

STANDARD LETTER OF AGREEMENT BETWEEN
THE UNITED NATIONS DEVELOPMENT PROGRAMME IN UGANDA
AND
MINISTRY OF LOCAL GOVERNMENT

ON THE IMPLEMENTATION OF THE PROJECT "STRENGTHENING INSTITUTIONAL FRAMEWORKS FOR SERVICE DELIVERY"
(PROJECT ID **00062242**) FROM AUGUST 2011 – AUGUST 2013

WHEREAS, the United Nations Development Programme in Uganda (hereafter "UNDP Uganda") and Ministry of Local Government (hereafter "MoLG") have collaborated to intervene in the area of Accountable Democratic Governance as part of their support to the National Development Plan (NDP) and anchoring on the United Nations Development Assistance Framework (UNDAF) through the project, "**Strengthening Institutional Framework for Service Delivery**", Project ID 00062242.

Whereas the interventions of the project "**Strengthening Institutional Framework for Service Delivery**" focus on i) strengthening of the legal policy and administrative frameworks for Local Government (LG) service delivery, planning and management; ii) Enhancing national and LG capacity for service delivery; iii) Developing and implementing public private partnership framework for enhancing service delivery in LGs; and iv) Supporting the institutionalization of Gender Equitable Local Economic Development Governance and Local Economic Development actions at national and local level, including post conflict LGs.

WHEREAS MoLG has offered to implement the, **Project 00062242** (Results and Resources Framework and Work Plan included in the attached project document;

WHEREAS, UNDP Uganda as a Senior Supplier will avail financial resources and MoLG has offered to implement the project in collaboration with National Planning Authority NPA as the Responsible Party¹;

WHEREAS, UNDP Uganda, and NPA (hereafter "the parties") have collaborated in the finalization of the Work plan for the project;

The Parties therefore agree as follows:

1. Implementation arrangements

1.1. Role of UNDP Uganda:

- UNDP shall provide services and facilities as described below, on the basis of a written request from MoLG (the description of services and facilities by UNDP are attached in the annex to this letter of Agreement).
 - The recruitment of the project staff.
 - Procurement of physical equipment.
 - Procurement of goods and services.

In such circumstances UNDP rules and regulations will be applied.

- UNDP will conduct a Harmonized Approach to Cash Transfers (HACT) Assessment of the Financial and Administrative Management Capacity of MoLG.
- Procurement of services of a firm to audit the project.

¹ A Responsible Party is defined as an entity that has been selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner.

- UNDP in collaboration with MoLG, and NPA will monitor the project's progress towards intended outputs. UNDP will specifically support MoLG in the implementation of project activities and in monitoring and evaluation (M&E) processes.
- UNDP will report on the progress of the project in accordance with UNDP reporting guidelines.
- UNDP shall recover the costs incurred for providing the support services described in Section 1.1 above by charging the administration costs attached to the project and specified in the project document.

1.2. Role of MoLG

- MoLG shall retain overall responsibility for the project as the Implementing Partner and shall designate a Project Manager² who will be the authority in MoLG to approve and sign all the documents pertaining to the project, these will include, the work plans, the requests for advances, financial reports, and Combined Delivery Reports (CDRs).
- MoLG shall prepare progress reports on a quarterly basis (format attached). The quarterly reports shall include the activities carried by the Responsible Parties on behalf of MoLG.
- MoLG shall prepare financial reports on a quarterly basis using the Funding Authorization and Certificate of Expenditure (FACE) form and a final financial report at the end of the implementation period.
- MoLG shall prepare quarterly work plans. The quarterly work plans shall include the activities to be carried by the responsible party on behalf of MoLG.
- MoLG will directly implement outputs 1(part of it), 2, 3 and 4 follows:
 - *Legal, policy and administrative set-up and structure for LG service delivery planning and management strengthened*
 - *National and L capacity for service delivery enhanced*
 - *Public Private Partnership framework for enhancing service delivery in LGs developed and implemented*
 - *Local Economic Development (LED) in LGs implemented and institutionalized³*
- MoLG shall engage NPA as Responsible Party to act on its behalf, on the basis of a written agreement or contract to provide services using the project budget. NPA will provide services to implement part of output 1 of the project:
 - *Legal, policy and administrative set-up and structure for LG service delivery planning and management strengthened*
- MoLG and NPA shall participate in all the procurement of goods and services as well as in the recruitment of the project personnel for the project.

2. Financial Arrangements

The National Execution (NEX) Direct Cash Transfers using quarterly Advances will be the preferred modality for financial implementation based on the HACT assessment and Requests for Direct Payment (RDP) will be the alternative financial modality. Quarterly advances will be transferred to MoLG in its capacity as the Implementing Partner for the obligations and expenditures to be made in support of activities agreed in the Work Plan attached to this letter of agreement.

