Request for Proposals Document

For

Procurement of Consultancy Services for the Development of an Integrated Five-Year Resource Mobilization and Partnership Strategy and Action Plan (2026–2030).

Procurement Reference Number: ULS/CONS/2026/005

Date of Issue: November 16, 2026

INVITATION TO CONSULTANTS

Date: Monday, November 16, 2026.

Dear Sir/ Madam,

Invitation to bid for Consultancy Services for the Development of an Integrated Five-Year Resource Mobilization and Partnership Strategy and Action Plan (2026–2030)

Uganda Law Society invites your proposal for **Invitation to bid for Consultancy Services for the Development of an Integrated Five-Year Resource Mobilization and Partnership Strategy and Action Plan (2026–2030).**

This procurement process will be conducted in accordance with the ULS procurement policy and procedures. Any resulting contract shall be subject to the terms and conditions detailed in the Agreement.

Uganda Law Society (ULS) is not bound to accept the lowest price, or any, tender. We also reserve the right to request any, or all, consultants to clarify the proposals submitted.

The planned procurement schedule for this procurement (subject to changes) is as follows:

Activity	Date.
a. Issue of Request for Proposals	November 16, 2026
b. Bid closing date	December 7, 2026

Please prepare your proposal in accordance with the instructions or inform the undersigned if you will not be submitting a proposal.

Procurement & Logistics Unit,
Uganda Law Society,
Plot 5A John Babiha Avenue,
P.O Box 426,
Kampala, Uganda.

INSTRUCTIONS TO CONSULTANTS.

Costs and Charges
The consultant shall bear all costs associated with the preparation and submission of its proposal, and ULS shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. ULS is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to contract award, without thereby incurring any liability to the consultant.

Language of Proposal
The proposal, as well as all correspondence and documents relating to the proposal exchanged between the consultant and ULS shall be written in the **ENGLISH** language. Any other language shall lead to disqualification of the proposal. In cases where there is a translation, it must be endorsed by an authorised translator.

Clarifications and Amendments
Enquiries must only be for the purposes of clarifying the content of this RFP. All enquiries must clearly specify the tender title, number, section being queried and should be emailed to procurement@uls.or.ug

Interested consultants may request for clarifications on this RFP up to **Five (5)** days before the submission date. ULS will endeavour to reply as soon as is possible. It will be at ULS's discretion to provide additional information where necessary.

Final clarifications with ULS's responses will be shared with all potential consultants.
Should ULS deem it necessary to amend the RFP, because of clarifications, it shall do so by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all consultants and will be binding on them. ULS may extend the proposal submission deadline to give the consultants reasonable time to take an amendment into account in their proposals.

Eligibility
This assignment is eligible to both firms and individual consultants.

Preparation of Proposals.
You are requested to submit separate technical and financial proposals. This RFP shall be retyped by the Consultant and is responsible for their accurate reproduction.

You are advised to carefully read the complete Request for Proposals document, including the Special Conditions before preparing your proposal.

Format of Your Proposal
Your proposal should be set out in three (3) main parts:

- Part A – Preliminary Requirements.
- Part B – General and Technical; and
- Part C – Financial.

Parts A & B may be contained in one bid. However, the Financial Proposal (Part C) must be submitted as a separate document/bid to enable the Technical and Financial proposals to be evaluated independently.

Please do not include any financial/ price information in Parts A & B. Inclusion of any price information in Parts A & B shall lead to bid rejection.

Preparation of Technical Proposals.

Technical proposals should contain the following documents and information:

1. Signed and Stamped Technical Proposal Submission Sheet;
2. A brief methodology for performing the services;
3. A work plan, showing the inputs of all key staff;
4. CV's of key staff;
5. A summary of your experience in similar assignments.

The technical proposal shall not include any financial information. The Inclusion of any financial information shall lead to the proposal being declared non-responsive.

Validity of Proposals.

Proposals must remain valid until and including **February 28, 2027.**

Submissions of Proposals:

Proposals should be submitted by hand to the address below;

Attn: Procurement & Logistics Unit,
Uganda Law Society,
Plot 5A John Babiha Avenue,
P.O Box 426,
Kampala, Uganda.

On or before **Monday, December 7, 2026 at 5:00 p.m. EAT**.

Late proposals will not be accepted. No special pleadings will be accepted. Faxed or hard-copy proposals/samples shall be declared late and rejected.

Preliminary Requirements

Consultants are required to submit scanned copies of the below documents:

1. Certificate of Incorporation (for firms) or Copy of National Identity Card/Passport (for individual consultants).
2. A Valid Trading Licence for the year 2026 (for firms) or equivalent professional registration for individuals.

