

## Request for Proposals

### Establishing the Online Data Base of the Department of the NGO Management for Non-governmental Organizations in Uganda

<b>Issued on:</b>	January 14, 2025
<b>Questions submission date:</b>	January 21, 2025
<b>Proposal submission date:</b>	February 21, 2025
<b>Closing Time:</b>	5:00 pm, Kampala time
<b>Application procedures:</b>	See section XIV below

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#### I. INTRODUCTION

The USAID/Uganda Civil Society Strengthening Activity (CSSA) is a seven-year Activity funded by the United States Agency for International Development (USAID) and implemented by East-West Management Institute, Inc. (EWMI) in partnership with the International Center for Not-for-profit Law (ICNL), Uganda Management Institute (UMI), and Common Ground Consulting (CGC). CSSA supports the capacity strengthening of Ugandan civil society organizations (CSOs) to influence and contribute to improved development outcomes in four thematic areas: (1) health, with particular attention paid to achieving Uganda's HIV/AIDS' reduction goals; (2) education, youth, and child development; (3) agriculture and food security; and (4) democracy, rights, and governance.

To achieve its aim, CSSA implements activities under three components:

**Component 1:** Strengthen the advocacy capacity of CSOs to influence national and local development;

**Component 2:** Improve the organizational capacity of advocacy and service delivery oriented CSOs to sustainably fulfil their stated missions; and

**Component 3:** Promote a more supporting an enabling environment that sustains a vibrant civil society.

#### II. BACKGROUND

The Department of the NGO Management under Uganda's Ministry of Internal Affairs oversees all operations of NGOs and community-based organizations (CBO) in the country. The Department of the NGO Management estimates that it has archived in hard copy approximately 15,000 folders, containing an estimated total of between 400,000 - 600,000 individual pages of documents. Each folder contains various multi-page documents for the respective NGO or CBO that include, but are not limited to: the registration act, the statute,

the narrative and financial reports, permission renewals, and other administrative forms and products of the respective organization.

The NGOs in Uganda are legally classified in five categories. There are some documents that all categories of NGOs are required to submit to the Department of the NGO Management, and there are some specific documents that only one or more categories of NGOs are required to submit to Department of the NGO Management.

Currently, all documents in the Department of the NGO Management's archive are exclusively in physical printed format.

### **III. GOAL AND OBJECTIVES**

CSSA will assist the Department of the NGO Management's effort to digitalize its archive, and establish and maintain a digital data base of the documents that NGOs in Uganda are required to submit to the Department of the NGO Management (hereinafter referred to as 'Department of the NGO Management's Online Data Base'), as an initial step towards preparing, updating, and disseminating data-driven reports on the contribution of NGOs and CBOs to the economic, social, cultural, and political developments in Uganda.

To that end, CSSA is seeking proposals from eligible and qualified Ugandan nonprofit, business, or academic institutions; international nonprofit, business, or academic institutions (hereinafter referred to as 'the Contractor') to assist the Department of the NGO Management to establish the Online Data Base (hereinafter referred to as 'the Assignment').

The Contractor will work to achieve the following objectives:

1. Develop and deploy a custom web-based software solution that will be the digital core of the Department of the NGO Management's Online Data Base;
2. Complete the digitalization of all hard-copy documents that comprise the Department of the NGO Management's archive based on the custom-built software system developed under Objective 1 above;
3. Train the Department of the NGO Management staff on using the Department of the NGO Management's Online Data Base, and assist them to train NGOs to submit documents to the Department of the NGO Management's Online Data Base;
4. Provide maintenance and technical support for a period of 3 years for the Department of the NGO Management's Online Data Base.

### **IV. DESCRIPTION OF WORK AND EXPECTED OUTCOMES**

#### ***1. Develop and deploy a custom web-based software solution***

The Contractor will develop and deploy a custom web-based software solution that will:

- a. capture the digitalized documents of the Department of the NGO Management's archive across select data points agreed upon with the Department of the NGO Management;

- b. enable, going forward, the online submission of the NGO documents to the Department of the NGO Management, and the review and management of these documents by the Department of the NGO Management;
- c. include a reporting analytics module that queries and pulls historic data from the Department of the NGO Management's Online Data Base as described in *points a and b* above, aggregates the data to extract metrics, and displays the information using intuitive visualization.
- d. be open source and allow for upgrades and updates, as needed;
- e. meet best industry standards of security and safety of: (i) the system itself, to make it resilient to hacking and misuse; and (ii) the data that the system will serve to store; and
- f. be compliant with Government of Uganda's laws and regulations related to digital products and their use, as well as privacy and data protection.

To achieve *point a* above, the Contractor will work with the Department of the NGO Management to develop a set of data points (for example, each NGO's identification number, name, address, etc.) to: (i) capture these data points in the documents to be scanned; and (ii) capture these data points in the documents that, going forward, NGOs will submit to the Department of the NGO Management Online Data Base.

These key data points will:

- Be used to create profiles for each NGO in the Department of the NGO Management Online Data Base, so that once the Online Data Base is deployed, the Department of the NGO Management can quickly look up a specific NGO and specific forms related to that NGO;
- Make the Online Data Base navigable - people can search it, and find documents when they need to;
- Play a role in organizing the data for analysis, which will assist in the collection of information to support the Department of the NGO Management's report about the impact of the NGO sector in Uganda;
- Serve to reconcile the NGO documents that are retroactively being scanned and those that will be scanned later on when the Online Data Base goes live, so that they end up in the same dataset but in a slightly different way (so the system knows that document A is from the same NGO as document B, and should be organized under the same profile)

During scanning, the key data points agreed upon will need to be manually entered into an excel spreadsheet and from there to the Online Data Base.

