



**MINISTRY OF FINANCE, PLANNING AND ECONOMIC DEVELOPMENT
THE RESOURCE ENHANCEMENT AND ACCOUNTABILITY
PROGRAMME (REAP)**

**CONTRACTING OF INDIVIDUAL CONSULTANTS - MONITORING AND
EVALUATION (M&E) EXPERTS FOR STRENGTHENING RESULTS AND
REPORTING FRAMEWORK FOR THE GOVERNMENT OF UGANDA'S
NATIONAL DEVELOPMENT PROGRAMME (NDP)**

MoFPED/REAP/CONS/22-23/00126

SPECIFIC TERMS OF REFERENCE

1. INTRODUCTION

These Terms of Reference call for services to be implemented through the Development Plan Implementation (DPI) Programme of Uganda's 3rd National Development Plan (NDP III) with financing provided by the European Union (EU) through the Government's Resource Enhancement and Accountability Programme (REAP) under the Ministry of Finance, Planning and Economic Development (MoFPED).

The Development Plan Implementation (DPI) is one of the 20 programmes of the NDP III with a mandate to increase efficiency and effectiveness in the implementation of the National Development Plan. It has 6 strategic objectives namely; (i) Strengthening capacity for development planning, (ii) Strengthening budgeting and resource mobilization, (iii) Strengthening capacity for implementation to ensure a focus on results, (iv) Strengthening coordination, monitoring and reporting frameworks and systems, (v) Strengthening the capacity of the national statistics system to generate data for National Development, and (vi) Strengthening the research and evaluation function to better inform planning and plan implementation. By this mandate, DPI has a primary responsibility for improving NDP implementation coordination and M&E by ensuring among others efficiency in the management and use of the results and reporting framework. The DPI Secretariat, under the MoFPED, provides administrative and technical coordination of the programme

On the other hand, **REAP** is the Government of Uganda's framework for the implementation of its Public Financial Management (PFM) Reforms Strategy. The REAP is jointly funded by the Government of Uganda and Development partners in multi-donor basket funding arrangement. Its overall objective is to increase resource mobilisation, improve planning and public investment management, and strengthen the quality, effectiveness and efficiency of service delivery accountability. The Programme contributes to the improvements in effectiveness, efficiency and accountable use of public resources at all levels of Government under the NDP III. Specifically, funding for this activity is to be provided by EU

2. BACKGROUND

In July 2020, the Government launched its 3rd National Development Plan (NDP III). The NDP III introduced programme based approach (PBA), a new mechanism for planning and budgeting which places greater emphasis on a coordinated approach to delivering common results and development outcomes across Government. Accordingly, this new approach, which replaced the sector wide approach (SWAp) under the NDP II, introduce programmes in place of sectors and caused major changes to the national development results framework that necessitated the upgrade of the Government financial management systems (notably the PBS and IFMS) among others.

Strengthening accountability for results is central to the NDP III. A 2022 Study on the alignment of PFM systems to NDP III, which was commissioned by the MoFPED with EU support (under the recently ended Justice and Accountability Reform (JAR) programme), established the lack of good performance indicators as *the most fundamental obstacle to a good performance accountability system* in Uganda. The study listed several challenges related to the NDP III's results and indicator framework; for example, it found that indicators were too many and many were poorly selected or configured and therefore could not be appropriate for reporting on development outcomes. The mid-term review of the NDP III, which was concluded in December 2022, also confirmed many of these gaps. To address these issues, the study recommended to Government to (i) strengthen institutional arrangements for results and indicator management around the NDP, (ii) review the budget structure to better align results captured in budget documents with the NDP results, and (iii) review current stock of indicators and their targets at all levels, eliminate irrelevant ones and improve alignment with the NDP development outcomes,

Strengthening the results framework involves a lot of work including building strong institutional capacity for formulation of results and indicators, improving the quality used for baselines, and performance measurement as building database for data used. This work will require special effort. MoFPED, with support from REAP would like to engage the services of a 2 Technical Expert in the area of M&E to facilitate the development of this capacity across the 20 programmes of the NDP III. The functions to be carried out by this Consultant are outlined further below.

3. OBJECTIVE OF THE ASSIGNMENT

The overarching objective of this assignment is to strengthen performance accountability systems across government. The Specific aim under these ToRs is to provide technical support to NDP III programme structures in cleaning and improving the indicator framework in order to improve reporting and accountability for results under the NDP

4. SCOPE OF THE ASSIGNMENT

The functions under this ToRs will be carried out by an M&E expert who will work with and support a Senior Expert recruited separately. The technical support to be provided by the expert will extend to:

- a. Strengthening Institutional mechanisms to better manage the results and indicators framework under the NDP
- b. Improving the NDP III results and indicator framework focusing on design and usage. This will cover all programmes but with special attention to the DPI , Human Capital Development and Governance and Security programmes in the initial stages;
- c. Improving the framework of results (outputs) and indicators in budget documents and align them with NDP results framework

- d. Develop a meta-data for the RRF for the NDP
- e. Develop a User and Operations manual for the M&E Results and reporting framework for the NDP
- f. Upload the NDP M&E system with new meta data

