TRANSPARENCY INTERNATIONAL UGANDA

TERMS OF REFERENCE: CONSULTANCY TO CONDUCT AN ASSESSMENT OF ISLANDS OF INTEGRITY IN PUBLIC SERVICE DELIVERY IN UGANDA

GENERAL INFORMATION

Reference Number: TOR/ISLANDS_INTEGRITY/2026
Deadline for Submission: 21st September 2026
Expected number of working days: 40 Days
Location: Remote, except dedicated meetings

1.0. BACKGROUND

Transparency International Uganda (TI-Uganda) is the National Chapter in Uganda of Transparency International - the global Coalition against corruption working to build a society that condemns corruption, demands accountability, and upholds the principles of good governance.

TI-Uganda is working in partnership with Anti-Corruption Coalition Uganda (ACCU) to implement the Civic Engagement for Accountability Project (CEAP), with support from the Royal Danish Embassy. The Project aims to improve transparency and accountability among both state and non-state actors in Uganda. As part of the Project, TI-Uganda intends to conduct an assessment of selected public institutions that have exhibited exemplary service delivery with a demonstration of substantially lower levels of corruption, conceptualized as "**Islands-of-Integrity**." TI-Uganda invites interested consultants to express interest to support both the assessment as well as the implementation of this stream of work.

2.0 ISLANDS OF INTEGRITY

Islands of Integrity are understood as public sector institutions that succeed in delivering public services effectively and efficiently with demonstrably reduced corruption despite operating in a wider context of endemic corruption. Within anti-corruption practice, methodologies have been developed and deployed on one hand to establish "Islands-of-Integrity" as well as methodologies to assess "Islands-of-Integrity." In the context of this work, TI-Uganda seeks (not to build, but rather) to identify and assess existing "Islands of Integrity." Studying these institutions will reveal practical, scalable measures for corruption reduction. This assessment will identify existing Islands of Integrity (across sectors and levels), unpack the institutional and political drivers that enabled better integrity outcomes, and produce actionable recommendations for replication, adaptation, or scaling.

3.0 OBJECTIVES

3.1 Primary: Conduct a structured assessment of the policies and practices of identified selected institutions referred to as 'Islands of Integrity' to identify efficiency enablers that minimize corruption and enhance service delivery.

3.2 Specific:

- **3.2.1** Map and select candidate islands (MDAs, services, agencies, facilities, or units) across sectors
- **3.2.2** Analyze the policy, institutional, leadership, incentive, and contextual drivers that explain lower corruption/bribery in selected cases; assessing the impact of these drivers on transparency, accountability and public trust.
- **3.2.3** Assess the conditions required for replication or scaling and identify risks and limitations.
- **3.2.4** Produce practical recommendations and tools for government, civil society, and donors.

4.0 GEOGRAPHIC SCOPE

National coverage with purposive selection of at least three candidate "islands" (or entities) from different sectors (for example: a department within health, a service within education, a unit within Works, a bureau within justice, a local government service delivery, revenue administration, and utilities).

5.0 SCOPE OF WORK

The consultant will:

- 5.1 Produce an inception report and workplan (including sampling tools, and timeline).
- 5.2 Review relevant literature, surveys, audit reports, citizen feedback data, and previous studies on bribery and integrity in institutions in Uganda.
- 5.3 Work with the selected stakeholders to develop a selection-criteria and a short list of five (5) candidate Islands using various indicators such as bribery survey trends, complaint data, audit findings, reform initiatives, citizen feedback, satisfaction surverys and public reputation among others.
- 5.4 Conduct field visits, key informant interviews with relevant staff in the shortlisted institutions.
- 5.5 Conduct an assessment of existing enabling factors and their effect on improving integrity and quality of service delivery in the target institutions and evaluate which practices are transferable, potential spillovers, and systemic constraints.