2.1. UNDP

- UNDP Uganda will provide the required financial resources for support to the implementation of the activities agreed in the attached work plan and budget.
- Based on the project document (copy attached), UNDP will provide funding to MoLG based on the agreed annual work plan over the project period. Funding shall be released based on service delivery level, absorptive capacity and accountability evidence from previous funds received from UNDP within the project life cycle.
- The funds will be disbursed as advances to MoLG on a quarterly basis upon submission of a quarterly Work Plan and recurrent financial accountabilities by MoLG to UNDP Uganda.

² The Project Manager shall be held accountable for the day to day management and operations of the project. S/he is responsible for ensuring that the project produces the outputs and results specified in the project document- to the required standard of quality and within the specified constraints of time and cost.

³ The activities under this output are already planned for and are ongoing under DDP III.

- UNDP Uganda shall not be responsible for expenses incurred by MoLG beyond the agreed budget or the scope of the activities of the Work Plan.
- UNDP Uganda will closely monitor the implementation in order to verify the correct use of the advanced funds for achieving of immediate results and expected outputs as per the project document and work plan. UNDP Uganda will monitor the amounts to be advanced to the project, according to the planned activities in any period.
- UNDP shall be responsible for carrying out routine project audits.

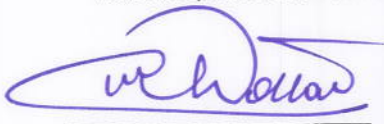
2.2. MoLG

- MoLG will administer the resources provided by UNDP Uganda, being responsible for all direct payments generated by the implementation of the activities indicated in the Work Plan and budget.
- MoLG shall open a separate bank account for the project.
- MoLG and the Responsible Parties shall apply an administrative cost rate not exceeding between 3% and 7% of the total project budget. Approval of administrative costs shall be subject to receipt of satisfactory justification and rationale, including actual break down of incurred costs.
- Requests for advances should be prepared in line with the project Work Plan, and must be signed by the implementing partner or the designated project personnel (Project Manager).
- The funds advanced to the project are under the total responsibility of MoLG as the Implementing Partner and must only be used for the activities and inputs stated in the work plan, and following UNDP's policies and procedures.
- At the end of the implementation period, MoLG will provide to UNDP Uganda, an end of Project Review Report together with the detailed progress and financial report of the expenditures incurred and activities undertaken for the entire life span of the project. The expenditures shall include those of the Responsible Parties implementing specific outputs on MoLG's behalf.
- MoLG shall not make any financial commitments or incur any expenses which exceed budgeted amounts. MoLG shall promptly advise UNDP any time when MoLG is aware that the estimated budget is insufficient to fully implement the project activities. UNDP shall have no obligation to provide MoLG with any funds or to make any reimbursement for expenses incurred by MoLG in excess of the budgeted amounts. MoLG must keep a good system of accounting recording and appropriate filing of financial documentation on the project (in order to maintain records of all payments made with advances and original expenditure backup documentation).
- The Project Manager shall sign the Financial Report or the Funding Authorization and Certificate of Expenditures (FACE) for purposes of requesting for funds and reporting on expenditures. The FACE form shall be submitted to UNDP not later than the 15th day after the end of quarter or the year.
- The Project Manager shall approve and sign the Combined Delivery Report (CDR) at the end of the year. The CDRs shall have all the expenditures of the project including the direct payments at UNDP, the expenditures by MoLG and the expenditures by the Responsible Parties on behalf of MoLG.
- MoLG will reimburse to UNDP unspent amounts if any; at the end of each year for reprogramming and at the end of the project period.
- All project reports and related documents including publicity materials shall bear the logo of UNDP and acknowledge the financial support extended to MoLG by UNDP.

3. MoLG shall be fully responsible for carrying out, with due diligence and efficiency, of all services in accordance with its Financial Regulations and Rules.

4. In carrying out the activities under this Letter, the personnel and sub-contractors of MoLG shall not be considered in any respect as being the employees or agents of UNDP. UNDP does not accept any liability for claims arising out of acts or omission of MoLG or its personnel, or of its contractors or their personnel, in performing the Services or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by MoLG, and its personnel as a result of their work pertaining to the project.