## **2. Digitalizing Existing Physical Documents**

The Department of the NGO Management's archive is comprised of all of the NGO-related documents, which are organized into individual folders (a "folder" is a collection of all documents related to a single NGO) – with one folder for each NGO. Depending on how long the NGO has been in operation, these folders can conceivably contain anywhere from 15

documents to over 100 documents. With an estimated 15,000 individual NGO folders, the total number of individual documents requiring scanning is likely to be between 400,000 – 600,000 pages.

All these documents will need to be physically scanned and uploaded into the Department of the NGO Management's Online Data Base to be developed under Objective I.

*Key Points:*

- Currently, NGOs submit all forms to the Department of the NGO Management, from registration to status updates, in physical hard-copy formats.
- The archive of physical documents is located in a single location in Kampala.
- The documents are located in cardboard boxes, which are labeled by year.
- A NGO's individual folder is located in a box labeled with the year that the NGO was registered. In subsequent years, additional documents (e.g., renewal forms) are added to the NGO's folder but the location of the folder remains the box labeled with the year of the respective NGO's registration. For example, if NGO A was registered in 2012, and has been operating through 2023, its file will be in one of the boxes labeled 2012, and its file will contain documents from 2012 to 2023. While there may be occasional exceptions, this storage logic is the overarching pattern.
- The boxes are marked with a year, with multiple boxes per year – there is no further categorization logic in the physical boxes (e.g., the files are not in alphabetical or chronological order).
- The documents are generally in good physical condition, but some may have tears, or other damage. Generally, all documents should be in sufficient condition to be scanned using a scanning machine, or a phone-based app.
- Some documents are stapled together, and will need to be separated to scan, and then re-stapled.
- The documents are a mix of hand-writing and printed text – The Contractor will need to review some documents in handwriting for the purpose of manual data entry.
- Some documents have open-text narrative answers, therefore some data points may need to be manually entered into the digital system by the Contractor, as assessed by reading the open text response (in printed format or handwriting). For example, each NGO provides a description of its work – but does not explicitly list what issue sector it works in. The Contractor may be required to read each description, and from that select from a drop down list a matching issue sector.

### *Expected Outcomes:*

- All documents scanned, and a digital copy uploaded into the Online Data Base.
- Key data points manually entered from physical documents into a spreadsheet (and from there directly into the software system) to create profiles for each NGO within a cohesive software system.
- The software system will ingest the manually entered data and document scans and ensure data uniformity and sanity to assist with searching and analytics (e.g., NGO name, issue area, geographic region, etc.).
- NGO profiles will contain all scanned documents in an organized format (by form type, date, etc.).
- The software that is the base for the Online Data Base can search for files based on NGO details or keywords.
- The software that is the base for the Online Data Base will present sortable macro-level analytics based on data points that are manually entered into the Online Data Base (e.g., total number of NGOs registered in X region, total number of NGOs working on Y issue area across all of Uganda, etc.).
- The Department of the NGO Management can easily search for NGO files, create, delete, or manage NGO files, access macro level data analytics, and scan, upload, and organize new physical documents after the Assignment is completed.
- The software that is the base for the Online Data Base integrates seamlessly with the digital intake system (outlined in *section IV.3* below).
- The Online Data Base must have an easy-to-use interface, and a way to continue to digitalize hard copy documents that arrive in the future, beyond the completion of the Assignment.

### **3. Digitalizing the Intake of NGO forms online**

Currently, NGOs submit all forms to the Department of the NGO Management, from registration to status updates, in physical hard-copy formats (in-person or by mail). The Online Data Base should enable all of these form submissions and associated processes to take place online, so that NGOs can directly submit forms on a web-based software portal.

Technically, it is important to carry out both efforts together because, in broad terms, the software will be the core of one central database – the Department of the NGO Management’s Online Data Base - that can take in and process documents that are consumed in two different ways: (i) scanned and entered; and (ii) submitted online. It will be more effective and cost efficient to build both components together, as they will need to be designed and planned specifically to work with one another. Doing so will reduce cost and time of the effort considerably, and lead to a more reliable output. This is because breaking the effort into two phases will require doing certain key parts of development twice instead of once – the in-depth planning process (aka making a blueprint for the work, getting feedback from key stakeholders),

configuring a test environment (where you build software before deploying it live), rigorous testing, bug fixing, training – all would need to happen twice instead of just once.

The intake of NGOs' digital documents must integrate seamlessly with the respective section of the Online Data base that hosts the documents which have been digitalized from physical hard-copy to digital format. For example, if an NGO file has been completely digitalized from hard copy to digital format, and that NGO later submits some or all forms online, these forms should be automatically recognized as belonging to this NGO's profile by the software system, and stored and displayed in the same digital profile of the respective NGO, which was created during the scanning/digitalization process.

The system must have the highest standard of data security, and NGOs should have the ability to create user accounts behind a password login barrier, where they will manage, submit, and review their documents.

Additionally, the system must have an internal facing (not accessible by NGOs) interface for the Department of the NGO Management staff, which will allow them to access the database and analytics, as well as process, review, and approve incoming NGO forms that are submitted online by NGOs. This must include detailed multi-user review and approval flows – the system should accommodate for multiple review and approval flows.

The system should have the capability to add new form templates, edit/modify templates, and add/edit/delete process work flows. The Contractor will work closely with the Department of the NGO Management and CSSA to determine the specific form templates and associated process flows, and design the system to match these.

*Expected Outcomes:*

- New NGO registrations can be processed entirely online.
- Existing NGOs can submit forms online.
- The Department of the NGO Management can process incoming forms submitted online, review, and manage the appropriate approval/process flows online.
- The system can send automated reminders and notifications to NGOs (e.g., reminder to submit updated form, notice of approval status, etc.).
- The system will integrate seamlessly with the functions of the system outlined in *section IV.2* above.
  - Digital NGO files created through the manual scanning and data entry process will sync with associated files that are submitted online.
  - The system can handle hybrid file scenarios (e.g., if an NGO submits one form in physical format, and a different form online – these can be consumed and organized in the system).
  - The system will automatically extract key data points from incoming online submissions to populate and update the macro level analytics suite. To this end, the

Contractor needs to ensure consistent naming mechanisms for all data points for entry and later searching and filtering.

