



MAKERERE UNIVERSITY JOINT AIDS PROGRAM (MJAP)

Old Mulago Hospital Staff Road, Kampala, Uganda

REQUEST FOR PROPOSALS

Reference No. PR20260914

Hire of a Consultant / Consulting Firm to Provide Consultancy Services to Develop MJAP Strategic Plan (2027–2031)

RFP Issue Date: 17 September 2026

Deadline for Clarifications: 28 September 2026, 17:00 EAT

Closing Date and Time for Receipt of Proposals: 30 September 2026, 17:00 EAT

Contracting Authority: Makerere University Joint AIDS Program (MJAP)

Procurement enquiries: mjapprocurement@mjap.mak.ac.ug

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PART A — REQUEST FOR PROPOSALS

1. Introduction

The Makerere University Joint AIDS Program (MJAP) is a Ugandan private not-for-profit Non-Governmental Organization affiliated with Makerere University (Registration No. 4538). MJAP's mandate covers service delivery, training, research, and health systems strengthening in relation to HIV/AIDS and other diseases of public health importance in Africa. Since April 2017, as a sub-partner of the Infectious Diseases Institute, MJAP has supported Butabika National Referral Hospital, Kiruddu National Referral Hospital, the Mulago TB Unit, the Mulago ISS Clinic Centre of Excellence, and Makerere University Hospital in providing quality, integrated HIV and TB services in the Kampala region. At Kiruddu National Referral Hospital, MJAP additionally supports Advanced HIV Disease (AHD) management, inpatient TB/HIV treatment, and integration of non-HIV comorbidity care.

MJAP now invites proposals from suitably qualified individual consultants and consulting firms to lead and facilitate development of its 2027–2031 Strategic Plan, as set out in the Terms of Reference at Part B of this document.

2. Procurement Timelines

No.	Item	Date, Time and Time Zone
1	RFP published	17 September 2026
2	Deadline for clarification requests	28 September 2026, 17:00 EAT
3	Closing date and time for receipt of proposals	30 September 2026, 17:00 EAT

3. Terms of Bidding

MJAP, acting in its capacity as Contracting Authority, invites suitably qualified interested parties to submit proposals for the Development of the MJAP Strategic Plan (2027–2031). This competition is conducted under MJAP's Request for Proposal (RFP) procedure.

Any queries regarding this RFP should be addressed in writing to MJAP at mjapprocurement@mjap.mak.ac.ug, quoting reference number PR20260914 and the words "Clarification Required" in the subject line, no later than the deadline in Section 2 above.

4. Conditions of Proposal Submission

- Proposals must be completed in English.
- Bidders must respond to all requirements set out in this RFP and complete their offer in the format requested.
- Where a contract is awarded to a bidder that has knowingly withheld relevant information or otherwise misled MJAP during the evaluation process, that contract will be rendered null and void.
- Any conflict of interest involving a bidder must be fully disclosed to MJAP, particularly where it relates to any recommendation or proposal put forward by the bidder.
- MJAP is not bound to accept the lowest or any bid and may terminate this competition at any stage.
- Information supplied by bidders will be treated as contractually binding.
- Unsuccessful bidders will be notified in writing.

- MJAP's standard payment terms are by bank transfer within 30 days of satisfactory implementation and receipt of documentation in order.
- This document does not constitute, and shall not be construed as, an offer to contract.
- MJAP and all contracted service providers, and their subcontractors, associates or partners, must carry out all procurement and related activities in full compliance with donor requirements and the highest ethical standards.

5. Submission of Proposals (Two-Envelope Method)

Interested individuals and consulting firms must submit their Technical and Financial Proposals electronically to the designated MJAP procurement email address: mjaprocurement@mjak.ac.ug . or hard copy Proposals should be submitted to Makerere University Joint AIDS Program (MJAP)/Old Mulago Hospital Staff Road

IMPORTANT: Bidders shall submit TWO SEPARATE AND CLEARLY IDENTIFIED FILES/ENVELOPES. The Technical Proposal and the Financial Proposal must not be combined in a single file. The Financial Proposal will only be opened and considered after completion of the technical evaluation, in accordance with MJAP's applicable procurement procedures.

