLANNING CONSULTANT

About The Insurance Appeals Tribunal

The Insurance Appeals Tribunal is a statutory adjudication body that was set up by the Government of Uganda under s. 136 of the Insurance Act 2017 and operationalized under the Insurance Appeals Tribunal Regulations 2019.

The Tribunal is an independent adjudication body appointed by the Minister for Finance to handle appeals from the decisions of the Insurance Regulatory Authority (IRA). In the execution of its functions, the Tribunal is required to be fair, impartial and expedient.

The Tribunal is composed of 5 members.

The Consultancy

The Tribunal seeks proposals from experienced consultants to design and facilitate a participatory strategic planning process and lead in creation of a 5-year strategic plan for the Tribunal. In this process, the consultant will be engaging with the staff, Members of the Tribunal, the Government of Uganda Officials from the Tribunal Of Finance Planning and Economic Development, the Insurance Regulatory Authority and other key players and stakeholders in the Insurance sector and other sectors incidental to the insurance business.

Previous Strategic Planning

The Tribunal, having been newly established, does not operate any strategic plan currently.

The Scope of Work

The main objective of this consultancy is to develop a 5 year strategic plan for the Tribunal that builds on the opportunities presented by current and emerging internal and external operating environment. The Strategic Plan is expected to drive forward the Tribunal's effectiveness and sustainability in its core mandate of hearing and determining appeals filed before it. The plan must address, amongst other things how to;

1. Achieve impact in its core mandate of timely hearing and disposal of appeals to the Tribunal.
2. Achieve effective financial resource mobilization and institutional sustainability
3. Achieve effective communication within the organization
4. Create and map an efficient and effective Human Resource
5. Achieve optimal governance
6. Deal with matters of risk and risk management
7. Create strong networks and partnerships
8. Strong partnerships and resource mobilization initiatives, how to strategically engage donors.
9. Develop monitoring and evaluation framework including theory of change and results chain

The assignment will involve close engagement with Members of the Insurance Appeals Tribunal, Staff and Relevant Stakeholders and will entail a participatory process, including, but not limited to;

- A review of internal documents and benchmark with similar institutions/organizations
- Consultations with Tribunal Members, Staff and Stakeholders
- Facilitation for a strategic planning workshop

- Drawing up of a draft strategic plan for the next

Deliverables

Expected deliverables include

Phase 1- Assessment and Diagnostic Stage

This Preliminary Assessment will provide the team conducting the Strategic Review with insight into the current state of the Tribunal and feedback should be internal (management/staff) and external (including clients). Key elements for review include:

1. Overall organisational review (which will also aid in understanding bottlenecks and successes in service delivery, efficient and effectiveness issues based on portfolios). Also, the review must assess the strategic framework for the Tribunal and develops proposal for high-level business process changes
2. Analyse the Tribunal's Strengths, Challenges, Opportunity, and Threats (SCOT Analysis) and PESTLE analysis in relation to its current operations and performancez.
3. Human Resources (Current and future needs)
4. Information technology (as part of the ease of doing business and the creation of efficiencies).
5. Finances and portfolio management (including general resource management.
6. Workplans- including target setting (e.g. review of performance framework for the Tribunal that identifies key outputs and outcomes, performance indicators and targets.
7. Service Delivery

Deliverables 1 and 2:

Inception report with detailed workplan, tools for review, desk review and copy of preliminary assessment.

Phase 2: Consultation and drafting of Plan

Conduct consultations with stakeholders and draft plan.

The team is also expected to:

1. Proposed Tribunal vision, mission and strategic objectives in relation to its overall mandate to determine strategic alignment.
2. Review the existing sector policies, legislation, and regulations to determine if they are in support of the Tribunal's mandate.
3. Review the organizational functions and operations of the Tribunal to identify functions that support or do not support the Tribunal's mandate, and determine organizational overlaps and duplications that may exist within the Tribunal.
4. Recommend the most appropriate operational model(s).

5. A strategic planning workshop for the IAT Members, Staff and Stakeholders to present the findings and proposed contents of the strategic plan; workshop summary. A report that includes the major activities of the consultancy, the highlights of the strategic planning workshop and the evaluation of the workshop.

Deliverable 2: Draft plan and Options Report, documenting the findings and analysis with accompanying recommendations including the rationale and value for money implications of the recommendation; and, any related implementation risks.

