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

CONTRACTING OF AN INDIVIDUAL CONSULTANT - M&E INFORMATION SYSTEMS EXPERT TO SUPPORT IMPLEMENTATION OF THE GOVERNMENT OF UGANDA'S NDP III WEB-BASED MONITORING AND EVALUATION (M&E) SYSTEM

MoFPED/REAP/CONS/22-23/00127

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, the DPI Programme has a primary responsibility for improving NDP implementation by ensuring among others efficiency in the management and use of the results and reporting framework. The DPI programme 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, introduced 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.

In a bid to improve the management, performance tracking and reporting on indicators, the Office of the Prime Minister (OPM), with support from the National Planning Authority (NPA) and funding from EU developed a web based system for NDP M&E. The system includes a wide range of functionality enabling the formulation and recording of indicators, their baselines and performance information and reporting on them. The system, launched by the Prime Minister in July 2021, has never been effectively rolled out or used. This is in part because of lack of appropriate capacity for its management and in part because of lack of a fitting incentive framework to compel MDAs to use the system. As indicators are improved under this program, it will be the intention to transfer these to the system and roll it out to all MDAs. In addition, the experts will work with other technical teams to integrate the system with the Performance Budgeting System, the systems for budget preparation and reporting, so that there is harmony in the indicators and reporting between the two systems.

MoFPED, with support from REAP would like to engage the services of a Technical Expert in the area of IT to support its efforts in implementing the NDP M&E system across all NDP programmes and MDAs as part of efforts to strengthen performance accountability. The functions to be carried out by the Consultant are outlined further below.

3. OBJECTIVE OF THE ASSIGNMENT

The overarching objective of this assignment is to strengthen the selection/development, profiling, target setting, tracking and reporting on indicators under the NDP. The Specific aim under these ToRs is to provide technical support to implement and roll-out the NDP M&E systems ensuring its full use across all programmes and capacity for its sustainability.

4. SCOPE OF THE ASSIGNMENT

The functions under this ToRs will be carried out by the M&E Information Systems expert who will work with other experts on this program, based on the objectives of the integrated web based system for NDP M&E and carry out all activities necessary to enable the full use of the NDP M&E system across all MDAs and LGs. He/She will:

a) Strengthening systems for M&E to better manage the results and indicators framework under the NDP;

b) Provide technical expertise and assistance to OPM in the management of the NDP III M&E system. This includes:

    i. Identification, analysis and quantification of gaps (processes, capacity, equipment) for the proper running of the M&E System and developing an Action Plans to eliminate these gaps

    ii. In collaboration with the Secretariat and OPM, lead the implementation of the Action Plan listed in (a) above

c) Provide technical expertise and assistance in the implementation of the M&E systems across Programmes, MDAs and local governments. This includes developing and obtaining approval of a roll out plan of the system to all MDAs / local government taking into account readiness and capacities of various entities. Where necessary, identify capacity building plans to improve readiness of entities;

d) In collaboration with the PSD/DPI Secretariat and OPM, draft and facilitate the implementation of a change management plan, suitable to support and promote acceptance of the M&E system. This will need to take into account the layers of users (political, management, technical) specific requirements of each entity (MDAs / LGs) as well as other external stakeholders;

e) Working with the Secretariat and OPM, identify a pool of staff to form the core implementation team of trainers, from across MDAs and draw up and facilitate a special training plan to achieve a competence appropriate to implement this role.

f) Provide technical expertise and assistance in management of data for NDP III M&E. This includes establishing and keeping a proper record of all data sources, developing and implementing data safety and continuity plans (including using backup and archival systems) to guarantee data integrity and availability;

g) Support for deployment of new applications on the NITA-U host environment, including support to running web-server instances for training, development, production, and e-learning, and monitoring resources to further improve performance.

h) Collaborate with the Programme Based System (PBS) team in the Office of the Director of Budget or other concerned parties to facilitate integration of the M&E system with the PBS and other relevant system for the purpose of information exchange and reporting;

i) In coordination with the developer, put in place end user manuals, guide and training materials for operation using the system;

j) In collaboration with the developer, put in place a noodle training platform to support online training for users of the system

k) Coordinate with the developer ensuring support to the system implementation is readily available;

l) Undertake a capacity assessment of OPM for the management and support of the system and develop and support the implementation of a capacity development plan to address gaps identified.