3. A Valid Transactional Tax Clearance Certificate for the year 2026 addressed to Uganda Law Society or TIN Certificate (for individuals).
4. Registered Powers of Attorney (for firms) or its equivalent authorization for individuals.
5. Company profile as part of the bid submission (for firms) or CV/professional profile (for individuals).
6. Signed and stamped Code of Ethical Conduct with all pages initialised.

Failure to present the above documents will render the consultant ineligible and no further evaluation will be conducted.

Evaluation of Proposals:

The evaluation of Proposals will use the **Quality Based Selection methodology** as detailed below:

1. Detailed Technical evaluation to assess:
   (a) responsiveness to the terms and conditions of this RFP document; and
   (b) the technical quality of proposals against the criteria below, to determine the technical score for each proposal and to determine which proposals reach the minimum technical score given.

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

1. **Experience of the Firm/Individual.**	**20 Points**
The consultancy firm/individual **MUST** have a minimum of Seven (7) years' general experience in undertaking consultancies related to resource mobilization, fundraising and partnership strategy development.	10
The consultant **SHOULD** provide evidence of successful completion of similar assignments, supported by at least five (5) recommendation letters or contracts from previous clients. *Two (2) marks shall be awarded for each relevant document submitted, up to a maximum of 10 marks)*	10
2. **Methodology Proposed.**	**50 Points**
Demonstration of a clear, comprehensive and detailed methodology and approach outlining how the various aspects of the assignment will be undertaken, including the proposed processes, tools, techniques and deliverables.	40
Demonstration of a clear and realistic work plan, including key activities, milestones, timelines and deliverables for the successful execution of the assignment.	10
3. **Qualifications and competence of the consultant.**	**30 Points**
Team Lead	**20**
The consultant **MUST** possess a master's degree in or higher in Law, Business Administration, Finance, Corporate Finance, Economics, Non-Profit Management, Development Studies or another relevant discipline from a recognized university.	5
The consultant shall have a minimum of seven (7) years of professional experience in resource mobilization, corporate fundraising, organizational strategy, business modelling, partnership development or financial sustainability assignments.	5
The consultant shall demonstrate proven experience in undertaking comparable assignments undertaken for NGOs, professional bodies, membership organizations, charitable institutions or other organizations with diversified income models.	5

Relevant professional qualifications or specialized training in fundraising, strategic management, financial sustainability, corporate partnerships or organizational development will be an advantage.	5
Team Members	**10**
The proposed team member **MUST** possess a bachelor's degree in Law, Business Administration, Finance, Corporate Finance, Economics, Non-Profit Management, Development Studies or another relevant discipline from a recorgnised university. (5 *marks if consultant meets all requirements).*	5
The team member shall have a minimum of 3 years of relevant professional experience in resource mobilization, corporate fundraising, organizational strategy, business modelling, partnership development or financial sustainability assignments.	5
Total:	**100**

Note: Consultants must sign their CVs as a proof of content of the information in the CV and acceptance to undertake the assignment with the consultant, CVs which will not be signed by their owners will not be considered for award of marks.

The minimum technical score required to pass the technical evaluation is **80 points**.

The final technical weighted score shall be determined using a weighting of **100%** for technical proposals.

NOTE: - Bidders who achieve the minimum technical score of 80 marks out of 100 marks will proceed to financial evaluation stage.

Award of contract:

Award of contract shall be by placement of an Agreement.

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 (Name of Organisation).	
Date of Technical Proposal:	
Procurement Reference Number:	
Subject of Procurement:	

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

I, including any subcontractors or consultants for any part of the contract resulting from this procurement process

My 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;

Technical Proposal Authorised By:

Signature: _____ Name: _____

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

Authorised for and on behalf of:

Company _____

Address: _____

_____



CODE OF ETHICAL CONDUCT IN BUSINESS FOR CONSULTANTS.

(ULS has adopted the PPDA Supplier Code of Conduct in accordance with Section 127 of the Public Procurement and Disposal of Public Assets Act, Cap 205)

This Code of Conduct for Bidders and Providers (the "Code") sets out the minimum standards expected from the bidders/consultants and providers participating in public procurement and disposal processes of Government of Uganda. Failure to comply with the provisions of this Code may lead to suspension of the bidders/consultants and providers from being eligible for participating in public procurement and disposal processes or contract award and may result in a contract being terminated. Note, in this form, bidder includes consultant.

1. *Compliance with Applicable Law*

Bidders and providers must operate in full compliance with applicable laws, rules, and regulations.

