

Supplement

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Programme (UNDP)
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New York, NY 10017
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Your reference E250
Email Serhii.Briukhovetskyi@giz.de

Telephone +49 228 4460-1722
Date March 18th, 2019

1. Supplement to the Third Party Cost Sharing Agreement

**Contract number: 81232011
Project processing number: 17.2000.2-002.00
Project Title: GPEDC Workstream 1 -Country level pilots
Country: Uganda**

Dear Sir/Madam,

The following provisions of the THIRD-PARTY COST-SHARING AGREEMENT BETWEEN THE DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ) AND THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) dated October 9th, 2018 are to be amended and shall be worded as follows:

Article I. The Contribution

7. The grant is made available for the period of 1st October 2018 to 31st May 2019. Only expenditures effected during this period and relating to activities carried out during this period may be financed from the grant. Otherwise the written approval of GIZ is required.

Deutsche Gesellschaft für
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Martin Jäger, State Secretary

Management Board
Tanja Gönner (Chair)
Dr Christoph Beier (Vice-Chair)

Commerzbank AG Frankfurt am Main
BIC (SWIFT): COBADEFFXXX
IBAN: DE45 5004 0000 0588 9555 00

Supplement to the Grant Agreement

The Project Document inclusive Budget as of March 2019, which is attached hereto (Annex 1) substitutes the Project Document of the above-mentioned contract.

All other provisions of the above Third-Party Cost-Sharing Agreement shall remain valid without modification.

We would be grateful if you would confirm that you agree to the proposed Agreement by signing the attached duplicate of this letter in a legally binding form and returning the duplicate to the GIZ.

We wish you every success for the implementation of your Project.

Yours sincerely,

Agreed:

Bonn, Date:

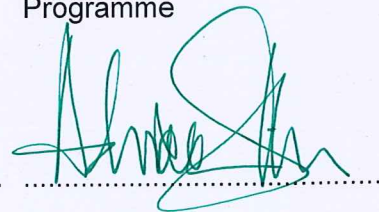
New York, Date:

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

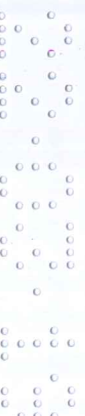
United Nations Development
Programme


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Contract Management


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S.P. Contract Management


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Annex 1: Project Document including Budget as of March 2019



Annex 1

March 2019

A. Final concept note for the Effective Development Co-operation Country Pilot Uganda, August 2018

Background

The objective of the country pilots to be taken under the auspices of the Global Partnership for Effective Development Co-operation (GPEDC) is to support increased effectiveness at country level and to demonstrate the positive impact of effective development co-operation on the achievement of national, regional and global development goals. The design of the country pilots will vary from country to country, depending on context. This note provides a brief overview of the current development co-operation landscape in Uganda and based on this, proposes possible focus areas for the pilot. It also highlights the possible added value of participating in the GPEDC piloting work.

Country context

Uganda's Vision 2040 articulates the long-term development plan for the country. This is supported by medium-term National Development Plans covering five-year periods. The current National Development Plan (NDPII) covers the 2015/2016 to 2019/2020 period and stipulates the Government's strategic direction, development priorities and implementation strategies.

These documents envisage the transition of Uganda to a Middle-Income Country (MIC) and recognise that while domestic resource mobilisation remains the most viable source of sustainable financing for development, official development assistance (ODA) will continue to play an important role. Furthermore, the NDPII expects that 42 percent of resources for its implementation to come from the private sector. The important role of the private sector for implementation of the NDPII has resulted in the development of a Private Sector Development Strategy, (2017).

Understanding that effective development co-operation, including strengthened partnerships, remain important in supporting Uganda's long-term development progress, Uganda's Partnership Policy, approved in 2013, sets out principles for the management of the relationship between the Government and development partners, within the context of the national development plans. The policy defines the roles of key government authorities and aims to strengthen overall coordination and alignment of development co-operation. To support the policy, the Government and development partners have agreed on a framework for joint dialogue, which includes instruments of the Partnership Policy, including a high-level National Partnership Forum (NPF), a technical NPF and engagement through Sector Working Groups (SWGs). Recently, government has shared its intention to develop a development cooperation policy in 2018 in full alignment with Agenda 2030.

The Local Development Partners Group (LDPG), established in 2006, is a forum of "traditional" development partners, established to promote effectiveness and harmonization of development co-operation in Uganda. In 2016, the LDPG took steps to increase ownership of and align external support to sector priorities by strengthening the joint SWGs. In particular, the Economic Management Group, actively support better alignment of partnership dialogue with the national budget process. LDPG also worked to strengthen the links between thematic and Sector Development Partner Groups (SDPGs), with a view to ensure a well-informed national partnership dialogue.

In addition, the Private Sector Foundation of Uganda, which is the main body to represent the private sector in dialogue with the Government, is developing a Framework for Private Sector Engagement in the achievement of development goals in Uganda. This is based on the recognition that partnerships between the Government and private sector, as well as between the private sector and other development stakeholders, need to be strengthened. There is also an active Investors Round Table, chaired by the President, which is a one of the platform for bringing together key stakeholders to address the challenges faced by the private sector as it attempts to contribute to the national development agenda. Other private sector bodies such as Chambers of commerce and Associations are actively engaging government in creating a conducive environment for private sector to contribute to development.