- Envelope 1 – Technical Proposal: contains only the technical and administrative documents required under Section 18 (Application Requirements). It must contain no prices, fees, rates or other financial information.
- Envelope 2 – Financial Proposal: contains only the completed financial proposal, including professional fees, activity/deliverable costs, applicable taxes and other related costs.
- Each electronic file (envelope) must be password protected. Failure to comply with this requirement will lead to automatic disqualification.
- Proposals must be addressed to the Makerere University Joint AIDS Program (MJAP) and must quote reference PR20260914 and the assignment title in the email subject line, for example: "PR20260914 – Development of the MJAP Strategic Plan (2027–2031)".
- Proposals must be received by the closing date and time in Section 2. Proposals received after the deadline will not be accepted.

Provide copies of supporting legal documents, including but not limited to: Certificate of Incorporation/Registration, Trading Licence, Tax Registration Certificate, Company Profile, and Memorandum and Articles of Association, as applicable.

6. Eligibility, Qualification, Evaluation Process and Award Criteria

Evaluation of proposals proceeds in two stages: a preliminary pass/fail eligibility check, followed by technical and financial scoring of proposals that pass Stage 1.

6.1 Stage 1 – Preliminary Eligibility Criteria (Pass/Fail)

- Proposal submitted by the stated deadline.
- Submission of all legal and supporting documents required under Section 14 (Qualifications and Experience) and Section 18 (Application Requirements).
- All costs quoted in Ugandan Shillings (UGX).
- Proposal validity of at least 90 days.
- Compliance with the required proposal format and structure.
- TIN/tax registration certificate (individuals) or Business Registration Number (companies/firms).

- Valid trading licence.
- Certificate of Incorporation (when applying as a company).
- Evidence of at least three comparable assignments (completion report(s) or contract(s)/LPOs).
- Qualifications of the proposed Lead Consultant meeting Section 14.2.

Bidders who do not meet the administrative and eligibility instructions above may be disqualified at this stage and will not progress to technical and financial evaluation.

6.2 Stage 2 – Award Criteria and Scoring

Proposals that pass Stage 1 are scored under two weighted categories to determine the most economically advantageous bid:

Category	Weight	Scoring considerations
Technical (Quality)	70%	– Understanding of the Terms of Reference and quality of the suitability statement. – Proposed methodology, approach and work plan, including alignment with the five-phase gated methodology at Section 11. – Qualifications and experience of the Lead Consultant and proposed team (Section 14). – Relevant experience in strategic planning and organizational development for health, research or development institutions, including at least three comparable assignments, contracts/LPOs and references. – Relevant technical experience in HIV/TB programming and familiarity with MCH, malaria, global health security and health systems strengthening. – Availability and quality of the proposed implementation schedule.
Price (Financial Proposal)	30%	– Completeness, clarity and compliance of the financial proposal (Section 18.2). – Value for money. – Scored on the inverse-proportion principle (see formula below).

Price scoring formula: $\text{Score}(\text{vendor}) = \text{Maximum score} \times (\text{Price}(\text{minimum}) / \text{Price}(\text{vendor}))$

The combined technical and financial scores determine the recommended award. MJAP reserves the right to seek clarification from bidders where necessary and to reject any proposal that does not meet the requirements of this RFP and the Terms of Reference.

7. General Requirements and Instructions

- All questions must be submitted in writing to mjapprocurement@mjak.mak.ac.ug by the clarification deadline in Section 2.
- All costs must be quoted in Ugandan Shillings (UGX) and must be all-inclusive, indicating all applicable government taxes, including VAT where applicable.
- MJAP is obligated to withhold 6% Withholding Tax (WHT) on behalf of the Uganda Revenue Authority (URA), unless the bidder provides valid proof of exemption.

- Proposals should indicate the proposed delivery/implementation schedule, the validity period of the proposal, and the proposed terms of payment.
- Where applicable, physical samples of prior work may be requested and shall be provided at no additional cost.
- MJAP expects competitive pricing and quality from its service providers; a discount is appreciated where offered.
- MJAP reserves the right to place partial orders based on the proposals received.
- Issuance of this RFP does not obligate MJAP to award a contract, nor does it commit MJAP to any costs incurred by bidders in preparing or submitting a proposal.