2. *Corruption*

Bidders and providers must adhere to the highest standards of moral and ethical conduct and not engage in any form of integrity violations, including, but not limited to, fraud, corruption, coercion, collusion, and obstructive practices.

3. *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 if their industry or of any professional body of which they are members.

4. *Conflict of interest*

Bidders and providers shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with any PDE.

Bidders and providers shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

5. *Confidentiality and accuracy of information*

a. Information given by bidders and providers in the course of a procurement and disposal process or the performance of the contracts shall be true, fair and not designed to mislead.
b. Bidders and 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.

6. *Gifts and Hospitality*

Bidders and providers shall not offer gifts or extend hospitality directly or indirectly to staff of the PDE that might be viewed by the public as having an influence on their decisions.

7. *Inducements*

a. Bidders and providers shall not offer or give anything of value to influence the action of public officials in the procurement process or in the contract execution.

b. Bidders and providers shall not ask a public official to do anything which is inconsistent with the Act, Regulations, Guidelines or Code of Ethical Conduct in Business.

8. *Fraudulent Practices*

Bidders and providers shall not-

a. Collude with the other businesses and organizations with the intention of depriving a PDE of the benefits of free and open competition;
b. Enter into business arrangements that might prevent the effective conclusion of a procurement or disposal process in a fair manner;
c. Engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
d. Misrepresent or conceal facts in order to influence a procurement and disposal process or the execution of a contract to the detriment of the PDE; or utter false documents;
e. Unlawfully obtain information relating to a procurement and disposal process in order to influence the process or execution of a contract to the detriment of the PDE; and
f. Withhold from giving information to the PDE during contract execution to the detriment of the PDE.

9. *Labor, Human Rights and Social Responsibility*

Labor

Bidders and providers must ensure the provision of decent work that respects human rights, promotes social justice and supports sustainable development must not engage in forced or compulsory labour in all its forms. Bidders and providers must not employ children below 18 years of age.

Bidders and providers must ensure the payment of wages in legal tender, at regular intervals directly to the employees concerned. Consultants should keep an appropriate record of such payments.

Harassment

Bidders and providers and their employees must not engage in any form of harassment, including sexual harassment, mental or physical coercion, or verbal abuse of staff of PDE and contractors including employees.

Bidders and providers should report allegations of harassment or sexual harassment by PDEs staff to the Employer or the Authority. The reporting can be anonymous. Consultants must not dissuade or penalize their employees from reporting harassment or sexual harassment allegations.

Non-discrimination

Bidders and providers will not engage in unlawful discrimination based on race, color, age, gender, ethnicity or national origin, disability, pregnancy, religion, political affiliation, union membership, or marital status in hiring and employment practices such as wages, promotions, rewards, and access to training.

10. *Health and Safety Conduct*

Bidders and providers will provide adequate occupational safety training for employees and will identify, assess and control potential exposure to safety hazards. Personal protective equipment and educational materials will be provided where hazards cannot be adequately controlled.

11. *Environmental Policy*

Environmental Conduct

In order to contribute to waste reduction and to increase the development and awareness of environmentally sound purchasing, wherever possible, bidders and providers will strive to use durable products, reusable products and products (including those used in provision of services) that contain the maximum level of post-consumer waste, post-industrial and/or recyclable content, without significantly affecting the intended use of the goods or services.

Pollution prevention and resource reduction

Bidders and providers will utilize strategies to deliver the product or service that minimizes the emissions and discharges of pollutants and generation of waste. Bidders and providers should strive to conserve [scarce] natural resources, including water, fossil fuels, minerals, and virgin forest products.

I…….. (name of the authorised signatory) agree to comply with the above Code of Ethical Conduct of Providers and Bidders.

……..… ……...……

AUTHORISED SIGNATORY **NAME OF THE BIDDER/PROVIDER**

FINANCIAL PROPOSAL SUBMISSION SHEET

Breakdown of Lump Sum Price

[Complete this form with details of all your costs and submit it as part of your financial proposal. Where your costs are in more than one currency, submit a separate form for each currency. Authorise the rates quoted in the signature block below.]

Procurement Reference Number:

CURRENCY OF COSTS: UGX.