- The system will store images of entire forms for all forms submitted online.

#### **4. Building an intuitive information visualization**

The Contractor will implement an intuitive, user-friendly set of analytics dashboards, charts, tables or other forms of visualizations (e.g., reports, which can be exported in Excel or PDF formats) in order to surface data metrics and characteristics from the historical information stored in the Department of the NGO Management's database. The exact set of metrics to be captured and used for the visualization shall be finalized during the Assignment's implementation, as outlined in the Implementation Approach section.

*Expected Outcomes:*

- Deploy within the software system an intuitive, user-friendly analytics suite accessible by the Department of the NGO Management (not the general public or NGO users). All government agencies and ministries are generally encouraged to host with NITA-U (National Information Technology Authority of Uganda) however the Contractor may make alternative recommendations for cloud-based hosting on trusted, secure platforms (e.g., Amazon Web Services).
- The data analytics will pull information daily from the other components of the system, including manually entered data and data entered through the online intake process. This could be for a variety of reasons, including, NGOs, which lack internet access. Right now, NGOs submit all their documents in physical format to the Department of the NGO Management. Changing this behavior will take some time, as NGOs are used to this process, so many will likely continue to submit in physical format during the transition to an all-online process of the submission of NGO documents to the Department of the NGO Management. There are other outlier variables that could come up (for example, if an NGO has outstanding documents from previous years that weren't submitted, these will be in physical form). For all of these reasons, the system should provide the ability to handle physical forms and enter them into the system, scan, etc.
- The data analytics should be sortable, with multiple filters to make navigating between different data sets easy and fast.

#### **5. Providing Training, Maintenance, and Technical Support**

The Contractor will train the Department of the NGO Management's staff to use the Online Data Base, and will assist them to develop training materials so that the Department of the NGO Management's staff can train NGOs on how to submit their documents to the Department of the NGO Management Online Data Base.

The Contractor will also outline and implement a sustainable long-term plan to maintain and support the Department of the NGO Management's Online Data Base for a period of 3 years.

(a) Technical Support:

- includes fixing of bugs<sup>1</sup> that appear in the software usage that the Department of the NGO Management or NGO users may face;
- should also include customer support assistance (e.g., queries from NGOs or Department of the NGO Management staff using the system outlining technical questions or challenges understanding how to complete tasks in the system); and
- does not include additional software development to change or add new features in the software.

The Contractor should plan to deploy at least the following support and maintenance staff during the technical support period:

- ✓ One mid-level to senior back-end software developer (approximately 20% of this person's time);
- ✓ One junior front-end software developer (approximately 25% of this person's time);
- ✓ One tech support specialist (approximately 25% of this person's time).

(b) Monitoring, Maintenance & Recovery:

The Contractor should plan to address the software's need to be regularly and proactively maintained, to avoid any issues with the software infrastructure or third parties that could impede the functioning of the software or stop it from functioning. This includes a wide range of regular tasks, including:

- Maintaining user-facing portal setup to make sure expiring or re-issued (in case of multi-year) SSLs, domain, hosting and other related renewals/reissuing are addressed in a timely manner to avoid system downtime.
- Implementing and maintaining data backups – this way if anything happens to the system there will be a recent historical snapshot that can be restored.
- Implementing and maintaining server backup images and keep them updated as applicable so that if anything happens the recovery time is minimized.
- Ensuring the right firewalls are in place and update the firewall components regularly.
- Checking server logs, checking application logs, and monitoring server usage statistics intermittently for any general errors and anomalies to detect system pressure points, anticipate breakdowns, or identify any issues proactively for troubleshooting. E.g., sometimes the whole application crashes simply because the disk runs out of space, at which point in time it goes into a critical/deadlock situation because in order to do any maintenance or restoration activity on the server the technical team will need some basic level of disk space available for the server.
- Maintaining the Online Data Base's server and server performance – to make sure that server hardware continues to perform efficiently.

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<sup>1</sup> A bug is defined as any unexpected behavior of the software in a manner that is non-conforming to the agreed upon technical requirements.



- Installing relevant security patches and upgrades to the Online Data Base’s server components and libraries to keep up with the advancements in the specific moving parts in use.
- Restoring data, servers and application services from latest Online Data Base’s backups in case of any disruptive events, and resuming system continuity as soon as possible.

## **V. OVERVIEW OF ON-SITE ASSETS AVAILABLE TO THE CONTRACTOR**

- Two physical document scanning machines are present on site, which is the Department of the NGO Management’s premises where the Department of the NGO Management Archive is physically located. The scanners are model HP Scan Jet N9120 FN2, Wi-Fi Compatible, and have a USB input to facilitate directly saving files to a USB stick.
- High-speed, stable internet – tested at 5.5 Mbps, with an upload speed of 14 Mbps, is available on site.
- Staple removers and staples will be made available to the Contractors.
- The Contractor will have access to a dedicated office, with a work station, and space in the Department of the NGO Management’s premises, where the NGOs’ documents that need to be digitalized, can be organized.
- The Department of the NGO Management’s staff will be available to assist the Contractor with any questions on site as needed.
- The Contractor will have access to the designated office in the Department of the NGO Management’s premises during normal business hours.

## **VI. TECHNICAL SPECIFICATIONS**

At the start of the Assignment’s implementation period, the Contractor is expected to build a detailed technical requirements and specifications document of the custom web-based software solution that will be the basis of the Department of the NGO Management’s Online Data Base. Below is a high-level outline of the technical specifications of this software solution/system.