PART B — TERMS OF REFERENCE

Consultant to Lead and Develop MJAP Strategic Plan (2027–2031)

8. Assignment Overview

Item	Detail
Assignment title	Lead Consultant / Consulting Firm – Development of the MJAP Strategic Plan (2027–2031)
Engaging entity	MJAP Board of Directors and Management, through the Strategic Planning Steering Committee
Duty station	Kampala, Uganda, with travel to district/facility sites as required; a combination of home- and office-based work
Assignment period	1 October 2026 to 18 December 2026 (approximately 8–10 weeks), during which the Consultant will also prepare the costed 100-day transition plan covering October–December 2026 (see Section 15)
Eligibility	Open to individual consultants and to registered consulting firms/organizations (see Section 14 for differentiated qualification criteria)
Reporting to	Executive Director / Project Champion, with technical oversight from the Strategic Planning Steering Committee and final approval by the Board of Directors

9. Background and Rationale

MJAP's current Strategic Plan expires in December 2026. The new plan will cover 2027–2031 and will be developed through a decision-gated, portfolio-based process, with Board approval and execution transition targeted for completion by 18 December 2026, so that Year One implementation can begin cleanly in January 2027.

The Development will protect MJAP's HIV/TB and prevention legacy while building fundable, measurable portfolios in maternal and child health (MCH), malaria, global health security, health systems strengthening, implementation science and sustainable service delivery – carrying forward MJAP's current pillars while elevating innovation as a core, cross-cutting strategic thrust.

The process must produce more than a document: an approved Year One operational plan, portfolio scorecards, a resource mobilization pipeline, a risk dashboard, and a costed 100-day transition plan. MJAP therefore seeks a qualified consultant to lead and facilitate this process for Management, under the governance of the Board and the Strategic Planning Steering Committee.

10. Purpose and Objectives

The purpose of the assignment is to lead the technical process of developing MJAP's 2027–2031 Strategic Plan and its supporting implementation package. The specific objectives are to:

- Facilitate an evidence-based diagnosis of MJAP's performance, operating environment and strategic positioning.
- Guide the Board, Steering Committee and Management through a decision-gated process to confirm strategic choices and portfolio priorities before drafting.

- Draft a concise, Board-readable, portfolio-based Strategic Plan expanding MJAP's current pillars into an integrated portfolio architecture, with innovation embedded across all pillars.
- Develop portfolio scorecards (HIV/TB, MCH, malaria, global health security, health systems strengthening, implementation science, and sustainability).
- Produce a Year One (2027) operational plan with owners, timelines, quick wins, budget assumptions and dependencies.
- Develop a MEAL framework and quarterly Board dashboard, with indicator definitions, baselines, targets, data sources and owners.
- Develop a resource mobilization and sustainability pipeline (donor/partner map, bid calendar, value proposition, and internal responsibilities).
- Compile a risk register and a costed 100-day transition plan for October–December 2026.

11. Scope of Work and Methodology

The Consultant facilitates evidence synthesis and drafting; Management retains ownership of the strategy, and the Board governs direction, risk, affordability and accountability. The assignment follows a five-phase, gated methodology:

Phase	Focus	Key activities and gate
1	Mobilize & govern	Confirm Terms of Reference, RACI, stakeholder map, budget ceiling and Board calendar. Gate: process scoped and owned.
2	Diagnose & listen	Document review, performance and KPI analysis, stakeholder consultations (Makerere University, Ministry of Health, districts, donors and staff). Gate: evidence base accepted.
3	Decide strategy	Facilitate Board/Steering Committee sessions to confirm portfolio priorities, theory of change and quick wins. Gate: pillars and portfolio ambition approved.
4	Design & cost	Draft the plan, MEAL framework, Year One plan, resource mobilization framework and risk register. Gate: package costed.
5	Approve & execute	Incorporate feedback, finalize the Board paper and dashboard, and support the 100-day transition into execution. Gate: Board approval and transition.

The Consultant will apply participatory, evidence-based methods (portfolio analysis, theory of change, prioritization matrices) and value-for-money/zero-based budgeting principles when costing the plan and the Year One budget.

12. Key Deliverables

#	Deliverable
1	Inception report, work plan and stakeholder engagement plan.
2	Diagnostic report, baseline/KPI inventory, stakeholder consultation summary and portfolio opportunity map.
3	Strategic framework, theory of change and portfolio prioritization matrix, validated by the Board/Steering Committee.
4	Final Strategic Plan narrative (2027–2031), concise and Board-readable.