5. The personnel assigned by MoLG to the activity and under contract with MoLG shall work and shall remain accountable to MoLG for the manner in which assigned functions are discharged under MoLG regulations and rules.
6. For any matters not specifically covered by this Letter, the Parties shall ensure that those matters will be resolved in accordance with the provisions of the UNDP regulations, procedures and rules.
7. The arrangements described in this Letter will remain in effect until the orderly completion of the Project, or until terminated in writing (with 15 days notice) by either party. MoLG shall not be made to refund amounts which were properly and irrevocably committed in accordance with provisions of the financial Regulations and Rules of UNDP.
8. Any amendment to this Letter shall be effected by mutual agreement, in writing.
9. Except as provided in paragraph 6 above, any dispute between the Implementing Partner and the United Nations agency arising out of or relating to this letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the Parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.
10. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to [Mr. Lebogang MOTLANA, Country Director, UNDP, PLOT 11 YUSUF LULE ROAD, Nakasero, Uganda].
11. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Your acceptance shall there by constitute the basis for your [MOLG] participation in the implementation of the project.



Signed on behalf of UNDP
Lebogang Motlana
Country Director



27/09/2011

Date:

 Uganda

23/09/2011

Signed on behalf of:

Implementing Partner
(MoLG)

PERMANENT SECRETARY
MINISTRY OF LOCAL
GOVERNMENT
P.O. BOX 7037, KAMPALA

Date:

ANNEXES

1. Project Document
2. Annual Work plan
3. Procurement Plan
4. Description of Services and Facilities for the work to be performed by UNDP on behalf of MoLG.
5. Schedule of services, facilities and payments
6. Sample Progress Report Format.
7. Funding Authorization and Certificate of Expenditures (FACE) Form.

ANNEXES: 2 WORK PLAN 2011

Project name: STRENGTHENING INSTITUTIONAL FRAMEWORK FOR SERVICE DELIVERY

Project number: 000622242

Year: 2011

Implementing Partner: Ministry of Local Government

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
<p>Output 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened</p> <p>Baseline: Weak and inconsistent, legal, regulatory and coordination frameworks for service delivery.</p> <p>Indicators: Harmonized Local Government Act, NPA Act and Budget Act</p> <p>Targets:</p> <ul style="list-style-type: none"> i Gaps and Inconsistencies in the LG Act, NPA Act and Budget Act identified; ii Revised LG planning and budgeting guidelines produced iii Inconsistencies in service delivery and program management approaches in LGS identified <p>Related CP outcome:</p> <p>1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services</p>	<p>1. Activity Result: LG administrative set-up and structures of service delivery mandates revised</p> <p>Action: Commission a study involving dialogue at the national, LG and community levels to review and make recommendations on the appropriate LG administrative set-up</p> <p>(i) Hold stakeholders' meeting on LG administrative set-up to refocus the assignment with stakeholders</p> <p>(ii) Procurement of consultant</p> <p>(iii) Meeting with consultant to agree on procedure, roadmap for the assignment and commission study</p> <p>(iv) Peer review for first draft report</p> <p>(v) Stakeholder review meeting to consider second draft final report</p> <p>(vi) Procure printing services for the final report</p> <p>(vii) Print the final report</p> <p>(viii) Dissemination of final report</p> <p>Action: Commission a study to review LG structures and the respective service delivery mandates</p> <p>(i) Hold consultative meetings with stakeholders to agree on the ToR for the consultancy</p> <p>(ii) Procure consultant- advertising consultancy in the print media</p> <p>(iii) Support contract committee meetings</p>						
		X				Meeting costs	2,000
		X				Fees (consultants)	48,000
		X				Meeting costs	1,000
				X		Meeting costs	4,000
				X		Meeting costs (Local travel, SDA, conference facilities)	5,500
				X		Advertising costs	1,000
				X		Printing costs	14,000
				X		Dissemination costs	20,000
				X		Meeting costs	2,000
				X		Advertising costs	2,000
				X		Meeting costs	500

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
	2. Activity Result: A report on inconsistencies in legal and policy framework approved Action: Commission a consultancy to identify all inconsistencies/gaps in the legal and policy framework (LG Act, NPA, Budget Act).			NPA	UNDP		
	(i) Hold meetings with stakeholders to determine the scope of and develop ToRs for the study to identify inconsistencies and gaps in the legal and policy framework	X		NPA	UNDP	Meeting costs	2,000
	(ii) Procure consultant - Advertising consultancy in print media	X		NPA	UNDP	Advertising costs	2,000
	(iii) Procure consultant - Support Contract Committee Meetings	X		NPA	UNDP	Meeting costs	1,000
	(iii) Procurement of consultant-fees		X	NPA	UNDP	Fees (consultants)	9,000
	3. Activity Result: Revised LG planning and budgeting guidelines that are aligned to the national development planning and budgeting framework and that accommodate all development initiatives in the LG sector. Action: Consultancy to revise the LG planning and budgeting guidelines focusing on among others alignment with the national development planning framework			NPA	UNDP		
	(i) Hold Stakeholders' meetings to determine the scope of and develop ToRs for the consultancy to revise the LLG planning and budgeting guidelines.	X		NPA	UNDP	Meeting costs (Local travel & SDA)	12,000
	(ii) Procure consultants - Advertising consultancy in print media	X		NPA	UNDP	Advertising costs	6,000
	(iii) Procure consultants - Support Contract Committee Meetings	X		NPA	UNDP	Meeting costs (Local travel & SDA)	12,000
	(iv) Commission consultancy		X	NPA			
	(iv) Procurement of consultants to review the guidelines for LLGs planning & budgeting and align them to the NDP		X	NPA	UNDP	Fees (consultants)	48,000