- The system will require multiple user roles with different permission levels. The Contractor will determine the specific user roles and permissions, a high-level overview is:
  - Super Admin
  - The Department of the NGO Management Users<sup>2</sup>
    - Different users for multiple different Bureau Departments
    - Admin vs. read-only
  - NGO Users

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<sup>2</sup> Note: Approval flows will include interdepartmental sequences (e.g., only once Department A has approved a document, does it move to Department B for review).

- Admin (w/permission to submit documents)
  - Secondary (w/o permission to submit new documents)
- The system should be built for security of data. The data of one NGO should not ever be shared with other NGOs. The system should implement authorization levels such that each role in the system (e.g., a department within the Department of the NGO Management) is able to perform only their function and should not be able to change any other function.
- The system should log all the changes done by the Department of the NGO Management's departments on an NGO file for audit purposes.
- The system should be built with utmost quality and reliability of development and operation.
- At a high level, the system should handle three functionalities:
  - A.** Ingestion of existing NGO files including the NGO records and their respective documents, and ability to keep the system current when switching from retrospective document upload to live creation within the system;
  - B.** Workflows for new NGO Registration, renewal and changes to the NGOs submitted online, which includes documents and other relevant information depending on the type of NGO;
  - C.** Analytics and reporting, which exposes aggregated data points across the historical database

***A. Ingestion of existing NGO documents housed in the Department of the NGO Management archive:***

The system will allow creating digital NGO records and create a digital file in the system, which will hold a copy of the NGO's scanned documents. The following key data points/metrics across the various forms in the documents will be captured separately and manually, when ingesting an NGO record:

- ✓ Name of NGO
- ✓ File Number
- ✓ Date of Registration
- ✓ Registration Number
- ✓ NGO Physical Address
- ✓ NGO Email Address
- ✓ NGO Category
- ✓ Country of Origin
- ✓ District of Operation
- ✓ Region of Operation
- ✓ Sector / Intervention

- ✓ Sub-sector
- ✓ Payments for NGO Registration
- ✓ Amount paid for review
- ✓ NGO estimated budget
- ✓ Actual amount paid for permit expiry penalty
- ✓ Amount paid for permit
- ✓ Permit number
- ✓ Permit print date
- ✓ Permit expiry date
- ✓ Income from Donors
- ✓ Name of Donor(s)
- ✓ Internally Generated Income
- ✓ Other Income
- ✓ Original Expenditure
- ✓ Payment of Annual Return
- ✓ Amount paid for a replacement
- ✓ Amount paid for inspection report
- ✓ Amount paid for a search<sup>3</sup>

These records should be captured and stored in the same format in the Online Data Base for all NGO records and for the new signups and approvals (see point B below) so that they can be collectively searchable.

**B. New signups and approval flows:**

*a. New Registration Flow*

- i. An NGO signs up by providing basic information as outlined in *Annex 1: Document Hierarchy*, depending on the category of the NGO. This creates a “Digital NGO File” in the system.
- ii. The NGO may submit all documentation online, submit a hybrid of forms – some form online and some forms as physical documents -, or submit all forms in physical format. Depending on the format that the information is submitted in, the NGO profile will be created in the system: (i) automatically (if the NGO submitted all the forms online), (ii) hybrid (when the NGO submits some forms

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<sup>3</sup> Note: The above list of data points may be edited during the implementation of the Assignment as mutually agreed by the contractor, CSSA, and Department of the NGO Management.

online and some forms as physical documents: and (iii) manually (when the NGO submits all forms as physical documents).

- iii. The newly created NGO File goes to the Department of the NGO Management's Front Desk for first verification. The Front Desk forwards it to the Department of the NGO Management's Accounts Department for payment verification.
- iv. The Accounts Department verifies the payment and makes notes if necessary. The NGO File is then sent back to the Front Desk.
- v. The Front Desk then forwards the NGO File to the Records Department. The NGO File is then forwarded for processing, where an analysis form is filled in digitally in the system.
- vi. The NGO File is then sent to Compliance for verification, after which it is sent to Monitoring and Evaluation.
- vii. Monitoring and Evaluation fills in an evaluation sheet, after which the NGO File is sent to Liaison.
- viii. Liaison then fills in the Vetting Form in the system and then forwards the NGO File to Legal.
- ix. Legal then fills in a Due Diligence Sheet and forwards the NGO File for registration.
- x. During registration, an analytical sheet is filled in then the NGO File number, certificate number and permit number are issued. The NGO File is then forwarded to the Strong Room.
- xi. The permits and certificate of the respective NGO's registration are printed in the "Strong Room".
- xii. The NGO File is then forwarded to the Department of the NGO Management's Legal Department.
- xiii. The Legal Department then forwards the NGO File to the Department of the NGO Management's Executive Director ('ED'). The ED then makes comments on each the NGO Files and signs the hard copies of the respective NGO's permit and certificate. The signed copies of the permit and certificate should be uploaded to the system against the respective NGO File.
- xiv. The NGO Files are then sent back to the Legal Department, which makes comments on the NGO Files and updates the NGO File status.
- xv. The Legal Department then sends the NGO Files to the Records Department, where the NGO File statuses are updated and then sent to Front Desk for issuance. At this stage, the Department of the NGO Management's communication staff notifies the applicant NGO to pick the hard copies of their permits and certificates.