#	Deliverable
5	Portfolio scorecards (HIV/TB, MCH, malaria, global health security, health systems strengthening, implementation science, sustainability).
6	Year One (2027) operational plan with owners, timelines, quick wins, budget assumptions and dependencies.
7	MEAL framework and quarterly Board dashboard.
8	Resource mobilization and sustainability pipeline (donor/partner map, bid calendar, value proposition).
9	Risk register and costed 100-day implementation transition plan (October–December 2026).
10	Final Board approval package and presentation, incorporating the consultation feedback matrix.

All deliverables are reviewed and signed off at each decision gate before the Consultant proceeds to the next phase.

13. Governance and Reporting Lines

Body / Role	Relationship to the Consultant
Board of Directors	Approves the roadmap, budget ceiling, strategic ambition, final plan, Year One plan and dashboard.
Board Committees	Review technical coherence, value for money, staffing implications, risk and compliance of Consultant deliverables.
Executive Director / Project Champion	Day-to-day supervisor of the Consultant; provides executive direction and resolves bottlenecks.
Strategic Planning Steering Committee	Primary technical counterpart; reviews Consultant deliverables, manages decision gates and validates quality on a fortnightly basis.
Secretariat	Coordinates logistics, data-room access, consultations, minutes and the feedback matrix with the Consultant.
Portfolio Leads	Provide domain input on priorities, indicators, implementation assumptions and staffing needs.

The Consultant facilitates evidence synthesis and drafting; Management retains ownership of the content, and the Board retains final decision-making authority throughout the assignment.

14. Qualifications and Experience

This assignment is open to consulting firms/organizations and to individual consultants. Applicants must meet the criteria below corresponding to their applicant type.

14.1 For a Consulting Firm / Organization

- Registered legal entity, with a valid Certificate of Incorporation/Registration, tax compliance certificate, and any relevant operating licenses for Uganda.
- At least 8 years' corporate experience in strategic planning, health-sector or organizational-development consultancy, with at least 3 comparable assignments for health, research or development institutions (references/completion certificates required).

- A named Lead Consultant/Team Leader meeting the individual qualifications in Section 14.2, supported by a multidisciplinary team (e.g. MEAL specialist, resource mobilization/finance specialist, facilitator).
- Demonstrated institutional quality-assurance systems and technical knowledge of HIV/TB programming, with firm-wide or team familiarity with MCH, malaria, global health security and health systems strengthening in Uganda/East Africa.

14.2 For an Individual Consultant (or Proposed Lead Consultant/Team Leader, if applying as a firm)

- Master's degree or higher in public health, health systems management, strategic management, development studies or a related field.
- At least 8 years leading strategic planning for health, research or development institutions, including at least one Board-approved multi-year strategic plan.
- Technical knowledge of HIV/TB programming and familiarity with MCH, malaria, global health security and health systems strengthening in Uganda/East Africa.
- Strong facilitation skills for Board-level and multi-stakeholder strategic sessions; proven ability to produce costed operational plans, MEAL frameworks and resource mobilization strategies.
- Excellent written/verbal English, with a track record of concise, Board-ready documents. Desirable: prior work with Makerere University or the Ministry of Health; experience with portfolio management, theory of change or zero-based budgeting.

15. Duration, Level of Effort and Payment

The core assignment runs from 1 October 2026 to 18 December 2026 (approximately 8–10 weeks), covering Phases 1–5 in Section 11 and culminating in Board approval and the costed plan for October–December 2026. Level of effort will be confirmed at inception. Any continued light-touch advisory support beyond 18 December 2026 and into Q1 2027 falls outside this contract period and, if required, would be agreed separately between MJAP and the Consultant. Payments are tied to accepted deliverables, following competitive procurement and a Board-approved budget ceiling, with terms specified in the signed contract.

16. MJAP Support to the Consultant

- Data-room access to institutional documents, performance data, KPI inventories and prior strategic/annual reports.
- Introductions and scheduling for stakeholder consultations (Makerere University, Ministry of Health, districts, donors, partners, staff).
- Secretariat support for logistics, minutes and feedback consolidation; timely gate sign-off by the Steering Committee and Board.

17. Ethical Considerations and Confidentiality

The assignment may involve consultations with frontline health-service providers, programme beneficiaries, people living with HIV (PLHIV), and other stakeholders. The Consultant/consulting firm shall:

- Respect the rights, dignity, privacy, and confidentiality of all persons consulted during the assignment.
- Ensure that any information obtained during the consultancy is used strictly for the purposes of the assignment.
- Comply with applicable ethical, legal, and data-protection requirements.