m) Ensure proper record keeping and records management. This includes ensuring all documentation related to the system is properly stored, on-line access for systems documents is provided where necessary;

n) Establish professional working relationships with key personnel in Central Ministries and Local Governments and assist in capacity building and roll out of the M&E system.

o) Provide technical expertise and assistance in resolving issues pertaining to the implementation of the NDP M&E system in the course of implementing performance accountability reforms.

5. EXPERTISE REQUIRED

The Consultant will be an Information Systems expert with the following qualifications

a) **Education:** An advanced degree in Computer Science, Information systems or related field from a recognized university.

b) **Relevant experience:** At least 10 post qualification years of relevant professional experience in Information Systems project management, including in advising on information technology related policies including (a) specific public sector experiences in Uganda or LDCs of similar conditions is highly desirable; (b) at least 5 years of proven practical experience in reviewing, planning and designing information technology systems and in conducting business analysis and designs, carrying out business process re-engineering, and in undertaking systems reviews; (c) proven track record of successfully implementing similar projects in the past especially M&E in public sector; coupled with; (iv) experience in designing and developing web-based M&E systems especially based on the DHIS2 software platform, providing capacity building and maintenance support, and system integration would be advantageous.

c) **Technical expertise:** Demonstrated knowledge in the development, supervision or management of modern web-based IT systems. Advantage will be awarded to familiarity with web-based M&E systems. The technical skills in web development, database management, system integration based on RESTful API, and infrastructure support and should also have experience in using modern programming languages and frameworks especially ReactJS, NodeJS or AngularJS.

d) **Project management skills:** Well-defined project management process to ensure the project is delivered on time, within budget, and to the OPM and stakeholder's satisfaction. They should also have a system for tracking and reporting progress, managing risks, and resolving issues.

e) **Quality assurance:** Have a rigorous quality assurance process in place to ensure that the system is robust, secure, and meets the OPM and stakeholder requirements. They should also have experience in conducting testing and user acceptance testing.

f) **Communication skills:** Have strong communication skills to work effectively with OPM and stakeholders in a public sector context as well as at the highest echelons of

authority and end-users. Have ability to clearly articulate technical concepts to non-technical audiences and provide regular updates on project progress.

g) **Report writing skills:** Strong interpersonal and presentational skills with awareness of cultural sensitivities and strong report writing skills, using clear and concise language combined with excellent presentation skills.

6. DURATION OF THE ASSIGNMENT

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

7. 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, systems roll-out, and indicator clean-up agreed in the Consultant's work-plan provided in the Inception report.

c) *Upgraded M&E system with functional interface with PBS.* The Expert will ensure system implementation in line with the Performance Reporting Manual and shall provide a technical report confirming the upgrade and integration with the PBS

d) *The M&E system fully functional, in use at OPM and successfully implemented across all programmes / MDAs.* The Expert shall provide along a report of the rollout demonstrating active and full usage of the system

e) *Training and change management report:* The expert will provide a report outlining the OPM capacity assessment, the resultant capacity building plan together with its implementation and periodic reports of the training and change management conducted all MDAs and programmes to enable the use of the system

f) *Final Report:* The Final Report will present the consultants on accomplishment over the period of the contract including identifying gaps that remain with regard to the implementation of the system and capacity for its sustainability.

8. REPORTING REQUIREMENTS

Working closely with designated Officers at OPM, the Consultant will report to the Senior Programme Advisor at the PSD/DPI Programme Secretariat. The Expert will also work closely with the National Information Technology Authority of Uganda (NITA-U), the 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.

No.	Procurement Reference Number	Subject matter of Procurement	Submission deadline
1.	MoFPED/REAP/CONS/22-23/00127	Individual Consultant – M&E Information Systems expert to support implementation of the Government of Uganda's NDP web-based M&E Systems	Date: 15th 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