



Makerere
University
Retirement
Benefits
Scheme

REQUEST FOR PROPOSALS (RFP)

HR Consultant to Conduct Human Resource
Needs Assessment for Makerere University
Retirement Benefits Scheme

DECEMBER 2024

ISSUE DATE: 9 DECEMBER 2024

Request for Proposals for HR Needs Assessment Consultancy Services

1.0 Introduction

1.1 About MURBS

Makerere University Retirement Benefits Scheme (MURBS) is a Scheme for Makerere University staff. MURBS was established by Makerere University under an irrevocable trust effective 1 April 2009 to provide retirement benefits to employees of Makerere University. The Scheme is governed by a Board of Trustees (with a Secretary and Chairperson elected among their number), whose mandate is enshrined under the Trust Deed and Scheme Rules (As Amended). MURBS is a Mandatory Employer-Based Scheme, licensed by the Uganda Retirement Benefits Regulatory Authority (License No. RBS.0005).

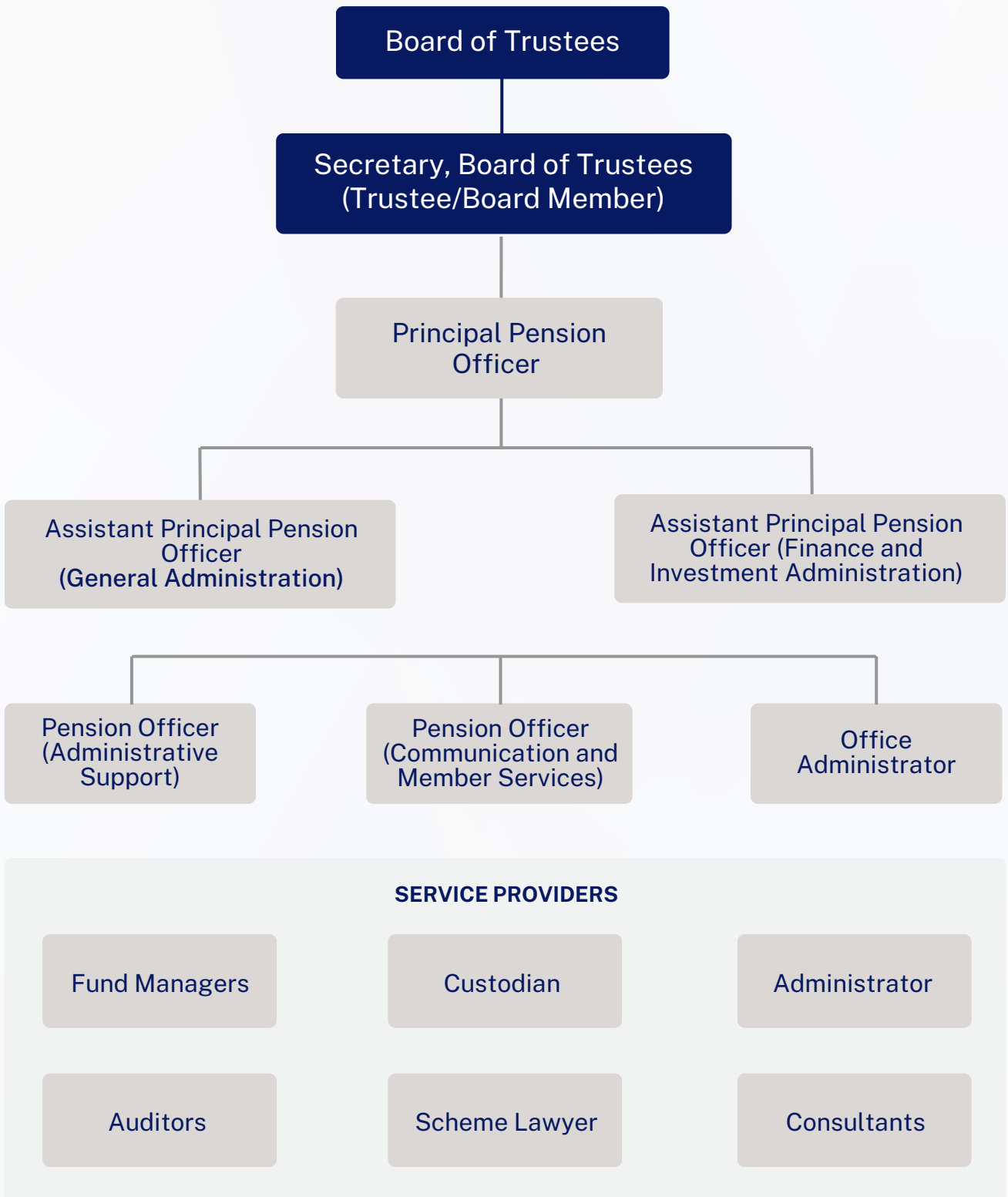
Management and day-to-day operations of the Scheme are handled by both the Secretariat as well as external Service Providers. The external service providers include; the Fund Manager, Custodian, and Administrator, who do not sit in the Scheme offices.