FEES				
Name and Position of Personnel	**Input Quantity**	**Unit of Input**	**Rate**	**Total Price**
TOTAL:				

REIMBURSABLE AND MISCELLANEOUS COSTS				
Description of Cost	**Quantity**	**Unit of Measure**	**Unit Price**	**Total Price**
TOTAL:				

TOTAL LUMP SUM PRICE IN CURRENCY: _____

Breakdown of Lump Sum Price Authorised By:

Signature: _____ Name: _____

Position: _____ Date: _____

(DD/MM/YY)

Authorised for and on behalf of:

Company: _____

TERMS OF REFERENCE

CONSULTANCY SERVICES TO DEVELOP AN INTEGRATED FIVE-YEAR RESOURCE MOBILIZATION AND PARTNERSHIP STRATEGY AND ACTION PLAN FOR THE UGANDA LAW SOCIETY, 2026–2030

1. BACKGROUND AND INSTITUTIONAL CONTEXT

1.1 Institutional Background

The Uganda Law Society (ULS) is the national professional membership body for advocates in Uganda established under the Uganda Law Society Act, Cap 305. ULS executes its statutory mandate through facilitating continuous professional development, assisting the public in matters of law, advancing the administration of justice, good governance and the rule of law. In a bid to achieve its objectives and effectively fulfil its mandate, ULS established the Legal Aid Project (LAP) as an affiliated institution to advance access to justice through legal aid, pro bono services, human rights protection and support to indigent, vulnerable and marginalized communities.

LAP is an affiliated but legally distinct non-governmental organization, with its own governance arrangements, Board oversight, charitable mandate and financial records. The complementary roles of ULS and its affiliated LAP create opportunities to strengthen institutional sustainability and develop partnerships that support both the legal profession and access to justice, while preserving their respective mandates and accountability obligations.

ULS has opportunities to optimize membership subscriptions, fee-based CLE programmes, specialized professional training, digital learning, conferences, corporate sponsorships and other professional services consistent with its mandate. Through its affiliated LAP, there are opportunities to strengthen institutional grants, foundation support, philanthropic contributions, corporate social investment, individual giving, in-kind support and strategic partnerships aligned with access to justice and human rights. Realizing these opportunities requires a coordinated but differentiated approach that recognizes the respective legal identities, governance arrangements, funding models and financial accountability requirements of ULS and its affiliated LAP.

1.2 Rationale for the Assignment

ULS and its affiliated LAP operate in a changing funding environment characterized by shifting donor priorities, geopolitical developments, increasing competition for grants, pressure on institutional budgets and potential donor fatigue. These developments make it necessary for both institutions to strengthen their financial resilience, diversify their funding sources and adopt more deliberate approaches to partnership development.

Although ULS and LAP are affiliated, their resource-mobilization strategies must recognize their different mandates, legal identities, governance arrangements and financial models. ULS has opportunities to increase internally generated professional and membership-related income, while LAP requires a sustainable funding model that protects its charitable purpose and strengthens access to justice for underserved communities.

There may also be opportunities for complementary initiatives, shared networks, coordinated engagement with selected partners and formal service arrangements where appropriate. Such arrangements must preserve institutional independence, comply with applicable legal and regulatory requirements, respect donor conditions and maintain separate financial accountability.

ULS and its affiliated LAP therefore seek the services of a qualified consultant to conduct a financial and resource-mobilization diagnostic, assess market and partnership opportunities, and develop a practical, costed five-year Resource Mobilization and Partnership Strategy and Action Plan. The strategy should establish differentiated and evidence-based sustainability approaches for both institutions, identifying realistic income opportunities, prioritizing potential partners, setting measurable targets and providing a clear framework for implementation.

2. PURPOSE AND STRUCTURE OF THE ASSIGNMENT

The purpose of the assignment is to develop a comprehensive, evidence-based and implementable five-year Resource Mobilization and Partnership Strategy and Action Plan that strengthens the financial sustainability of ULS and its affiliated LAP through diversified funding, optimized internally generated income, strategic partnerships and improved resource-mobilization systems.

The strategy must address the distinct resource needs and operating models of ULS and its affiliated LAP while identifying appropriate opportunities for collaboration that do not compromise their separate legal identities, governance arrangements, financial records or institutional mandates.

2.1 Nature and Structure of the Assignment

This is one integrated consultancy assignment covering ULS and its affiliated LAP, which are affiliated but legally distinct institutions. It shall be implemented through two complementary institutional workstreams: (i) ULS Resource Mobilization and Income Optimization; and (ii) resource mobilization through the affiliated LAP, including grant fundraising and philanthropic partnerships.

Each workstream shall have its own institutional diagnostic, strategic priorities, resource-mobilization model, targets and implementation actions, reflecting the respective mandate, governance arrangements and financial structure. These differentiated components shall be brought together in one overarching strategy and costed implementation framework.