- xvi. The Front Desk then fills in an acknowledgement form for the applicant NGO picking the hard copies of the permits and certificates. The NGO Files of the applicant NGO that has picked the hard copies of its permits and certificates, are then forwarded to the Records Department along with a copy of the physical NGO Files for archiving and storage.
  - xvii. The Online Data Base's system needs to ensure that the scans of all the documents in this process are uploaded into the system against the appropriate NGO files in the system as the NGO File passes through the steps in the real world.
- b. *Renewal Process Flow*<sup>4</sup>.
- i. When relevant renewal deadlines for an NGO's registration are coming up, the system will send an automated email notification reminder to the respective NGOs.
  - ii. An NGO signs into the software system using their login credentials and selects to renew their registration.
  - iii. The system prompts the NGO to fill appropriate information and upload documents as per the requirement specific to the category of the respective NGO.
  - iv. The NGO submits the request and a renewal flow is triggered in the Online Data Base's system.
- c. *Other Changes*
- i. An NGO signs in to the Department of the NGO Management's Online Data Base using their login credentials and selects one of the status changes allowed in the system.
    - ✓ List of Status Changes;
    - ✓ Review for a change in the objectives of the organization or geographical area of operation.
    - ✓ Review for a change of NGO type (e.g., from an Indigenous NGO to a Foreign NGO).
    - ✓ Review for a change of name.
    - ✓ Review for an organization that registered under the NGO Act Cap 113 (before 2016) and therefore does not possess the new Certificate of Registration and Permit of Operation (landscape format) according to the NGO Act, 2016.

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<sup>4</sup> Note: Annex I outlines the steps and the requisite documents for an NGO to renew its registration.

- ii. The system prompts the NGO to fill appropriate information and upload documents as per the requirements specific to the category of the respective NGO and the status change selection.
  - iii. The NGO submits the request and a status change flow is triggered in the system.
  - iv. Status Change Flow(s)<sup>5</sup>.
- The system should be capable of sending automated email reminders/requests. Sample scenarios:
  - Confirmation that a form has been submitted;
  - Status updates (e.g., submitted, approved, rejected, more information requested);
  - Automated/Manual information requests (e.g., asking NGO for additional information);
  - Reminder of the time to submit specific forms (e.g., NGOs' annual reports due);
- The system should align with the real-world permission flows for internal document approval/rejection processes so that Department of the NGO Management staff can handle the approval flow online. It should include:
  - Multiple user types/permission access;
  - Department of the NGO Management accounts;
    - ✓ Super Admin
    - ✓ Different user roles for different departments in the steps identified in “Registration” and other sections above.
  - Workflow templates for approval process of different forms, renewals and status changes – note that the Contractor will have to determine the specific workflows working with the Department of the NGO Management, and then reflect them in the Online Data Base’s system.

## **VII. IMPLEMENTATION APPROACH**

- The Contractor is expected to build and deliver a custom-built system that is very intuitive and user-friendly, and which is designed specifically around the real-world needs and processes of the Department of the NGO Management.
- The process steps of carrying out the Assignment include the following:

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<sup>5</sup> Note: Annex II outlines the various flows and their requirements for NGOs to update their status or other information.

- In-person assessment of physical documents;
- In-person (or virtual) stakeholder meetings with CSSA, Department of the NGO Management, and other relevant parties to fully understand the need and clarify any outstanding questions related to the Assignment;
- Finalize indexing, organization, and manual data entry logic of the Online Data Base:
  - Final determination of the data points that need to be captured for each NGO form;
  - Final determination of which forms need to only be scanned and have an image uploaded, versus which forms require manual data extraction and entry;
  - Final determination of the macro-level analytics that the Online Data Base's system should capture and display;
  - Finalize mapping the process of organizing and uploading the physical files of the Department of the NGO Management's archive;
  - Finalize mapping the process of online intake of new NGO documents;
  - Finalize mapping the internal processes of online approval and review flows for the forms submitted by NGOs; and
  - Finalize mapping the process of how NGOs' documents should be scanned, uploaded, entered, and organized.
- Develop detailed technical requirements for the proposed custom web-based software solution and share with CSSA and the Department of the NGO Management for feedback;
- Develop initial User Interface (UI) design concept and share draft screen designs for 5-10 key system screens for feedback from CSSA and the Department of the NGO Management;
- Finalize/freeze technical requirements and UI design concept;
- Develop, test, and deploy the software solution;
- Ensure that the status reports and progress of the software development is communicated effectively throughout the Assignment;
- Manual scanning, tagging, and data entry of the NGO records to populate the Online Data Base with digital copies of all physical documents;
- Verify that the documents, scans, and other metadata added to the Online Data Base retroactively are completely uploaded and separated from the manual entries yet to happen in order to not lose any document in the process of applying the software system. This includes handling of the new NGOI

registrations, or renewals during the Assignment development and during the software deployment phases;

- Provide training and knowledge to the users of the system - Department of the NGO Management's staff and the NGOs - as they onboard on to the Online Data Base; and
- Provide maintenance and technical support to the Online Data Base for 3 years.

### **VIII. QUALITY CONTROL, SECURITY AND PRIVACY**

- The software system should be compliant with the Data Protection and Privacy Act of Uganda.
- The delivered software system should be able to support the scale of roughly 600,000 document scans and their metadata, and the additional data in the system that will be added over time.
- Data privacy is a top concern, and the Contractor shall ensure that all the documents scanned and the information procured during the Assignment are kept highly confidential, used only for the purposes of the Assignment. The scanned documents and their data should be deleted from all the USB drives, computer machines or other hardware that might be used during the Assignment implementation, except from the Online Data Base's servers and other components that will serve the Online Data Base users.
- The Contractor must ensure that each scan copy is legible under normal circumstances (i.e., without too much zooming or adjusting the brightness of display).
- The Contractor must ensure that the data uploaded from the scanned documents is verified to be correct before saving them into the Online Data Base.
- The Department of the NGO Management and the Contractor should work together to ensure that no un-authorized person has access to the Online Data Base software system or the physical files for the duration of the Assignment.
- The Contractor should document alternative steps to be taken if there are error scenarios – for example, if a document wouldn't scan properly despite multiple attempts, or if the handwriting or print on a document is not legible.
- The Contractor must ensure that the important data and scanned files are backed up during the Technical Support phase.



## IX. SCOPE OF WORK

The work will include the following phases, after each of which the Contractor will liaise with CSSA and the Department of the NGO Management to ensure aligned expectations and quality control.