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
	(iii) Consultations with LLG stakeholders		X	NPA	UNDP	Meeting costs (Local travel & SDA)	45,000
	<p>4. Activity Result: A report on inconsistencies and best practices in service delivery and program management approaches being used by all stakeholders (including CSOs) in LGs produced.</p> <p>Action: Commission a study to identify inconsistencies and best practices in service delivery and program management approaches in LGs</p>			MoLG	UNDP		
	(i) Hold consultative meetings to agree on the scope and develop ToR for the study	X		MoLG	UNDP	Meeting costs	2,000
	(ii) Procure consultant to carry out the study	X		MoLG	UNDP	Advertising costs	2,000
	(iii) Commission the study		X	MoLG	UNDP	Meeting costs	1,000
	<p>5. Activity Result: A Decentralized HIV/AIDS response strategic plan developed (for the decentralized response self coordinating entity)</p> <p>Action: Commission a consultancy to develop the decentralized HIV/AIDS response strategic plan</p>			MoLG	UNDP		
	(i) Hold consultative meetings to agree on scope and ToR for the development of the decentralized HIV/AIDS response strategic plan	X		MoLG	UNDP	Meeting costs	2,000
	(ii) Procure consultant to carry out the study	X		MoLG	UNDP	Advertising costs	2,000
	(iii) Commission the study		X	MoLG	UNDP	Meeting costs	1,000
	(iv) Peer review draft strategic plan		X	MoLG	UNDP	Meeting costs	3,000
	(v) Stakeholder review of final draft strategic plan		X	MoLG	UNDP	Meeting costs	5,000
	(vi) Finalize strategic plan		X	MoLG	UNDP	Fees (consultant)	7,000
	(vii) Print final strategic plan		X	MoLG	UNDP	Printing costs	5,000
	1. Activity Result: A revised National Local Government Capacity Building Policy produced			MoLG	UNDP		
	Output 2: National and LG capacity for service delivery enhanced			MoLG	UNDP		

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
Baseline: inadequate capacity by LGs to deliver services Indicators: (a) Revised NLGCBP (capacity building strategy for LGs) in place (b) Number of LGs with revised Capacity Building Plans Targets: i. Revised NLGCBP addressing performance gaps in LGs ii. Capacity needs assessment report for MoLG and NPA Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.	Action: Commission a consultancy to review the relevance and effectiveness of current capacity building strategies to improve service delivery in LGs and refine the NLGCBP based on the results of the study whilst addressing crosscutting issues (gender, HIV/AIDS etc.)			MoLG	UNDP		
	(i) Hold capacity building unit consultations to generate consensus and develop ToRs for the consultancy (ii) Procure consultants - Advertising consultancy in print media	X	X	MoLG	UNDP	Meeting costs (Local travel & SDA)	10,000
Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.	2. Activity Result: A report on capacity needs assessment and capacity building plans of NPA and MoLG			MoLG	UNDP		
	Action: Consultancy to conduct capacity needs assessment and formulate the capacity building plans of NPA and MoLG to support LG service delivery			MoLG	UNDP		
Output 3: Public Private Partnership framework for enhancing service delivery in LGs developed and implemented Baseline: Limited use of PPP approach in LG service delivery Indicators: Number of LGs effectively utilizing PPP approaches for service delivery and Local Economic Development Targets: i. PPP Framework Policy for Uganda disseminated ii. PPP Tool kit/Guidelines for LGs developed Related CP outcome: 1.3. Capacity of selected LGs and oversight entities	(i) Hold capacity building unit consultations to generate consensus and develop ToRs for the capacity needs assessment	X		MoLG	UNDP	Meeting costs (Local travel & SDA)	5,000
	(ii) Procure consultants - Advertising consultancy in print media	X		MoLG	UNDP	Advertising costs	2,000
Output 3: Public Private Partnership framework for enhancing service delivery in LGs developed and implemented Baseline: Limited use of PPP approach in LG service delivery Indicators: Number of LGs effectively utilizing PPP approaches for service delivery and Local Economic Development Targets: i. PPP Framework Policy for Uganda disseminated ii. PPP Tool kit/Guidelines for LGs developed Related CP outcome: 1.3. Capacity of selected LGs and oversight entities	1. Activity Result: A Public Private Partnership (PPP) Tool kit/Guidelines for LGs in place			MoLG	UNDP		
	Action: Consultancy to develop the Public Private Partnership (PPP) Tool kit/Guidelines for LGs (refining the existing MoLG draft) – which is in line with the Public-Private Partnership Framework Policy for Uganda developed by MoFPED as well as the PPP Legislation (now a bill pending Cabinet Approval) and based on documented PPP experiences at LG level)			MoLG	UNDP		
Related CP outcome: 1.3. Capacity of selected LGs and oversight entities	(i) Hold meetings to agree on the ToRs for refining exiting PPP draft and the development of PPP tool kit/ guidelines for LGs	X		MoLG	UNDP	Meeting costs	500