The assignment is not intended to duplicate the full strategy-development process for each institution independently. It should maximize efficiencies through shared inception, document review, stakeholder engagement, donor and corporate mapping, analytical processes, validation and reporting, while retaining separate financial diagnostics, institutional priorities, targets and accountability arrangements where required.

3. SPECIFIC OBJECTIVES

1. *Assess the financial sustainability of ULS and its affiliated LAP:* Examine their current resource bases, revenue trends, expenditure patterns, funding gaps, cost structures,

donor concentration, unrestricted funding, income predictability and institutional sustainability risks.

2. *Develop differentiated resource-mobilization models:* Identify and prioritize viable income streams for each institution, considering its mandate, legal status, organizational capabilities, market position and financial requirements.
3. *Optimize ULS's internally generated income:* Assess opportunities to improve membership subscription income, CLE pricing and packaging, fee-based training, digital learning, legal conferences, corporate sponsorships and other appropriate professional services.
4. *Strengthen LAP's grant and philanthropic fundraising:* Develop a diversified fundraising approach covering institutional donors, foundations, corporate social investment, individual giving, philanthropy, in-kind support and strategic partnerships aligned with access to justice and human rights.
5. *Expand corporate and institutional partnerships:* Identify opportunities for long-term corporate partnerships, sponsorship packages, institutional collaborations and other mutually beneficial arrangements that extend beyond one-off event sponsorships.
6. *Assess market demand and willingness to pay:* Establish the needs, preferences, willingness to pay and barriers to participation among relevant ULS membership segments, corporate legal teams and other potential customers for professional learning and related services.
7. *Strengthen donor and partner intelligence:* Map, segment and prioritise potential donors, foundations, companies, law firms, professional-service firms, philanthropists and development partners, identifying their funding priorities, eligibility requirements, engagement opportunities and potential partnership value.
8. *Develop pro bono-linked contribution opportunities:* Identify appropriate mechanisms through which advocates and other stakeholders may voluntarily contribute financial or in-kind resources to support access to justice, without compromising professional independence or making participation compulsory.
9. *Establish appropriate collaboration between ULS and its affiliated LAP safeguards:* Assess potential governance, contracting, cost-allocation and service arrangements between the institutions, ensuring legal compliance, financial transparency, accountability and the prevention of inappropriate co-mingling of funds.
10. *Develop a costed five-year implementation framework:* Establish realistic annual and cumulative resource-mobilization targets, priority activities, timelines, resource requirements, responsible officers, key performance indicators, reporting arrangements and risk-management measures.
11. *Strengthen implementation capacity:* Develop practical tools and systems for donor pipeline management, corporate partnership development, fundraising communications, income monitoring, donor stewardship and periodic strategy review.

4. SCOPE OF WORK AND KEY TASKS

The consultant will undertake the assignment through three interrelated phases. The tasks outlined below represent the minimum scope of work required to achieve the assignment objectives. Common processes should be undertaken jointly where this creates efficiencies, while institution-specific analysis and recommendations must remain distinct.

INCEPTION, DESK REVIEW AND FINANCIAL DIAGNOSTIC

1. *Inception and work planning:* Hold an inception meeting with designated representatives of ULS and its affiliated LAP to confirm expectations, scope, methodology, information requirements, stakeholders, deliverables and validation arrangements; develop data-collection tools, a stakeholder engagement plan, risk mitigation measures and a detailed six-week workplan; and submit an inception report for approval.
2. *Document review:* Review relevant strategic plans, workplans, budgets, audited financial statements, management accounts, donor agreements, grant proposals and reports, membership records, subscription data, CLE pricing and revenue logs, conference sponsorship records, partnership agreements, governance documents, policies, organizational structures and existing resource-mobilization materials, subject to applicable confidentiality and data-protection requirements.
3. *Financial and sustainability assessment:* Conduct separate financial diagnostics for ULS and its affiliated LAP, analyzing revenue composition and trends, expenditure and cost structures, recurring and one-off income, restricted and unrestricted funding, funding gaps, donor concentration, cost recovery, core-cost coverage, resource-mobilization capacity and sustainability risks; distinguish verified historical data from estimates and projections.
4. *ULS income optimization:* Assess membership subscription structures and collection trends; CLE participation, pricing, demand and delivery costs; tiered training packages; digital and on demand learning; specialized professional training; conference sponsorships; and other viable professional services, recommending evidence-based pricing and revenue models that balance financial returns, affordability, service quality and ULS's professional mandate.
5. *LAP fundraising assessment:* Examine LAP's grant portfolio, donor concentration, funding pipeline, funding restrictions and core-cost coverage; identify opportunities to strengthen institutional grants, foundations, philanthropy, corporate social investment, individual giving, inkind support and strategic partnerships; and recommend improvements to proposal development, donor stewardship, impact communication and funding diversification, consistent with LAP's charitable mandate.
6. *Institutional and financial safeguards:* Assess the legal, governance and financial implications of potential collaboration between ULS and its affiliated LAP, including decision-making, contracting, service-level agreements, cost allocation, shared resources, separate accounts, donor conditions, charitable obligations, professional independence and conflicts of interest; recommend appropriate safeguards against co-mingling or inappropriate cross-subsidy and identify matters requiring specialist legal, tax or regulatory advice.