1. *In-person Planning and Need Assessment.* The Contractor will travel to Kampala to assess the Department of the NGO Management's document archive, meet with the Department of the NGO Management and CSSA staff, and meet with other relevant stakeholders. The purpose of this phase will be to finalize the Assignment workplan and timeline, ensure that the Contractor fully understands the real-world need, establish a working relationship with any local partners, and to finalize key technical decisions required to carry out the Assignment.
2. *Detailed Technical Requirements for the Software System.* The Contractor will draft extensively detailed technical requirements, in language that can easily be understood by non-technical readers, outlining all functions and features of the software. This will include 1-2 rounds of feedback from CSSA and the Department of the NGO Management to ensure that Assignment expectations are aligned. The Contractor will also develop a user interface design for the software system, and design 5-10 sample screens of the software system, to provide a visual aide to non-technical stakeholders to help them better visualize the system being proposed. The Contractor will provide a detailed development timetable in consultation with CSSA and the Department of the NGO Management.
3. *Software Development.* The Contractor will develop, test, and deploy the software solution – providing progress updates to CSSA and the Department of the NGO Management in regular intervals. Progress reports should, when applicable, include visual aids, such as screenshots, videos, or clickable demos, to facilitate productive feedback from non-technical stakeholders.
4. *Document Scanning and Data Entry.* The Contractor will conduct the scanning of all physical documents, and associated manual data points to populate the Online Data Base. The Contractor will implement regular quality control checks during the process to ensure that all digitalization efforts are going to plan.
5. *Intake Forms and System for New Documents.* The Online Data Base's system will be tested for taking in information about new NGOs that register and new documents submitted by existing NGOs.
6. *In-person Training.* Once the Online Data Base's software system has been tested and deployed, the Contractor will conduct in-person training/s in Kampala for the Department of the NGO Management staff, and host 1-2 group training sessions open to NGOs.

7. *Maintenance and Tech/Customer Support.* After the digitalization of the Department of the NGO Management's archive documents is complete, the Contractor will provide maintenance and tech support for a period of 3 years.

## **X. CONTRACTOR DELIVERABLES**

1. Development, testing, and deployment of an end-to-end custom, web-based software solution to service the establishment of the Department of the NGO Management's Online Data Base, which integrates intake forms for existing and new NGOs' documents, and, going forward, submission by NGOs of their documents;
2. If not using all in-house team, recruit, vet, hire and manage local on-ground team to implement the digitization of the NGOs' physical documents;
3. Manual scanning into digital format of the NGOs' physical documents stored in the Department of the NGO Management's Archive;
4. Manual data entry of key data points from NGOs' physical documents into the Online Data Base;
5. Training for Department of the NGO Management and CSSA staff and NGOs on how to use the Online Data Base;
6. Provide regular and timely reporting and updates, and maintain regular, effective, and transparent communication throughout the Assignment period with the Department of the NGO Management and CSSA;
7. Oversee quality control of all work; and
8. Provide maintenance, technical, and customer support for the software system for 3 years.

## **XI. Timeline**

Phases 1-7 of the consultancy should be completed within a period of **12 months**. Phase 8 should include a multi-year plan to provide sustainable maintenance and support.

## **XII. Required Skills and Experience**

- Private companies, or other organizations may apply;
- Capability under one roof to manage and implement all aspects of the Assignment;
- Demonstrated technical expertise in software development and management of assignments similar in scope to this one;
- Keen focus on ensuring alignment and quality of the software delivery;
- A strong understanding of the NGO sector and/or government experience preferred;
- Experience working with the NGO sector strongly preferred;
- Excellent communication skills, transparency and the ability to effectively communicate technical concepts and progress in plain language, which is easily understood by non-technical audiences;

- Existing on-ground team, or capacity to recruit and oversee a local team of individuals to implement the manual scanning and data entry required;
- Experience working on similar assignments or related experience in digitalization, software development, or data entry and management;
- Familiarity with and experience with implementing effective data security measures;
- Ability to work in, or travel to Uganda;
- Collaborative mindset – experience working on assignments with multiple stakeholders;
- Fluent in written and spoken English.

### **XIII. APPLICATION INSTRUCTIONS**

- A. *Questions:* Interested parties can submit questions to [cssa-uganda@ewmi.org](mailto:cssa-uganda@ewmi.org) on January 21, 2025 by 5:00pm Kampala time. EWMI will post the responses to the questions on EWMI's web site and will respond via email on January 24, 2025.
- B. *Eligible to submit proposals:* Ugandan nonprofit, business, or academic institutions; international nonprofit, business, or academic institutions.
- C. *Submission content:* The interested parties should submit a Technical and Cost Proposal (not to exceed 25 pages). Applications should include the following:
- An expression of interest, describing the applicant's relevant experience and suggested approach to implement the Terms of Reference. This should also include:
    - Description of experience relevant to this Assignment, highlighting experience working with the NGO and the public sector;
    - A description of how the Contractor will effectively translate technical concepts for non-technical audiences;
    - Description of how the Contractor will approach long-term maintenance and technical support in order to ensure sustainability;
    - A top-level overview of the applicant's approach to the software solution, including recommendation for whether to build a custom solution or utilize existing off-the-shelf built software/s;
    - A draft Assignment timeline and work plan;
    - A proposed Assignment budget; and
    - A copy of registration certification for businesses (including private institutions) and non-profits, and 'accreditation' and/or equivalent for academic institutions.
  - CV of the key staff that would lead the Contractor's efforts;
  - Location where Contractor is registered;
  - Samples of/ or links to previous work;

- List of 3 professional references for work similar to these ToRs.

*D. Address and deadline for submission:* All submissions should be sent on February 21, 2025, by 5:00pm Kampala Time as MS Word and Excel files to [cssa-uganda@ewmi.org](mailto:cssa-uganda@ewmi.org) with the subject: Consultancy for Digitalizing the Documentation Archive of the Department of the NGO Management, for Non-governmental Organizations in Uganda.