Deliverable 3: Final Plan with concrete recommendations that are costed.

- Definition of a detailed Functional Chart with proposed recommendations for staffing including accompanying Job Descriptions & Specifications
- Identification of a performance framework for the Tribunal that identifies key outputs and outcomes, performance indicators and targets.
- Proposed vision, mission and strategic objectives of the Tribunal;
- Human and management functions that will bolster, support and provide an effective performance-based management to enhance reporting, accountability and service delivery;
- Overall strategies for governance and accountability to improve the Tribunal's performance;
- Mechanisms to ensure organisational learning and innovativeness
- Requirements for management information and communication systems to support the recommended business processes within the Tribunal;
- Mechanisms and strategies to create an organisational culture supportive of a transformed Tribunal.
- organisation and facilitation of a meeting to present the draft plan to the members, meeting summary

Deliverable 4: Final Costed Plan Development of five-year Strategic Plan covering the period 2023-2027.

Deliverable 5- Implementation Plan to support the recommendations of the Strategic Plan with an implementation planning for the 2023-2027 period, and for the identification of organisational development priorities.

Phase 3 Presentation and dissemination of the strategic plan.

- Presentation of the strategic plan to members of the Tribunal, development of a public-facing/summary version of the strategic plan, development of a PowerPoint presentation about the strategic plan for IAT usage.

Eligibility

Eligible Consultant/Consultancy firm should meet the following criteria:

1. Lead Consultant should have a minimum of a Honors University degree in Economics, Public Administration, Public Finance or equivalent OR

2. Post graduate training including professional certification in a field related to Governance and Management; Strategic Management or Organisational Development.
3. Prior consultative engagements of a similar nature and experience in strategic planning and management as demonstrated in previous assignments
4. Excellent and proven analytical skills
5. Excellent and proven English writing skills
6. Strong interpersonal skills – including but not limited to – the ability to work under pressure with restrictive timelines and to establish and maintain effective working
7. Capacity to organise and facilitate senior level consultative meetings
8. At least 3 references for similar assignments performed within the period 2019-2022
9. Provide Consultancy Methodology, Proposed Work-plan, Curriculum Vitae for the consultancy team

Deliverables, Payment Milestones And Duration

The contract duration is 2 months (60 days). The expected deliverables are:

s/no	Deliverables/ Outputs	Payment Milestones (%)	Timelines
1.	Inception Report including workplan, and data collection tools.	25%	15 days
2.	Preliminary Analytical Report, Plan (including options) + Implementation Plan	40%	30 days
3.	Final Plan and costing	35%	13 days
4.	Power-point Presentation of Plan to Members of the Tribunal and internal staff		2 days

Commitment to Work Quality

The consultant shall use an evidence- based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The consultant shall ensure clarity of objectives and process during the consultancy, counter check all facts and figures cited, ensure that the content and format of the strategic plan meets high standard for such documents, including proper editing, clarity, and use of design and graphics.

Supervision

This consultancy assignment will be supervised by the Chairperson of the Tribunal or any other member that this responsibility may be delegated to in writing with the consultant in copy assisted by the Registrar.

Duration

The consultancy shall be for a period of 60 days from the date of signing of the consultancy agreement.

Election Criteria

The Tribunal will use the “best value for money” principle as part of the criteria for determining the best proposal.

Technical and Financial Proposals

The consultant will submit a Technical and Financial Proposal for consideration by the Insurance Appeals Tribunal. The final terms will be stipulated in the consultancy contract.

Submission guidelines

Interested consultants should submit the following;

1. An expression of interest to provide the above mentioned consultancy services.
2. A Curriculum Vitae and an organization profile including previous similar experiences.
3. Proposed detailed methodology to deliver required services.
4. A work plan and budget for the activities and final deadline
5. Relevant documents under the eligibility criteria

The proposal subject line should clearly read, “**EOI: CONSULTANCY FOR STRATEGIC PLAN.**”

The expression of interest should be addressed to:

**The Registrar,
Insurance Appeals Tribunal
7th Floor Rume Tower,
Plot 19 Lumumba Avenue,
P.O Box 109521
Kampala**

Mode of submission: **ONLY** electronically submitted proposals will be accepted. It should be submitted to the following email: info@iat.go.ug not later than 28th February 2023.

Only shortlisted bidders will be invited for an interview on a date to be contacted.