MARKET MAPPING AND STAKEHOLDER ENGAGEMENT

1. *Donor and partner mapping*: Identify and prioritize bilateral and multilateral partners, foundations, institutional donors, companies, law firms, professional-service firms, corporate legal departments, philanthropists and other potential supporters; develop a pipeline recording institutional fit, funding priorities, eligibility, potential opportunities,

indicative value where supportable, engagement routes, relationship owners, recommended next steps and indicative timelines.

2. *Market and willingness-to-pay assessment:* Consult selected ULS members across relevant membership categories, career stages and practice areas, alongside corporate legal teams and other potential customers, to assess CLE and training needs, willingness to pay, acceptable pricing, preferred delivery formats, demand for digital learning, barriers to participation, sponsorship opportunities and prospects for improving service uptake and revenue.
3. *Stakeholder consultations:* Engage selected corporate representatives, potential sponsors, donors, grant officers and other relevant stakeholders to understand funding priorities, sponsorship decision-making, partnership preferences, expected visibility and impact, reporting requirements, eligibility criteria and engagement timelines; use the findings to develop differentiated and realistic partnership propositions for ULS and its affiliated LAP.
4. *Corporate partnership development:* Assess the feasibility, costs, benefits and risks of longer-term corporate relationships, including annual or multi-year sponsorships, sponsored CLE programmes, digital learning, corporate social investment, access-to-justice support, in-kind contributions and other mutually beneficial arrangements that extend beyond one-off events while remaining consistent with institutional mandates and ethical requirements.
5. *Voluntary member-supported initiatives*: Explore appropriate mechanisms for voluntary financial or in-kind contributions by advocates and other stakeholders to support pro bono services and access to justice; recommend options for transparent communication, governance, accountability, reporting and beneficiary protection, ensuring contributions remain distinct from compulsory subscriptions or professional requirements and are consistent with applicable rules and professional independence.
6. *Diagnostic report and fundraising materials:* Consolidate financial assessments, market research, income optimization opportunities, donor and corporate partnership prospects, sustainability risks and governance recommendations. Review existing ULS and its affiliated LAP institutional profiles, programme materials and fundraising communications, identifying materials to develop or update to communicate their mandates, priorities, results, comparative advantages, funding needs and partnership opportunities.

STRATEGY DEVELOPMENT, VALIDATION AND FINALISATION

- *Strategy development and fundraising tools:* Prepare a differentiated five-year strategy defining each institution's resource-mobilization priorities, funding streams, targets, financial assumptions, donor engagement plans and safeguards. Develop or update institutional and programme-facing materials, priority project briefs or concept-note summaries, and private sector or domestic fundraising case statements outlining needs, proposed responses, expected results, indicative budgets, partnership value and calls to action. Recommend consistent procedures for donor communications, proposals, follow-up, partner recognition and relationship stewardship.
- *Implementation planning:* Develop a prioritized and costed five-year action plan specifying each intervention, intended result, responsible institution and lead role,

implementation timeline, financial and human resource requirements, annual targets, performance indicators, reporting arrangements, dependencies and risks; distinguish activities achievable using existing resources from those requiring additional investment.

- *Validation and finalization:* Present the draft strategy and action plan to designated stakeholders from ULS and its affiliated LAP; facilitate review of the diagnostic findings, strategic priorities, financial assumptions, targets and safeguards; document and incorporate consolidated feedback; and submit the final strategy, action plan and supporting tools in editable electronic formats.