5. TASKS TO BE UNDERTAKEN

The Consultant will carry out the specific functions here below;

- a. Support programmes to review and develop indicator development plans for completing gaps in indicators where they are found. This includes profiling the indicators, specifying indicators and targets that will require revision or new ones and identifying obstacles that may need to be addressed in order to collect and report on the relevant data.
- b. In accordance with the indicator development plan, supports programme MDAs and the Secretariat to review and clean the current stock of outcome / output indicators; eliminating sub-optimal or/and irrelevant activity, process and input indicators and filling gaps in indicators where necessary, in line with the principles set out in the manual.
- c. Support programmes and MDAS to identify gaps in performance reporting. This includes identifying gaps in the current results and reporting framework prepared or used in the NDP III as well as budget and planning documents;
- d. Support OPM to implement the manual on performance reporting ensuring that MDAs are guided in development of good results and indicators. This includes supporting assisting in organising training of programme structures and MDAs and, lead where necessary the dissemination of this training to MDAs and programme structures using the performance reporting manual as well as the training materials developed;
- e. Provide mentoring and hand-holding support to MDAs including providing support in collecting data on indicators, recording indicator definitions and keeping track of data gaps across indicators. The Expert will also support upload of those approved indicators (together with data and definitions) onto the M&E systems. The Expert will keep up-to-date repositories of data on indicators together with their profiles, baselines and performance data
- f. Review planning and budget documentation for inclusion of agreed indicators. The Expert will also be required to put together a register (database) to keep track of approved results and indicators in budget documentations and their relations with the NDP results and indicator framework
- g. Train MDAs and LGS on the M&ERRF user manual

6. EXPERTISE REQUIRED

The Consultant will be a M&E Expert with the following qualifications

Education

- A post-graduate qualification in Economics, Statistics, Monitoring and Evaluation, or related field from a recognized university.

Experience

- a) At least 10 post qualification years of relevant professional experience. Specific public sector experiences in Uganda or LDCs of similar conditions is highly desirable.

- b) At least 5 years of proven practical experience in designing, implementing or reviewing monitoring and evaluation frameworks
- c) Demonstrated experience in review and designing of results and indicator framework supporting development strategies for national governments.
- d) Conversant with programme based planning approach, national planning framework, government institutional planning, and budgeting and reporting processes
- e) Demonstrated practical experience in implementing or managing institutional reforms and capacity building initiatives particularly related to M&E systems
- f) Demonstrated practical experience in data management and analysis as well as development of repository of data for data recording
- g) Strong leadership skills
- b) Strong interpersonal and presentation skills with awareness of cultural sensitivities.
- c) The ability to effectively communicate with stakeholders in a public sector context as well as at the highest echelons of authority.
- d) Strong report writing skills, using clear and concise language.

Language skills

Excellent written and spoken English.

7. DURATION OF THE ASSIGNMENT

It is expected that the assignment will require a level of effort of 18 person months beginning on July 1st 2023. The Expert will be expected to be locally based in Uganda.

8. DELIVERABLES

The Consultant will be required to provide the following deliverables:

- a) Inception Report: The Inception Report will detail the Consultants' execution plan and will be used by the Consultant to demonstrate his/her understanding of the assignment. It will include an appropriate methodological approach and an indicative work plan
- b) Progress Reports on Implementation of the assignment: monthly progress assignment implementation reports covering each of the NDP III programme against targets for capacity building, indicator improvement plans and indicator clean-up agreed in the Consultant's work-plan provided in the Inception report.
- c) Clean sets of results framework (results and indicators): approved and loaded on the M&E system
- d) M&E Data repositories for each of the 20 programmes
- e) Final Report: The Final Report will present the consultants on accomplishment over the period of the contract including identifying gaps that remain in indicator and results frameworks and providing recommendations for improvements.

9. REPORTING REQUIREMENTS

The Consultant will report to the Senior Programme Advisor, PSD/DPI Secretariat but will work closely with the Senior Expert. The M&E Expert will also work closely with the; Office of the Prime Minister, National Planning Authority (NPA), Directorate of Budget and Uganda Bureau of Statistics (UBoS). The Consultant's outputs will be reviewed and cleared by a Technical

Committee - the Development Planning, Research and Statistics (DPRS) Technical Working Group (TWG) under DPI programme, which is chaired by the National Planning Authority (NPA). The consultant will be provided with working space.

| <i>No.</i> | <i>Procurement Reference Number</i> | <i>Subject matter of Procurement</i> | <i>Submission deadline</i> |
|------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| 1. | MoFPED/REAP/CONS/22-23/00126 | Individual Consultants - M&E experts for strengthening Results and Reporting Framework for the Government of Uganda's National Development Programme (NDP) | Date: 15 th August 2023 Time: 1100hrs |

Late applications shall be rejected.

(a) Applications must be delivered to:

The Resource Enhancement and Accountability Programme (REAP)

Ministry of Finance, Planning & Economic Development

Crested Towers Building, 9 Floor (Tall Tower) Office 9.12

UNDER SECRETARY/ACCOUNTING OFFICER