- Obtain appropriate consent where personal or sensitive information is collected.
- Avoid collecting personally identifiable information unless necessary for the assignment.
- Ensure secure handling and storage of any data obtained.
- Not disclose or reproduce confidential MJAP information without prior written authorization.

The Consultant shall provide a signed statement confirming their commitment to ethical conduct, confidentiality, and protection of human-subject information as part of the Technical Proposal.

18. Application Requirements

Interested individuals or consulting firms should submit an Expression of Interest together with a Technical Proposal and a Financial Proposal, in accordance with the two-envelope submission method at Section 5.

18.1 Technical Proposal

- A suitability statement demonstrating understanding of the assignment.
- Proposed methodology and approach.
- Detailed work plan and implementation schedule.
- Proposed deliverables and timelines.
- Relevant experience in undertaking similar assignments, including at least three examples of similar strategic planning assignments undertaken.
- At least three references from organizations for which similar assignments have recently been undertaken.
- CVs & copies of academic documents of the Lead Consultant and other proposed members of the consulting team, where applicable.
- Signed ethical conduct and confidentiality statement (Section 17).

18.2 Financial Proposal

- Quoted in Ugandan Shillings (UGX).
- A clear breakdown of professional fees.
- Costs associated with the proposed activities and deliverables.
- Applicable taxes and any other costs, clearly indicated.
- The validity period of the financial proposal (minimum 90 days, per Section 6.1).

19. Evaluation of Proposals

Proposals will be evaluated against the Award Criteria set out in Section 6.2, in accordance with MJAP's applicable procurement procedures. The 70% technical score incorporates, among other considerations:

- Understanding of the Terms of Reference and proposed methodology and approach;
- Relevant qualifications and experience of the Lead Consultant and proposed team;
- Experience in strategic planning and organizational development;
- Experience in public health, HIV/AIDS, TB, and related programmes;
- Quality and relevance of previous similar assignments;
- Availability and quality of the proposed work plan.

The remaining 30% is scored on the Financial Proposal and value for money, per the formula in Section 6.2. MJAP reserves the right to seek clarification from bidders where necessary and to reject any proposal that does not meet the requirements of this RFP and these Terms of Reference.

20. Ownership of Work and Intellectual Property

All reports, tools, data, documents, materials, and other outputs developed specifically for MJAP under this consultancy shall remain the property of MJAP.

The Consultant/consulting firm shall not reproduce, distribute, publish, or use the outputs or confidential information obtained during the assignment for purposes other than this consultancy, without prior written authorization from MJAP.

21. Confidentiality

The Consultant/consulting firm shall maintain strict confidentiality regarding all information, documents, data, discussions, and materials accessed during the assignment. This confidentiality obligation remains in force beyond the completion or termination of the consultancy.

22. MJAP's Responsibilities

- Provide relevant organizational documents and background information.
- Facilitate access to relevant staff, Board members, partners, and stakeholders.
- Provide guidance and feedback on deliverables.
- Participate in consultations and validation sessions.
- Facilitate the strategic planning workshop in collaboration with the Consultant.
- Review and provide comments on submitted deliverables within agreed timelines.

23. Consultant's Responsibilities

- Deliver the assignment in accordance with the agreed methodology and work plan.
- Maintain professional independence and objectivity.
- Ensure meaningful stakeholder participation.
- Produce high-quality deliverables within agreed timelines.
- Incorporate feedback received during the review and validation process.
- Maintain confidentiality and comply with applicable ethical and data-protection requirements.
- Provide all necessary technical and facilitation materials required for the assignment.
- Submit the final Strategic Plan and associated tools in editable electronic formats.

24. Expected Outcome

At the end of the consultancy, MJAP should have a clear, evidence-based, participatory, measurable, costed, and actionable five-year Strategic Plan that:

- Provides clear organizational direction;
- Defines strategic priorities and measurable results;
- Strengthens institutional and organizational capacity;
- Enhances financial and programmatic sustainability;

- Supports resource mobilization and diversification;
- Strengthens partnerships and stakeholder engagement;
- Provides a clear implementation and accountability framework; and
- Enables MJAP to effectively respond to Uganda's evolving health and development priorities.