



## **TERMS OF REFERENCE FOR PROVISION OF CONSULTANCY SERVICES TO IMPROVE OPERATIONS AND EFFICIENCY FOR UWESO COMMUNITY MULTI-PURPOSE COOPERATIVE SOCIETY LIMITED (UCG).**

### **Background**

For a long time UWESO Members, groups and staff have been facing problems in accessing suitable financial services from Profit Oriented Financial Institutions due to their rigidities, unfavorable terms and conditions set by banks, micro finance and other money lending institutions.

The November 2013 UWESO General Assembly Meeting recommended establishment of a UWESO COOPERATIVE SOCIETY to provide tailored Financial and Development services to UWESO family members and enhance sustainability of its operations in Uganda. The UWESO Community Multipurpose Cooperative Society Ltd (UCG) membership is open to all UWESO Members, staff, alumni and beneficiaries in Uganda.

UWESO Community Multi-Purpose Cooperative Society Limited was legally registered on 31st July 2015 and confirmed with permanent certificate on 12th March 2018 by Ministry of Trade Industries and Cooperatives (MTIC) to carry out its operations nationally in Uganda.

### **VISION**

*" A Leading Cooperative promoting Savings and Investments leading to Members' Financial Independence."*

### **MISSION**

*"To Cultivate a Savings Culture and exploit Investment Opportunities."*

### **THE OVERALL GOAL OF UCG**

To mobilize financial resources and invest in viable enterprises in order to benefit Members.

### **SPECIFIC OBJECTIVES:**

- a) To provide capacity building support to Members by way of training, mentorship, exposure, auditing and legal services.
- b) To mobilize viable Savings and Credit for Members.
- c) To identify sound and viable investment opportunities for UCG.

## **COREVALUES**

- a) Self help
- b) Accountability and Responsibility
- c) Democracy
- d) Equality
- e) Equity
- f) Solidarity

In order to ensure professionalism, transparency and timely tracking and reporting of all transactions, there is need for a Management Information System Software tailored for that purpose.

Multi-Purpose Cooperative Societies are co-operatives that are voluntary, jointly owned, democratic organizations where decisions are made in a structured democratic way. They are owned, governed and managed by its members who have the same common bond; membership is open to all who belong to the group, regardless of race, religion, colour, creed and gender or job status. The members agree to save their money together and to make loans to each other at reasonable rates of interest and jointly invest in different sectors based on their choice from time to time.

The members are the owners and decide how their money will be used for the benefit of each other. Members elect a board that in turn employs staff to carry out the day-to-day activities of the cooperative. The number of board members is between seven and fifteen. Members also elect a credit committee in addition to the supervisory committee that performs internal audit among other functions.

## **PURPOSE OF UWESO COMMUNITY MULTIPURPOSE COOPERATIVE SOCIETY LTD (UCG)**

The primary purpose of UCG is to mobilize financial resources and invest in viable enterprises in order to benefit Members.

Proposed Products and Services

- a) Savings
- b) Shares
- c) Loans
- d) Business management and financial literacy training
- e) Investment enhancement
- f) Support socio-economic & development needs of its members and the community

## **SCOPE AND DELIVERABLES**

UWESO Community Multipurpose Cooperative Society Ltd (UCG) is looking for a resource person / firm to revamp UCG and make it self-sustaining.

## **OBJECTIVE OF THE ASSIGNMENT**

- a) To Improve efficiency of business operations, management, structures and operations of UCG with the BOD governance.

- b) To develop a business plan, train and mentor management, BOD, committee and advisory committee to implement it.
- c) To carry out a market survey to understand the Union market and players and design tailored products suitable to market demand.
- d) To support the process necessary to secure financing for capacity building and Loan fund from a network of donors and funders
- e) To develop a communication and marketing strategy for publicity
- f) To effect Improved internal controls
- g) To digitalize UCG operations
- h) To Provide guidance on key policies and procedures for proper customer Service and Co-op Development
- i) To provide operational Expertise in a bid to ensure the cooperative equity is growing
- j) To guide Networking & Synergy (Linking the cooperative to strategic partners)
- k) To advise the Chief Executive Officer on any gaps or critical issues identified.