1.2 Organisational Structure

- a) The Board of Trustees is the top policy organ for effective Scheme governance. The Board is supported by the Secretariat which is headed by the Principal Pension Officer (PPO) and is responsible for the day-to-day management of the Scheme.
- b) The current structure of the Secretariat comprises six full-time staff. However, the Scheme engages temporary staff and casuals from time to time to support administrative operations. The number of staff employed under the Secretariat has evolved over the years based on new demands and changing circumstances; from two (2) full-time staff (Principal Pension Officer and Office Administrator) in October 2015 to six, who include an Assistant Principal Pension Officer – General Administration (appointed in July 2018); two Pension Officers (appointed in September and December 2022), and an Assistant Principal Pension Officer – Finance and Investment Administration (appointed in April 2023).
- c) The Scheme has an HR Policy Manual and HR Administrative Manual which govern staff activities. Whereas job titles have remained the same, the functions and content of the job descriptions have changed over time to meet the emerging needs of the Scheme, and actual work plans vary significantly.
- d) In addition, staff perform various management and operational tasks comprised under different Scheme policies which have implications for HR review/change processes in terms of policies that should be considered as

part of the needs assessment. Further, there is need to examine the extent of responsibility and define appropriate terms and conditions to inform a more equitable remuneration /welfare framework.

e) The detailed organisational structure for MURBS is shown below.



1.3 Strategic Plan (FY 2023/24 – FY 2027/28)

- a) The Board of Trustees rolled out a five-year Strategic Plan in July 2023, which focusses on four pillars – member satisfaction, financial sustainability, stakeholder satisfaction, and institutional capacity. Implementation of this Plan has implications on the Human Resource capacity of the Scheme, which needs to be assessed.

- b) MURBS recognises that risks may occur due to failure to implement changes promptly to deliver the new strategy. However, unceasing changes may also cause negativity among stakeholders, hence impacting core service delivery. For this reason, it will be necessary to develop a suitable change management plan.

1.4 Purpose of the Consultancy

MURBS is seeking to hire an eligible firm to conduct a comprehensive HR needs assessment. The Consultant's work will be supervised by the appointed MURBS Steering Committee which is responsible for overseeing all the arrangements for this assignment.

1.5 Methodology

It is envisaged that the Consultant will use a participatory approach in the execution of the assignment, involving consultations with Trustees and staff. Thus, consultations will be made through meetings, interviews, and presentation (either physically, or virtually (email or Zoom or phone)). Further, the Consultant should reference MURBS' policies and procedures, and consider the local organisational, cultural, and political context, history of the Scheme, employment law and employee relations issues when developing recommendations and action plans.

2.0 Summary Terms of Reference: Objectives, Scope of Work, Presentation and Review; and Deliverables

2.1 The main objective of the consultancy is to propose an organisational structure to support the achievement of strategic goals.

2.2 The Consultant will:

- a) Develop a work plan for the consultancy deliverables
- b) Interview the primary stakeholders, the Trustees and Secretariat staff, to harmonise expectations from the onset.
- c) Review the Scheme's strategic plan to gain insight on the Scheme's strategy over five years.
- d) Review the current job roles and descriptions against actual work done with a view of confirming their adequacy or recommending changes in the structure and/or roles for improvement.
- e) Outline the short term, medium term and long-term HR needs of the Scheme.
- f) Review and update job descriptions with a view of defining the level of responsibility and delegation parameters.
- g) Review of the existing job grading structure for MURBS and make recommendations. This will involve conducting a benchmark analysis of staff structures for other Schemes and comparator organisations, taking into account the peculiarities of work circumstances and policies of each scheme, in order to guide decision-making on a more equitable compensation and benefits framework to enable MURBS to attract and retain highly qualified, competent and skilled staff.
- h) Review the Human Resource Policy Manual and HR Administrative Policy, and bring to the attention of MURBS any issues requiring immediate realignment, and propose actual changes within the Policies.
- i) Propose a change management plan in line with the recommendations made.