6.0 DELIVERABLES

- 6.1 Produce and present an inception report to the core TI team.
- 6.2 Convene and facilitate five (5) meetings with the stakeholders identified by TI Uganda to discuss the study
- 6.3 Participate in and make a presentation of the findings during a validation meeting with key stakeholders and incorporate feedback.
- 6.4 Provide a final designed report and power point presentation for the study
- 6.5 Participate in the dissemination workshop organized by TI-Uganda.

7.0 THE MULTISTAKEHOLDER GROUP

The consultant shall work with a core TI team supported by a multi-stakeholder group. The multistakeholder group shall be constituted by TI-Uganda and will participate and provide guidance during the study. It will be composed of key accountability institutions such as Inspectorate of Government (IG), Directorate of Ethics and Integrity (DEI), Public Procurement and Disposal of Assets (PPDA), select CSO members and the TI-Secretariat,

The consultant will conduct at least 5 meetings with this group, besides other day-to-day engagements whenever necessary. The purposes for the meetings will include among others;

i) Developing a criteria for selecting the proposed intuitions for the study and generating the data collection tools

ii) Review the inception report presented by the consultant

iii) Review the data collection process and provide guidance,

iv) Review the draft report and

v) Any other meeting as shall be decided by the stakeholders.

8.0 METHODOLOGY

The consultant shall elaborate a detailed methodology. A mixed-methods approach shall be required under this consultancy: key informant interviews/focus groups, site observations, desk review and data analysis. The consultancy will provide performance metrics (e.g., processing time, corruption incidents pre Vs post-automation period) and benchmarking against different institutions. The assessment shall be complemented with some public input.

9.0 DELIVERABLES AGAINST TIMELINE

Deliverable	**Description**	**Due Date (from contract start)**
Inception Report	Methodology, workplan	Week 1
Stakeholder meetings	Meeting with stakeholders selected by TI-Uganda to discuss processes and procedures including reviewing the inception report, identification of potential islands of Integrity, among others.	Week 2 Week 4 Week 6 Week 8
Data collected	Comprises of data collection, literature review, among others.	Week 2 – week 4
Draft Report	Full analysis, preliminary recommendations	Week 5
Final Report and power point presentation	Revised, with annexes (data, tools) PowerPoint for workshop; 2 hard copies, digital files	Week 6 - Week 8

Total duration: 40 Days

10. BUDGET GUIDE

The financial proposal shall include consultant fees, travel, data collection and analysis as well as convening 5 stakeholder meetings. All costs related to printing the final report and workshop fees during validation and dissemination of findings shall be handled by TI-Uganda.

11. ELIGIBILITY EVALUATION AND SUBMISSION.

11.1 Consultant Qualifications

- A relevant Masters degree in public administration, governance, public policy, or related field. A PhD in relevant field shall be an added advantage.
- At least 7 years' proven professional experience in anti-corruption research, public sector accountability, governance (Uganda experience essential).
- Demonstrated experience using mixed methods, case study analysis, and practical policy recommendations.
- Proof of proven track record with a minimum of 3 assignments relevant to this consultancy.
- Excellent written and spoken English; knowledge of local languages is an advantage.
- Strong stakeholder engagement skills and a record of delivering high-quality reports and presentations.

11.2 Evaluation of Applications

Technical proposal shall be scored at 70% and financial 30%. The technical proposal shall be assessed based on; CVs and Methodology (30%), workplan (20%) and Expertise/ previous assignments (20%). A minimum of 40% score at technical evaluation should be attained to proceed to financial evaluation.

11.3 Submission

All proposals should be submitted to procurement@tiuganda.org and copy to info@tiuganda.org with subject: ***TOR/ISLANDS_INTEGRITY/2026.***

NOTE: TI-Uganda will hold an information-sharing session on 11 September, from 11:00 a.m. to 12:00 noon EAT, to provide further clarification and details regarding this assignment. Interested applicants are requested to express their interest in attending by emailing dkizito@tiuganda.org. The meeting link will be shared with confirmed participants.