For more information about EWMI visit [www.ewmi.org](http://www.ewmi.org)

**Please note that only shortlisted applicants will be contacted.**

## **Annex I – NGOs’ Documentation Hierarchy/Logic**

NGOs in Uganda are each classified as one of five classification types. The classification of an NGO will impact the required documentation/forms that will be in the NGO Folder, with some forms required of all NGOs, others only of NGOs of specific classifications.

### NGO Classifications:

- *Indigenous NGO*: An Indigenous NGO refers to an NGO that is wholly controlled by Ugandan citizens. For an organization to be registered as an Indigenous NGO, it should have first been incorporated by the Uganda Registration Services Bureau (URSB) before proceeding to the Department of the NGO Management for registration.
- *Regional NGO*: A Regional Organization refers to an organization incorporated in one or more of the partner States of the East African Community, and which is partially or wholly controlled by citizens of one or more of the partner States of the East African Community, and which is operating in Uganda under the authority of a Permit issued by the Department of the NGO Management.
- *Continental NGO*: A Continental NGO refers to an organization that has its original incorporation in any African country outside the East African Community, and is partially or wholly controlled by citizens of one or more African countries other than the partner States of the East African Community.
- *Foreign NGO*: A Foreign NGO refers to an organization that does not have original incorporation in any country, and is partially or wholly controlled by citizens of other countries, other than the citizens of the Partner States of the East African Community, and is operating in Uganda under the authority of a Permit issued by the Department of the NGO Management.
- *International NGO*: International Organization refers to an organization that has its original incorporation in a country, other than a partner State of the East African Community and is partially or wholly controlled by citizens of one or more countries, other than the citizens of the partner States of the East African Community and is operating in Uganda under the authority of a Permit issued by the Department of the NGO Management.

### Forms that are required for all NGO classifications:

1. Filled Form A and Form D - both Forms shall be signed by at least two Founder members;
2. A letter requesting for registration and a Permit to operate addressed to the Executive Director, Department of the NGO Management indicating; objectives, area of operation, number of years applied for not exceeding 5 (five);
3. A certified or notarized copy of the Certificate of Incorporation from Uganda Registration Services Bureau (URSB);

4. Annual Work plan and budget for the number of years applied for the Permit;
5. A copy of the registered Memorandum and Articles of Association, organization's constitution or governing documents in which the dissolution clause should inter alia specify;
  - i) Quorum to pass a resolution for winding up
  - ii) How organization assets shall be handled upon winding up
6. A chart showing the governance structure of the organization;
7. Proof of payment of the prescribed fees for the Certificate of Registration and the Permit of Operation;
8. A statement indicating the source of funding of the activities of the organization;
9. Copies of valid identification documents (National ID or Passport) and passport-size photographs of at least two founder members;
10. A copy of Minutes, Signed Attendance List, and resolution registered with Uganda Registration Services Bureau authorizing the organization to register with the Department of the NGO Management;
11. A statement complying with Section 45 of the NGO Act, 2016 (About staffing of the organization);
12. A recommendation from the District Non-Governmental Organizations Monitoring Committee (DNMC) where the Organization's headquarters is located;
13. A recommendation from the responsible Ministry or Ministries, or a Government Department or Agency;
14. New NGOs are given one month from the date they pick their permits of operation to submit a copy of the certificate from the Data Protection Office.

Form that is only required for International/Continental/Regional NGO classification:

1. Form N

Forms required only for International/Continental NGO classification:

1. Curriculum Vitae of at least two Board members of the organization;
2. A recommendation from the line Ministry or Ministries or Government department or Agency;
3. A recommendation from Ministry of Foreign Affairs of Uganda;
4. A recommendation from the Government or Mission accredited to Uganda;
5. New NGOs are given one month from the date they pick their permits of operation to submit a copy of the certificate from the Data Protection Office.

## **Annex II - NGO Renewal of Permit of Operation**

An NGO may apply for a Permit of operation for the number of years it desires not exceeding 5 (five) years. Section 32(1) of the NGO Act, 2016 stipulates that an NGO shall apply for renewal of a Permit within six months before the expiry of the Permit.

An NGO whose permit expires, but continues to operate without renewal of its permit will be fined one hundred currency points (UGX 2,000,000) for every month of operation in default of renewal of its permit. Below are the requirements submitted/ (process flow) for renewal of a permit of operation:

1. Fill in Form H
2. A letter requesting for registration and a permit to operate addressed to the Executive Director, Department of the NGO Management indicating; objectives, area of operation, number of years applied for not exceeding 5 (five)
3. A photocopy of the expiring Permit of Operation
4. A copy of the Audited financial statements of the previous year(s) from a Certified Auditor(s).
5. Minutes of the Annual General Assembly or the Governing body which resolved for renewal of the Permit and a signed attendance list.
6. Annual Work Plan and budget or Strategic Plan for the number of years applied for.
7. Annual report(s) of the previous year(s).
8. Photocopies of identification documents (National ID or Passport) and passport size photographs of at least two Promoters/Founders.
9. A certified or notarized copy of the Certificate of Incorporation from Uganda Registration Services Bureau (URSB) or its equivalent from the country of incorporation.
10. Proof of payment of the prescribed fees for renewal of the Permit of operation. Organizations that do not possess the new Certificate of Registration under the NGO Act, 2016 should also pay for it as per the prescribed fees.
11. Recommendation from the District Non-Governmental Organizations Monitoring Committee (DNMC) of the district(s) of operation.
12. A certified copy of Memorandum of Understanding (MOU) from the district(s) of operation.
13. A certified copy of the Certificate of Registration from the Financial Intelligence Authority (FIA).
14. A copy of the Tax Identification Number (TIN) Certificate of the Organization from URA.

15. A copy of the Certificate from the Personal Data Protection Office (PDPO).
16. A copy of the registered Beneficial Ownership particulars with URSB.