2.3 In executing the above tasks, the Consultant will be expected to:

a) Preliminary

- i) Meet with the Steering Committee to discuss the objectives and scope of the consultancy.
- ii) Review relevant documentation and information provided by MURBS.

b) Data Collection and Analysis

- i) Develop tailored HR Needs assessment criteria and metrics based on best practices and Scheme objectives.

ii) Design data collection tools which are pre-tested and revised where necessary to ensure clarity, comprehensibility, and relevance of the interview questions.

iii) Analyse the data collected.

c) Presentation and Review

i) Present the findings to MURBS and address any questions or concerns.

ii) Revise the reports, if necessary, based on feedback

c) Deliverables

The deliverables of this consultancy are:

i) inception report/concept note providing a contextual analysis and clear outline of the process (including the agreed work-plan and tools),

ii) draft HR Needs Assessment report detailing the examination findings/ conclusions and recommendations on each of the activities in 2.0 above,

iii) Revised HR manuals aligned with the proposed structure, and

iv) three (3) signed hard copies and a soft copy (via electronic media) of the final report.

3.0 Selection Requirements

Company Profile	<ul style="list-style-type: none"> a) Overview of the Firm, including history, size, and areas of expertise. b) Contact information of the primary contact person. c) Postal address of the Firm.
Qualifications and Experience	<ul style="list-style-type: none"> a) Detailed CVs for Key personnel who will be involved in the assignment. b) A lead consultant with qualifications and experience as an HR consultant, satisfying the following profile: <ul style="list-style-type: none"> o Bachelor's degree in human resource management, business administration, or relevant field; a Master's in human resource or relevant field from a recognised University; and any other professional certifications will be added advantage. o Strong experience and expertise in HR management.

	<ul style="list-style-type: none"> o Strong background in HR related consultancies, with evidence of at least three related consultancies. o Experience in leading HR programmes/projects, conducting research, formulating strategic plans (or implementing strategic HR plans, or conducting strategy orientated assessments). o Experience in reviewing job functions and skills gaps. o Demonstrable knowledge of technology solutions for HR. o Experience in policy formulation and integration. o Demonstrated experience of leading or supporting organisational change management processes. o Evidence of understanding of how retirement benefits schemes operate and appreciation of the skills sets needed to support the delivery of fiduciary mandates. o Effective team building and engagement o Experience in the retirement or pension consultancy will be an added advantage.
<p>Methodology</p>	<p>a) A comprehensive description of the strategy and operational procedures that will be implemented in order to carry out the assignment.</p> <p>b) Proposed timeline for completing the assignment.</p>
<p>References</p>	<p>Evidence of at least three references from clients for the Firm and at least two for the lead Consultant, where similar services were performed.</p>
<p>Cost Proposal</p>	<p>A quotation of the total fees inclusive of taxes.</p>

4.0 Schedule of Dates

Please note that the schedule of dates below:

Activity	Closure Date/ Timeline
Issue of RFP document	9 December 2024
Submission of proposals	9 – 20 December 2024
Evaluation of Proposals	January 2024
Appointment and Commencement of the Assignment	February 2024

5.0 Responding to this RFP

Interested Firms should submit proposals to the Scheme using the format indicated below and not later than the closing date above.

- a) The sections to be covered are as follows:
 - 1) **Technical Proposal**, addressing the requirements in Section 3.0 above.
 - 2) **Financial Proposal**: A financial quote detailing the cost structure for the provision HR needs assessment services, inclusive of tax. Payments to the Firm in respect of the engagement will be in Uganda Shillings.
- b) The sealed parcel should contain two hard copies and one electronic copy sent via email to: info@murbs.mak.ac.ug (copied to: murbs.trustees@gmail.com).

**The Steering Committee – MURBS HR Needs Assessment
 Makerere University Retirement Benefits Scheme
 P.O. Box 7827, Kampala
 Lincoln FlatsB4, Makerere University
 Tel: +256 414 531472**

6.0 Attachments

- i) Copy of registration certificate
- ii) Certificate of incorporation of the firm
- iii) Client reference letters indicating contact details
- iv) Copies of CVs for the team

MURBS reserves the right to accept or reject any proposal submitted.