UGANDA MARTYRS' HOSPITAL LUBAGA

REQUEST FOR PROPOSALS (RFP)

CONSULTANCY SERVICES FOR THE REVIEW AND UPDATING OF THE LUBAGA HOSPITAL HUMAN RESOURCE MANUAL

1. INTRODUCTION

Uganda Martyrs' Hospital Lubaga invites proposals from suitably qualified and experienced individual consultants or consulting firms to undertake a comprehensive review and updating of the Lubaga Hospital Human Resource (HR) Manual.

The Manual is a controlled institutional document governing the rights, responsibilities, privileges and employment relationship between Lubaga Hospital and its employees. It is also intended to ensure that Human Resource practices are consistent with the Hospital's Mission, Vision and Values.

The Hospital now seeks to undertake a comprehensive review to ensure that the Manual is current, legally compliant, operationally relevant and responsive to the evolving Human Resource needs of the Hospital.

The assignment shall build on the existing Manual rather than unnecessarily replacing its institutional framework and experience. The consultant shall identify provisions that remain relevant, provisions requiring amendment, areas requiring new policy provisions and obsolete or contradictory provisions requiring removal or consolidation.

2. BACKGROUND

Uganda Martyrs' Hospital Lubaga is a Private Not-for-Profit health facility owned by the Roman Catholic Archdiocese of Kampala and accredited by the Uganda Catholic Medical Bureau (UCMB). The Hospital is governed by a Board of Governors that is responsible for policy, including human resource policies as enshrined in the HR manual.

Since the manual was developed and subsequently revised, there have been changes in the legal, regulatory, organizational, technological and Human Resource environment. There is therefore a need to undertake a systematic review and update of the Manual to ensure that it remains an effective instrument for governance, staff management, institutional accountability and service delivery.

The review shall also consider the Hospital's identity as a Catholic health institution and ensure that Human Resource policies support, rather than undermine, its Mission, Vision and Core Values.

3. PURPOSE OF THE ASSIGNMENT

The purpose of this consultancy is to review, update and modernize the Lubaga Hospital HR manual so that it provides a comprehensive, legally compliant, practical and contemporary framework for managing the Hospital's human resources.

The updated Manual should:

1. Comply with all applicable laws, regulations and professional requirements governing employment and labor relations in Uganda;
2. Reflect current Human Resource management principles and good practice;
3. Clearly define the rights, responsibilities and obligations of the Hospital and its employees;
4. Clarify Human Resource governance, authority and accountability at Board, Management, HR and departmental levels;
5. Promote fairness, transparency, equity, professionalism, accountability and employee welfare;
6. Support recruitment, retention, motivation and development of competent staff;
7. Strengthen performance management and organizational effectiveness;
8. Provide appropriate mechanisms for discipline, grievance handling and dispute resolution;
9. Protect the Hospital against employment-related legal, financial, operational and reputational risks;
10. Align Human Resource management with the Hospital's Mission, Vision, Values and strategic direction; and
11. Provide a practical Manual that can be implemented consistently across the Hospital.

4. KEY DELIVERABLES

The successful consultant shall be required to deliver:

<u>Deliverable 1: Inception Report</u>

Including:

- Understanding of the assignment;
- Methodology;
- Work plan;
- Key information requirements; and
- Proposed structure of the revised Manual.

Deliverable 2: HR Manual Gap Analysis Report

The report should clearly identify:

- Existing provisions;
- Legal/regulatory gaps;
- Policy gaps;
- Operational gaps;
- Obsolete provisions;
- Areas requiring amendment; and
- Recommended actions.

Deliverable 3: Draft Revised Human Resource Manual

A comprehensive draft incorporating the agreed revisions.

Deliverable 5: Final Human Resource Manual

The final Manual shall be submitted in:

- Editable Microsoft Word format;
- PDF format; and
- A properly formatted, controlled-document version suitable for institutional approval and implementation.

5. EXPECTED STRUCTURE OF THE REVISED MANUAL

The consultant may recommend an alternative structure, but the revised Manual should at minimum address the following broad areas:

1. Introduction, purpose and scope;
2. Mission, Vision, Values and HR principles;

3. HR governance and responsibilities;
4. Workforce planning and staff establishment;
5. Recruitment and selection;
6. Appointment and employment contracts;
7. Probation, confirmation and deployment;
8. Employee categories and special employment arrangements;
9. Code of conduct and ethics;
10. Equality, dignity, inclusion and non-discrimination;
11. Prevention of harassment, bullying and sexual harassment;
12. Discipline and grievance management;
13. Remuneration and benefits;
14. Working hours, attendance and leave;
15. Performance management;
16. Promotion, career development and succession planning;
17. Training and professional development;
18. Employee welfare and occupational health and safety;
19. Employee records, HRIS, privacy and data protection;
20. Communication, electronic communication and social media;
21. Interns, students, volunteers and other placements;
22. Separation, retirement and exit management;
23. Conflict of interest;
24. Confidentiality and protection of Hospital information;
25. Staff accountability and institutional property;
26. Interpretation, implementation and review of the Manual; and
27. Appendices, forms and supporting HR tools.

6. PROPOSAL REQUIREMENTS

Interested consultants/firms shall submit both a Technical Proposal and a Financial Proposal.

6.1 Technical Proposal

The Technical Proposal should include:

1. Company/consultant profile;
2. Understanding of the assignment;
3. Proposed methodology;
4. Proposed work plan and timeline;
5. Proposed deliverables;
6. Composition of the consulting team;
7. CVs of key personnel;
8. Evidence of similar assignments undertaken;
9. At least three relevant references;
10. Copies of relevant professional qualifications;
11. Details of at least three comparable assignments completed; and
12. Any other information considered relevant.

6.2 Financial Proposal

The Financial Proposal should provide a clear breakdown of:

- Professional consultancy fees;
- Professional fees by consultant/team member;
- Workshops/consultation costs, where applicable;
- Travel and accommodation, where applicable;
- Taxes and statutory charges;
- Other reimbursable expenses; and
- Total assignment cost.

The financial proposal should clearly state whether the quoted amount is inclusive or exclusive of applicable taxes.

7. PROPOSED DURATION

The assignment is expected to be completed within approximately 8–12 weeks from the date of signing the contract.

The consultant shall provide a detailed work plan indicating the proposed duration for each phase.

The Hospital may consider a different duration where justified by the proposed methodology and scope.

8. REPORTING ARRANGEMENTS

The consultant shall report to the Executive Director through the Human Resource Manager, with appropriate engagement of the Hospital Management Team and other designated governance structures.

The Human Resource Department shall serve as the principal coordinating office for the assignment.

The consultant shall be required to maintain regular communication with the Hospital and provide progress updates at agreed intervals.

9. OWNERSHIP AND CONFIDENTIALITY

All documents, data, information, reports, drafts, tools and other materials developed or obtained in the course of the assignment shall remain the property of Uganda Martyrs' Hospital – Lubaga.

The consultant shall maintain strict confidentiality regarding all Hospital information accessed during the assignment and shall not disclose, reproduce or use such information for any purpose other than execution of the consultancy without prior written authorization from the Hospital.

10. SUBMISSION OF PROPOSALS

Interested consultants/firms should submit their proposals electronically or physically to:

The Executive Director
Uganda Martyrs' Hospital – Lubaga
P.O. Box 14130
Kampala, Uganda

Proposals must be received not later than 7th September 2026 at 3:00pm.