#### FEES PAID FOR RENEWAL

1. Fees for renewal of a Permit of operation for an Indigenous or Regional Organization per year (Uganda Shillings). – 60,000. Please note that the exact amount may change.
2. Fees for renewal of a Permit of operation for a Continental, Foreign or International Organization per year (Uganda Shillings). – 400,000. Please note that the exact amount may change.



## **Annex III – NGO status changes**

### **A. Review for a change in the objectives of the organization or geographical area of operation.**

1. Filled Form F.
2. A letter addressed to the Executive Director, Department of the NGO Management requesting for review of the Permit of Operation and indicating the changes in the objectives or area of operation.
3. A Photocopy of the Certificate of Registration and a valid Permit of operation.
4. A certified or notarized copy of the Certificate of Incorporation from Uganda Registration Services Bureau (URSB) or equivalent from the country of Incorporation.
5. Minutes and a signed attendance list of the Annual General Assembly or the Governing body meeting which resolved to review the Permit of operation and a registered resolution in support of the same.
6. Photocopy of identification documents (National ID or biodata page of the Passport) and passport photos of at least two Founder members or Promoters.
7. Proof of payment of the prescribed fees for Permit review.
8. Proof of submission (Department of the NGO Management Receiving Slip) of up-to-date Annual Returns (i.e. as at the immediate preceding year).
9. A copy of a certificate from the Personal Data Protection Office ( PDPO).
10. A copy of the Identification Card of the person submitting the application or picking the documents.

### **B. Review for a change of NGO type (E.g., from an Indigenous NGO to a Foreign NGO).**

1. Filled Form A (for Organizations incorporated in Uganda) or Form N (for Organizations incorporated outside Uganda); filled Form F and filled Form D. The above Forms for review of a Permit of operation shall be signed by at least two Founder members.
2. A letter addressed to the Executive Director, Department of the NGO Management requesting for Change of type of the Organization.
3. A Photocopy of the Certificate of Registration and a valid Permit of operation.
4. A certified or notarized copy of the Certificate of Incorporation from Uganda Registration Services Bureau (URSB) or equivalent from the country of Incorporation.
5. Minutes and a signed attendance list of the Annual General Assembly or the Governing body which resolved to change the type of the organization and a registered resolution in support of the same.

6. Photocopy of identification documents (National ID or biodata page of the Passport) and passport photos of at least two Founder members or Promoters.
7. Proof of payment of the prescribed fees for review of the Certificate of Registration and Permit of operation.
8. Proof of submission (Department of the NGO Management Receiving Slips) of up-to-date Annual Returns (i.e. as at the immediate preceding year).
9. A copy of a certificate from the Personal Data Protection Office ( PDPO)
10. A copy of the Identification Card of the person submitting the application or picking the documents.

**C. Review for a change of name.**

1. Filled Form A (for Organizations incorporated in Uganda) or Form N (for Organizations incorporated outside Uganda); filled Form F and filled Form D. The above Forms for review of a Permit of operation shall be signed by at least two Founder members.
2. A letter addressed to the Executive Director, Department of the NGO Management requesting for Change of type of the Organization.
3. A Photocopy of the Certificate of Registration and a valid Permit of operation.
4. A certified or notarized copy of the Certificate of Incorporation from Uganda Registration Services Bureau (URSB) or equivalent from the country of Incorporation.
5. Minutes and a signed attendance list of the Annual General Assembly or the Governing body which resolved to change the type of the organization and a registered resolution in support of the same.
6. Photocopy of identification documents (National ID or biodata page of the Passport) and passport photos of at least two Founder members or Promoters.
7. Proof of payment of the prescribed fees for review of the Certificate of Registration and Permit of operation.
8. Proof of submission (Department of the NGO Management Receiving Slips) of up-to-date Annual Returns (i.e. as at the immediate preceding year).
9. A copy of a certificate from the Personal Data Protection Office ( PDPO)
10. A copy of the Identification Card of the person submitting the application or picking the documents.

**D. Review for an Organization that registered under the NGO Act Cap 113 (before 2016) and therefore does not possess the new Certificate of Registration and Permit of Operation (landscape format) according to the NGO Act, 2016**

1. Filled Form A (for Organizations incorporated in Uganda) or Form N (for Organizations incorporated outside Uganda) and filled Form F. The above Forms shall be signed by at least two Founder members.
2. A letter addressed to the Executive Director, Department of the NGO Management indicating that the Organization registered under the NGO Act Cap 113 (before 2016) and therefore requesting to change to the new Certificate of Registration and Permit of Operation formats as provided for by the NGO Act, 2016.
3. A Photocopy of the Certificate of Registration and the Permit of operation.
4. A certified or notarized copy of the Certificate of Incorporation from Uganda Registration Services Bureau (URSB) or equivalent from the country of Incorporation.
5. Minutes and a signed attendance list of the Annual General Assembly or the Governing body which resolved to convert the Organization's Permit of Operation and Certificate of Registration to be in accordance with the NGO Act, 2016 and a registered resolution in support of the same.
6. A Photocopy of identification documents (National ID or biodata page of the Passport) and passport photos of at least two Founder members or Promoters).
7. Proof of payment of the prescribed fees for review of the Certificate of Registration and the Permit of operation.
8. Proof of submission (Department of the NGO Management Receiving Slips) of up-to-date Annual Returns (i.e. as at the immediate preceding year).
9. A copy of a certificate of registration from the Personal Data Protection Office (PDPO).
10. A copy of the Identification Card of the person submitting the application or picking the documents.

### **FEES PAID FOR STATUS CHANGE/ REVIEW OF AN NGO CERTIFICATE/ PERMIT OF OPERATION**

1. Fees for review of the conditions of a Permit of operation (Uganda Shillings). – 60,000. Please note that the exact amount may change.
2. Fees for review of the conditions of a Certificate of Registration (Uganda Shillings). – 60,000. Please note that the exact amount may change.