5. EXPECTED DELIVERABLES

The consultant shall deliver the following outputs:

No.	Deliverable	Minimum Required Content
1	Inception Report	Confirmed methodology, stakeholder engagement plan, information requirements, data-collection tools, risk mitigation measures, deliverables and detailed workplan.
2	Diagnostic and Market-Mapping Report	Separate ULS and its affiliated LAP financial and sustainability assessments; income optimization and market research findings; donor and corporate partnership mapping; funding gaps, risks and opportunities; and recommendations on institutional and financial safeguards.
3	Draft Five-Year Resource Mobilization Strategy and Action Plan	Differentiated ULS and its affiliated LAP strategies; resource mobilization priorities and funding models; financial assumptions; annual targets; institutional capacity requirements; partnership approaches; implementation arrangements; and a costed five-year action plan with indicators and risk mitigation measures.
4	Validation Presentation and Revised Draft	Presentation of diagnostic findings, strategic priorities, financial assumptions, targets, proposed fundraising materials and implementation arrangements; documentation of stakeholder feedback and a revised draft incorporating consolidated comments.

5	Final Strategy and Implementation Toolkit	Final five-year strategy and costed action plan; annual targets and monitoring framework; dashboard specifications; prioritized donor and corporate partnership pipeline; updated ULS and its affiliated LAP institutional profiles and programme-facing fundraising materials; agreed priority project briefs or concept-note summaries; private-sector or domestic resource-mobilization case statements, where appropriate; a LAP Case for Support; a ULS Corporate Sponsorship Pitch Package; CLE and income optimization recommendations; and a donor and partner communications and stewardship framework covering engagement, proposal follow-up, recognition and relationship management.

All reports and tools shall be submitted electronically in editable formats, with PDF copies where requested. The final documents must be clear, practical and ready for institutional adoption and implementation.

6. DURATION

The assignment shall be completed within a maximum of 30 working days from the date of contract commencement. The consultant shall propose a detailed workplan during inception.

7. CONSULTANT QUALIFICATIONS AND EXPERIENCE

The assignment requires a consultant or consulting team with a combination of resource-mobilization, financial analysis, organizational strategy, corporate partnership and non-profit governance expertise.

7.1 Academic Qualifications

A Master's degree or higher in Law, Business Administration, Finance, Corporate Finance, Economics, Non-Profit Management, Development Studies or another relevant discipline. Relevant professional qualifications or specialized training in fundraising, strategic management, financial sustainability, corporate partnerships or organizational development will be an advantage.

7.2 Professional Experience

At least seven years of demonstrated experience in resource mobilization, corporate fundraising, organizational strategy, business modelling, partnership development or financial sustainability assignments.

The consultant should provide evidence of comparable assignments undertaken for NGOs, professional bodies, membership organizations, charitable institutions or other organizations with diversified income models.

7.3 Technical Competencies

The consultant should demonstrate:

- Strong financial and analytical skills, including revenue analysis, financial projections, costed action planning and performance measurement.

- Experience in corporate partnership development, B2B engagement, sponsorship packages and relationship management.
- Experience in donor mapping, fundraising strategy, grant pipeline development and philanthropic resource mobilization.
- Understanding of non-profit governance, charitable funding and the need to maintain clear legal and financial boundaries between distinct entities.
- Knowledge of pricing, fee-based professional training, digital learning or other service-based income models.
- Strong stakeholder consultation, facilitation, research, report-writing and presentation skills.
- Ability to translate analytical findings into realistic, prioritized and implementable strategies.
- Experience in Uganda or a comparable East African context will be an advantage.

8. APPLICATION REQUIREMENTS

Interested consultants or consulting firms shall submit:

1. Technical proposal: Demonstrating understanding of the assignment, proposed methodology, analytical approach, stakeholder engagement plan, quality assurance measures and six-week workplan.
2. Financial proposal: Providing the total professional fee, applicable taxes and any proposed reimbursable costs as separate items.
3. Consultant or team profiles: CVs of the lead consultant and proposed team members, demonstrating relevant qualifications, experience and responsibilities.
4. Evidence of comparable assignments: Brief descriptions of at least two relevant assignments, including the client, scope of work and principal outputs. References or work samples may be requested.
5. Conflict-of-interest declaration: Disclosure of any actual, potential or perceived conflict of interest involving ULS, LAP, their members, funders, prospective partners or other relevant stakeholders.
6. Availability confirmation: Confirmation that the consultant or team can undertake and complete the assignment within the stipulated six-week period.

The ULS reserves the right to reject any application submitted and awards will be made based on applications which offer the greatest value for money.

Special Conditions of Contract.