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD	
		Q3	Q4					
<p>build and delivering accountable, inclusive and demand driven social and economic services.</p> <p>Output 4: Local Economic Development (LED) in LGs implemented and institutionalized</p> <p>Baseline: LGs development approaches do not give sufficient attention to LED</p> <p>Indicators: Number of LGs implementing LED</p> <p>Targets: LED initiatives implemented</p> <p>Related CP outcome: 1.3. Capacity of selected LGs and oversight entities build and delivering accountable, inclusive and demand driven social and economic services.</p>	(ii) Procure consultant to refine existing PPP draft and develop tool kit/ guidelines	X		MoLG	UNDP	Advertising costs	2,000	
	(iii) Commission the study		X	MoLG	UNDP	Meeting costs	500	
	(iv) Constitute a peer review team	X		MoLG	UNDP			
	(v) Peer review the draft PPP tool kit/ guidelines for LGs		X	MoLG	UNDP	Meeting costs and local travel and SDA	2,000	
	(vi) Finalize the PPP tool kit/ guidelines for LGs		X	MoLG	UNDP	Fees (consultant)	15,000	
	(vii) Print final PPP tool kit/ guidelines		X	MoLG	UNDP	Printing costs	5,000	
	1. Activity Result: Local economy Business Assessment in LGs			MoLG	UNDP			
	Action: Refine and complete Local Economic & Business Assessments (LEBA's) reports for DDP3 pilot districts			MoLG	UNDP			
	(i) Constitute peer review team		X	MoLG	UNDP	Meeting costs (conference facilities)	2,000	
	(ii) Review LEBA reports (DDP3/UNJP3/ Karamoja) for the LGs of Isingiro, Kayunga, Busia, Kitgum, Lawo, Amuru, Abim, Nwoya, Arua and Arua MC		X	MoLG	UNDP	Meeting costs (facilitators)	16,000	
	(iii) Meetings to peer review the LEBA reports		X	MoLG	UNDP	Meeting costs (conference facilities)	7,000	
	(iv) Meeting to finalize the LEBA reports		X	MoLG	UNDP	Meeting costs (conference facilities)	7,000	
	(v) Print the finalized LEBA reports		X	MoLG	UNDP	Printing costs	10,000	
	Action: Refine, finalize and print the LEBA manual			MoLG	UNDP			
	(i) Hold consultative meeting to agree on the refinement plan of the LEBA manual		X	MoLG	UNDP	Meeting costs (conference facilities)	2,000	
	(ii) Identify a resource persons to refine and finalize the LEBA manual		X	MoLG	UNDP			
	(iii) Commission refinement of the LEBA manual		X	MoLG	UNDP			
(iv) Peer review of the draft LEBA manual		X	MoLG	UNDP	Meeting costs (Local travel & SDA)	4,000		
(v) Meeting to finalize and approve the LEBA manual		X	MoLG	UNDP	Meeting costs	2,000		
(vi) Procure printing services for the LEBA Manual		X	MoLG	UNDP	Advertising costs	2,000		