**ASSIGNMENT DURATION: 3 MONTHS (APRIL 2020 TO JUNE 2020)**

The deliverables would inter-alia include:

- a) An approved Inception Report with clear Workplan, milestones and work strategies
- b) A Business Plan Developed, and Credit and Operation policies revised
- c) Management & staff trained in the UCG business operation. policies and systems.
- d) A functioning Board & Management implementing the Business plan.
- e) A Market Survey done, Products redesigned and new suitable products proposed, where necessary
- f) Improved performance management systems, reporting, and internal controls.
- g) A Risk management framework instituted
- h) UCG Transactions digitalized

**CONDUCT OF WORK**

This assignment shall be conducted in Kampala and may include travels to some up-country regional offices of North Eastern (Soroti), Eastern (Mbale), Southern (Masaka), Western (Mbarara) and Hoima and later on to other branches/regions established by UWESO. The consultant is expected to be making a lot of consultation with UCG Board and UWESO Management.

**TECHNICAL PROPOSAL**

The technical proposal will include the following: Conceptual approach, Work plan (with timeframe, outputs,) and methodology proposed to carry out the assignment in a phased manner that will ensure the objectives are achieved.

Details on the composition, administration, experience and qualifications (CVs attached) of the proposed team including back up personnel together with the tasks to be assigned to each professional.

Executive Summary: The proposal will include an executive summary which summarizes key elements of the consultant's strategy, approach and implementation plan.

### **FINANCIAL PROPOSAL**

The financial proposal shall adequately be structured and must take into consideration the following costs:

- a) Daily fee rate per proposed staff.
- b) Accommodation and up-keep expenses.
- c) Travel costs.

### **LANGUAGE OF THE PROPOSAL**

All information as well as communication shall be in English.

### **CURRENCY AND VALIDITY OF BIDS**

The consultancy firms/individual shall make their quotations exclusively in UGX. The validity of the bid must be not less than 20 days calculated from the deadline date for the submission of the proposals.

### **NOTIFICATION OF UNSUCCESSFUL BIDDERS**

After conclusion of the contract negotiations with the winning bidder, all other bidders will be informed on the awarding decision.

### **CANCELLATION**

The contract may be cancelled, without UCG incurring any liability to the consultant, if circumstances underlying the implementation of the contract change materially or if the price quotations are obviously unreasonable and/or exceed the financial resources earmarked for the activity.

### **TIMELINE**

The assignment is expected to take a maximum of 25 working days including writing of the final report.

### **QUALIFICATIONS AND EXPERIENCE**

Among other things, the consultant must fulfill the following requirements:

- a) Advanced Degree in BCOM, BBA, Cooperative or Microfinance Management or related fields from reputable University
- b) At least 7 years of relevant experience and expertise in Cooperative management and turn around will be an added advantage
- c) Prior work experience in similar institutions.
- d) Experience in establishing strong internal control systems for MFIs or SACCOs
- e) A wide range of experience in microfinance, SACCOs and other COMMUNITY Based Financial Services and a good understanding of Uganda microfinance sector will be an advantage but not required.
- f) Excellent communication skills.

**PAYMENTS**

The amount payable shall be gross and inclusive of all costs associated such as insurance and withholding tax.

**SUBMISSION INFORMATION:**

Interested service providers/consulting firms or individuals are invited to submit a technical proposal, which should include an expression of interest (EOI) letter, profile of the firm or individual high-lighting similar assignments carried out, detailed CVs of proposed resource person(s), and a financial proposal with all the applicable charges.

Complete Technical and Financial proposals should be addressed to:

*Chief Executive Officer;*

*Uganda Women's Efforts to Save Orphans (UWESO)*

*P.O. Box 8419 Kampala*

*Tel: 0392-777448/0414-532395*

*Plot 2, Tagore Crescent, Kamwokya*

*Email: [kiwanukas@uweso.org](mailto:kiwanukas@uweso.org)*

*Website: [www.uweso.org](http://www.uweso.org)*

*Deadline: Proposals should be delivered by 4:00pm Monday 30th March, 2020*