Reference	Special Conditions of Contract
Authorised Representatives	The Authorised Representatives are: For the Uganda Law Society: **Chief Executive Officer.** For the Consultant:
Governing Law	The Laws of Uganda shall govern the Contract.
Notices	For **notices**, Uganda Law Society address shall be: Attention: **Chief Executive Officer,** Street Address: **Plot 5A John Babiha Avenue,** P. O. Box: **426,** Country: **Uganda,** For **notices**, the Provider's address shall be: Attention: Street Address: Town/City: P. O. Box: Country: Telephone: Facsimile number: Electronic mail address:
Commencement	The Consultant shall commence the assignment **Immediately after Contract Signature.**
Dispute Resolution	The formal mechanism for dispute resolution shall be the Arbitration and Conciliation Act, Cap 54 of the Laws of Uganda.
Completion Period	The period for the completion of the Services shall be within **30 Working Days.**
Payment	The Contract is a **Lumpsum Contract.**
Payment Documentation	The following documentation shall be required to support invoices requesting payments: **Not Applicable.**
Payment Schedule	The payment schedule shall be: **a) 40% upon submission and approval of inception report** **b) 60% upon submission and approval of the final consultancy report**
Payment Period	Uganda Law Society shall make payments within **(30) thirty days** of receipt and certification of invoices accompanied by the supporting documents.

Reference	Special Conditions of Contract
Insurance to be taken out by the Provider	The Consultant shall take out and maintain the following insurance coverage: (i) **Professional Liability.**



THE REPUBLIC OF UGANDA

IN THE MATTER OF THE CONTRACT ACT CAP 284

IN THE MATTER OF CONTRACT FOR THE PROVISION OF CONSULTANCY SERVICES TO CONDUCT COMPREHENSIVE ANALYSIS ON THE EFFECTIVENESS OF CURRENT POLICIES & LEGISLATION ON ACCESS TO JUSTICE AND OTHER HUMAN RIGHTS

BETWEEN

LEGAL AID PROJECT OF UGANDA LAW SOCIETY

Procurement Reference No:

Dated this……. day of …….20…….

This contract is made this ……. day of …….. 20……

BETWEEN

LEGAL AID PROJECT OF THE UGANDA LAW SOCIETY of P.O. Box 246, Kampala (hereinafter referred to as "the Client/ Organisation" which expression shall where the context so permits include its assignees and successors in title) of the one part,

AND

…… of P.O. Box ……..….. (hereinafter referred to as "the Consultant" which expression shall where the context so permits include her assignees and successor in the title on the other part.

WHEREAS;

(a) the organisation 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 the organisation 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 as;

a) Agreement,

b) Consultant's Proposal as amended by clarifications,

c) Special Conditions of Contract,

d) Terms of Reference,

e) Minutes of negotiations, if any,

2. The mutual rights and obligations of the organisation 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) the Organisation 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.
3. The Consultant undertakes to maintain strict confidentiality and not to disclose to any third party, without the prior written consent of the Organisation, any confidential information, data, or documents acquired or produced in connection with this Contract. This obligation shall survive the termination or expiration of this Contract.
4. The Services shall commence on the _____ day of _____,2025 and shall be completed by the _____ day of _____, 2025, unless extended by mutual written agreement of the Parties.
5. Any dispute, controversy or claim arising out of or in relation to this Contract, or the breach, termination or invalidity thereof, shall be settled amicably through mutual consultation. If such consultation fails, the Parties agree to submit the dispute to mediation or arbitration under the applicable national ADR laws or a mutually agreed arbitration framework.
6. The Consultant shall be solely responsible for the professional and technical accuracy of all work, services, and deliverables provided under this Contract. In performing the Services, the Consultant shall:

a) Exercise the highest standards of professional and ethical competence and integrity;
b) Ensure timely completion and delivery of the Services in accordance with the agreed schedule;
c) Employ qualified personnel with appropriate expertise and experience;
d) Use resources efficiently and prudently in accordance with best industry practices;
e) Promptly inform the Organisation of any condition that is likely to affect performance or completion of the Services.

7. The Consultant shall be liable for any loss or damage arising out of or in connection with the performance or non-performance of the Services to the extent such loss or damage is attributable to the Consultant's negligence, misconduct, or breach of the terms of this Contract.
8. No modification or amendment of this Contract shall be valid or binding unless made in writing and duly signed by authorized representatives of both Parties.
9. If any provision of this Contract is held to be illegal, invalid or unenforceable, in whole or in part, such provision or part thereof shall to that extent be deemed not to form part of this Contract. However, the legality, validity and enforceability of the remainder of the Contract shall not be affected.
10. This Contract shall be governed by and construed in accordance with the laws of Uganda, and the Parties submit to the exclusive jurisdiction of the courts of that jurisdiction.

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 of the organisation)

Name: _____ Position: _____

In the presence of:

Name: _____ Position: _____

Signed by _____(Authorized Representative of Consultant)

Name: _____ Position: _____

In the presence of:

Name: _____Position: _____