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
	(vii) Print the LEBA manual		X	MoLG	UNDP	Printing costs	6,000
	Action: Design, develop and disseminate LEBA information system to computerize data collection, analysis and reporting (i) Hold Stakeholders' meetings to determine the scope of and develop TORs for the consultancy to develop the LEBA Information System	X	X	MoLG	UNDP	Meeting costs (Local travel & SDA)	2,000
	(ii) Advertise consultancy to design and develop the LEBA Information System in the print media	X		MoLG	UNDP	Advertising costs	2,000
	(iii) Procure consultant to design and develop the LEBA Information System		X	MoLG	UNDP	Fees (consultant)	16,000
	(iv) Peer review of the prototype and finalization of LEBA Information System		X	MoLG	UNDP	Meeting costs (Local travel & SDA)	5,000
	(v) Test and pilot the LEBA Information System in one LG		X	MoLG	UNDP	Training costs (testing system in one LG)	10,000
	(vi) Orientation of district teams on the LEBA Information System		X	MoLG	UNDP	Training costs (trainers, venue & conference facilities)	37,000
	2. Activity Result: Methodologies and capacities are developed and activated in LGs to promote responsive, effective & strategic BDS			MoLG	UNDP		
	Action: Initiate Marketing Information System and implement it in LGs			MoLG	UNDP		
	(i) Stakeholder meeting to identify requirements of the information system	X	X	MoLG	UNDP	Meeting costs (Local travel & SDA)	5,000
	(ii) Stakeholder meeting to agree on the TOR for the development of the information system	X		MoLG	UNDP	Meeting costs	3,000
	(iii) Procure consultant to conduct study			MoLG	UNDP	Advertising costs	2,000
	(iv) Commission the consultancy to develop a marketing information system		X	MoLG	UNDP	Meeting costs	1,000
	(v) Develop pretesting and training plan for the information system		X	MoLG	UNDP	Meeting costs (facilitator)	6,000
	(vi) Peer review of the draft marketing information system		X	MoLG	UNDP	Meeting costs (Local travel & SDA)	5,000

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
	(vi) Train selected LGs in the implementation of the marketing information system		X	MoLG	UNDP	Training costs (facilitator)	12,000
	(vii) Finalize the development of the marketing information system		X	MoLG	UNDP	Fees (consultancy)	15,000
	3. Activity Result: Gender equity in LED Strengthened Action: Prepare strategy and IEC materials to advocate and stimulate gender focused LED interventions in LGs.			MoLG	UNDP		
	(i) Develop ToR the development of IEC materials	X		MoLG	UNDP	Meeting costs	1,000
	(ii) Procure the firm to develop IEC materials	X		MoLG	UNDP	Advertising costs	2,000
	(iii) Commission firm to develop IEC materials		X	MoLG	UNDP	Meeting costs	500
	(iii) Identify IEC messages		X	MoLG	UNDP		
	(iv) Writer/ illustrate messages		X	MoLG	UNDP		
	(v) Peer review the IEC materials		X	MoLG	UNDP	Meeting costs	4,000
	(vi) Finalize the development of the IEC materials		X	MoLG	UNDP	Fees (consultancy)	10,000
	4. Activity Result: National level capacity for enhancement of LED created			MoLG	UNDP		
	Action: National LED Working Group (Propagation Team) operational			MoLG	UNDP		
	(i) Develop action plan for national LED propagation team	X		MoLG	UNDP	Meeting costs	3,000
	(ii) Conduct the 2nd propagation meeting		X	MoLG	UNDP	Meeting costs (local travel & SDA)	10,000
	(iii) Conduct district outreaches starting with LED districts		X	MoLG	UNDP	Meeting costs (local travel & SDA)	10,000
	Action: National LED Framework developed & integrated with LED Policy & Strategy			MoLG	UNDP		
	(i) Hold consultative meeting to agree on the ToR for developing the LED framework	X		MoLG	UNDP		
	(ii) Identify resource person to develop LED framework	X		MoLG	UNDP	Meeting costs	1,000
	(iii) Commission the development of the LED framework to be integrated with the LED policy & strategy		X	MoLG	UNDP		
	(iv) Peer review the first draft of the framework		X	MoLG	UNDP	Meeting costs (facilitators)	3,000

Expected Outputs	Planned activities	Time frame		Responsible party	Funding source	Budget description	Budget in USD
		Q3	Q4				
	(v) Finalize the LED framework Action: Undertake Public Relations Activities to increase on awareness of LED program (awareness campaign)		X	MoLG	UNDP	Meeting costs (facilitators)	4,000
	(i) Draw and agree on the plan for LED awareness campaign	X		MoLG	UNDP	Meeting costs	2,000
	(ii) Document best practices of the LED programme		X	MoLG	UNDP	Fees (facilitator)	3,000
	(iii) Recruit team to conduct awareness campaign		X	MoLG	UNDP	Meeting costs	1,000
	(iv) Develop training materials of the awareness campaign team		X	MoLG	UNDP	Fees (facilitator)	3,000
	(v) Conduct training for the awareness campaign team		X	MoLG	UNDP	Meeting costs (conference facilities)	4,000
	(vi) Conduct awareness campaigns in LGs		X	MoLG	UNDP	Meeting costs (local travel & SDA)	10,000
	Action: Printing and dissemination of the LED Policy and mobilization of other stakeholders to participate in the implementation of LED			MoLG	UNDP		
	(i) Procure printing services for the LED policy		X	MoLG	UNDP	Advertising costs	2,000
	(ii) Print of LED policy		X	MoLG	UNDP	Printing costs	5,000
	(iii) Hold stakeholder meeting to develop and agree on the dissemination strategy for the LED policy		X	MoLG	UNDP	Meeting costs	
	(iv) Recruit a LED policy dissemination team		X	MoLG	UNDP	Meeting costs	1,000
	(v) Carry out a ToT on the LED policy		X	MoLG	UNDP	Training costs (trainers, venue & conference facilities)	3,000
	(vi) Disseminate the LED policy		X	MoLG	UNDP	Meeting costs (local travel & SDA)	9,500
Total							583,000

ANNEXES 3: PROCUREMENT PLAN

Project name: STRENGTHENING INSTITUTIONAL FRAMEWORK FOR SERVICE DELIVERY

Project number: 00079642

Year: 2011

Implementing Partner: Ministry of Local Government

Description of goods, services	Unit of measure	Quantity	Estimated unit price in US\$	Available budget in US\$	Method of procurement	Evaluation criteria	Justification for non-competitive procurement	Start of Activity	Completion of Activity	Responsible Authorities
1) Procure a consultant to conduct a study on the LG administrative set-up	Number consultants	1	48,000	48,000	ODB	QCBS		September	December	MoLG
2) Procure consultant to conduct a study to review LG structures and the respective service delivery mandates	Number consultants	1	40,000	40,000		QCBS		December		UNDP
3) Procure a consultancy to identify all inconsistencies/gaps in the legal and policy framework (LG Act, NPA, Budget Act).	Number consultants	1	9,000	9,000	ODB	QCBS		October	December	NPA
4) Procure consultant to revise the LG planning and budgeting guidelines focusing on among others alignment with the national development planning framework	Number consultants	1	48,000	48,000	ODB	QCBS		October	December	UNDP
5) Procure a consultant to conduct a study to identify inconsistencies and best practices in service delivery and program management approaches in LGs	Number consultants	1	9,000	9,000	RFP	TCS		December		MoLG
6) Procure a consultant to develop a Decentralised HIV/AIDS response strategic plan	Number consultants	1	7,000	7,000	RFP	TCS		October		MoLG
7) Procure a consultant to review the relevance and effectiveness of current capacity building strategies to improving service delivery in LGs and refine the NLGCBP based on the results of the study whilst addressing crosscutting issues (gender, HIV/AIDS etc.)	Number consultants	1	15,000	20,000	ODB	QCBS		December		MoLG

Description of goods, services	Unit of measure	Quantity	Estimated unit price in US\$	Available budget in US\$	Method of procurement	Evaluation criteria	Justification for non-competitive procurement	Start of Activity	Completion of Activity	Responsible Authorities
8) Procure a consultant to conduct capacity needs assessment and formulate the capacity building plans of NPA and MoLG to support LG service delivery	Number of consultants	2	9,000	18,000	RFP	TCS		December		MoLG
9) Procure a consultant to develop the Public Private Partnership (PPP) Tool kit/Guidelines for LGs	Number of consultants	1	15,000	15,000	RFP	TCS		October	December	MoLG
10) Procure consultant to design and develop the LEBA Information System	Number of consultants	1	16,000	16,000	RFP	TCS		October	December	MoLG
11) Procure consultant to develop IEC materials to advocate and stimulate gender focused LED interventions in LGs	Number of consultants	1	10,000	10,000	RFP	TCS		October	December	MoLG
12) Procure a consultant to initiate a Marketing Information System and implement it in LGs	Number of consultants	1	15,000	15,000	RFP	TCS		October	December	MoLG
13) Printing services for the final LEBA reports	Number of copies printed	100	6	10,000	RFP	TCS		December	December	MoLG
14) Printing services for the LEBA Manual	Number of copies printed	3,000	8	6,000	RFP	TCS		December	December	MoLG
15) Printing of the decentralised HIV/AIDS response strategic plan	Number of copies printed	1,000	5	5,000	RFP	TCS		December	December	MoLG
16) Printing of the PPP tool/kit guidelines	Number of copies printed	1,000	5	5,000	RFP	TCS		December	December	MoLG
15) Printing of LED policy	Number of copies printed	3,000	5	5,000	RFP	TCS		December	December	MoLG
16) Printing services for the report on the LG administrative set-up	Number of copies printed	1,000	15	14,000	RFP	TCS		December	December	MoLG
Total available budget US\$				300,000						

Notes

1. Activity completion months are not indicated for activities that will be completed in 2012.
2. OBD= Open Domestic Bidding
3. RFP= Request for Proposal
4. QCBS= Quality Cost Based Selection
5. TCS= Technical Compliance Selection

ANNEX 4: Description of Services and Facilities for the work to be performed by UNDP on behalf of MoLG

Project number: 00062242
Project title: STRENGTHENING INSTITUTIONAL FRAMEWORK FOR SERVICE DELIVERY

<p>Output 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> i. Procure consultants to undertake a study to review LG structures and the respective service delivery mandates <p>Output 1: Legal, policy and administrative framework for LG service delivery planning and management strengthened</p> <p><u>Actions:</u></p> <ul style="list-style-type: none"> i. Procures consultants to revise the LG planning and budgeting guidelines focusing on among others alignment with the national development planning framework <p>Capacity building support, Audit, monitoring and evaluation</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> i. Provision of capacity building support ii. Continuous monitoring of progress & performance; iii. Financial Audit.
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Description of Inputs:

	<u>Amount in US</u>
<u>Project Inputs</u>	
1 - Contracts (consultancy contracts, UN Volunteer)	103,000
2 - Travel (Monitoring of progress and performance)	20,000
3 - Other (DSA, meeting costs, workshops, training seminars, conference facilities)	10,000
Total	<u>133,000</u>

ANNEX 5: SCHEDULE OF SERVICES, FACILITIES AND PAYMENTS

Section	Budget line	Work months	Total costs (US \$)	Estimated expenditure by year	Schedule of payments
Section 1 : Contracts	Consultants, National UN Volunteer	12	103,000	2011	2011
Section 2 : Monitoring	Travel	3	20,000	91,750	Q4
Section 3: Other direct costs	DSA, meeting costs, workshops, training seminars, conference facilities	3	10,000	20,000	Q4
Total			133,000	121,750	

Note:

- The implementing partner shall be responsible for providing miscellaneous services such as secretarial assistance; postage and cable services and transportation as may be required by the United Nations agency personnel in carrying out their assignment.
- Adjustments within each of the sections may be made in consultation between the implementing partner and UNDP. Such adjustments may be made if they are in keeping with the provisions of the project document and if they are found to be in the best interest of the programme or project.

Annex 6: Quarterly Work plan template
Work plan for the period: _____

Expected Outputs	Planned activities	Responsible party	Time frame			Funding source	Budget description	Budget in USD	Amount in UGs UNDP exchange rate 2480 (Shilling to the dollar)
			JUL	AUG	SEP				
Output: Baseline: Indicator Targets:									

Annex 6: Quarterly Progress report template

Output	Quarter Target	Achievement focusing on results	Resources			Implementation issues: Challenges & opportunities (Annex: Updated risk log, issues log, lessons learnt log)	Recommendations
			Quarter Budget	Amount Utilized	Balance		

- Reimbursement
- Direct Payment

REQUESTS / AUTHORIZATIONS

REPORTING

Section 3

Section 2 (Activity Description)

Activity Description from AWP with Duration

Currency:

Section 3

Coding for UNDP, UNFPA and WFP

Section 4

Authorised Amount MM-MM YYYY	Actual Project Expenditure	Expenditures accepted by Agency	Balance
A	B	C	D = A - C

Section 5

New Request Period & Amount MM-MM	Authorised Amount	Outstanding Authorised Amount
E	F	G = D + F

CERTIFICATION

The undersigned authorized officer of the above-mentioned implementing institution hereby certifies that:
 The funding request shown above represents estimated expenditures as per AWP and itemized cost estimates attached.
 The actual expenditures for the period stated herein has been disbursed in accordance with the AWP and previously approved itemized cost estimates.

Prepared by: _____ Name: _____ Title: _____
Date Submitted: _____ Name: _____ Title: _____

NOTES: * Shaded areas to be completed by the UN Agency and non-shaded areas to be completed by the counterpart.

FOR AGENCY USE ONLY:

Approved by: _____

FOR UNICEF USE ONLY

Account Charges	Liquidation Information
CAG Ref:	CAG Ref
CRQ ref.:	CRQ ref., JV
Voucher ref.	ref.
CRQ CAG GL:	
Training (762010)	DCT Amount 0
Travel (762020)	0
Mtgs. & Confs. (762030)	0
Sal. & Sup. Costs (761030)	0
Const. - Proj. Prem. (76104)	0
Other CAG (761010)	0
Total	Balance 0

FOR UNFPA USE ONLY

New Funding Release
Activity 1 0
Activity 2 0
Total 0