Similarly, the Civil Society sector has its structures put in place to engage with the government on development sphere. CSOs have been actively playing a role in the implementation of SDGs in Uganda through the support of several development partners. CSOs are also members of some SWGs. For instance, the Uganda National NGO Forum (UNNGOF) is an independent and inclusive national platform for NGOs in Uganda. Its primary constituency and owners are NGOs in their diversity and configurations. It has contributed significantly in the SDG mainstreaming process.

Despite these institutional arrangements, partnerships for development co-operation in Uganda still face challenges mainly related to inclusiveness and effectiveness. In terms of effectiveness of development cooperation, several issues that requires sustained dialogue are emerging in Uganda. Among others, the following issues requires attention: understanding the underlying factors that led to the shift away from use of country system and budget support to other modalities such as project support and parallel implementing arrangements; transparency and predictability of development assistance; re-building trust and strengthening accountability systems in the government; as well as issues related to results frameworks and monitoring systems . Despite the growing influence of new partners in financing for development, they have not been fully integrated into development coordination mechanisms while they continue to engage bilaterally. For instance, South Korea is member of LDPG and attends NPF while others such as Israel, Russia and India, which are some of the bigger “non-traditional” are yet active in the existing platforms. Furthermore, coordination in development is distinctly separate from humanitarian coordination despite the increased understanding by government and partners that these two issues need not be viewed in isolation. It is also notable that the coordination of Sustainable Development Goals (SDGs) in Uganda is done outside the partnership arrangements as presented above with parallel system created following the approval of the SDG Coordination framework by the Cabinet under the Office of the Prime Minister, who is also the coordinator of the national partnership platforms. Similarly, the current platform does not allow the integration of regional influential groups. Private sector participation within the development cooperation architecture is limited. While CSOs are represented in SWGs and recently also in NPF, their engagement can be further harnessed in development cooperation.

Furthermore, in enhancing development cooperation, Uganda has successfully developed Aid Management Platform (AMP), which is an online database of aid-funded projects and programs. AMP has been rolling out to development partners and users by making the system available online since November 2013. While some development partners and Government Ministries are now providing input on their programs and projects (on budget and off budget) directly into the system for budget purposes; its full potential has not been exploited by all partners, in part due to technical and other issues. Using the database, Government had produced development cooperation reports which was later halt-ed due to the overlapping scope of this report with loan and grants report. Furthermore, the AMP has not fully integrated the resources going through or mobilized by CSO. Its full alignment with

IATI data base is yet to be fully realised. The data base is not also SDG compliant to provide adequate under-standing of the alignment of resources with SDGs.

Uganda adopted and mainstreamed Agenda 2030 and SDGs in its NDP II. Given the ambitious nature of Agenda 2030, Uganda needs to diversify its development finance and broaden its development co-operation landscape. In this regard, the government is planning to undertake Development Finance Assessment (DFA) that will provide insights on the various sources of development finance for achieving SDGs. Complementing this work, there is a need to assess the current architecture for development effectiveness and cooperation. While the overall partnership architecture has served well so far in enhancing partnership and cooperation, further deepening cooperation and partnership is important in Ugandan context to advance Agenda 2030 and AAAA. In this context, the country's 2016 Voluntary National Review (VNR), presented at the 2016 High-Level Political Forum (HLPF), acknowledges the needs for strengthening partnerships with the full range of development stakeholders, including bilateral and multilateral donors, emerging partners, civil society, the private sector, academia and others, in the context of the SDGs implementation.

Proposed focus of pilot

The proposed pilot will build on Uganda's commitment for achieving sustainable development, particularly strengthening stronger multi-stakeholder partnership architecture while enhancing information management. In light of the context articulated above, it is suggested that the pilot consider providing catalytic support in a review of the partnership architecture and enhance the information management. In particular, the pilot could support:

1.A review of Development Cooperation and Partnership architecture with the view to enhance existing systems: While the current partnership arrangement served well in enhancing cooperation with multi-stakeholder groups, it is time that a comprehensive and independent review is done to inform the next generation of partnership arrangement in Uganda. Recognizing this need, attempt to review some aspect of the partnership such as the sector working groups has been done. While such reviews gave some useful insights and recommendations, the narrow scope of the work could not bring about the required strategic level insights in relation to the effectiveness of the partnership and cooperation architecture to implement NDPII and Agenda 2030. The proposed review will analyze the major issues affecting development cooperation in Uganda including: accountability, country ownership, result orientation and assess the inclusiveness of the development cooperation architecture. It will further assess existing systems for engaging new partners drawing lessons how other countries have included SSC/TrC partnerships into management structures. The review will complement the development finance assessment work planned to take place in 2017. It is envisaged that the findings of such review will help to answer key question of how in Uganda development cooperation become more effective.

Drawing on the review of the partnership architecture, through the country pilot, effort will be made to bringing together of global and in-country development partners to facilitate multi-stakeholder dialogue. The dialogue will help to strengthen the quality of co-operation. The process will be government led and participatory. It will bring all major actors including the Office of the Prime Minister (OPM), Ministry of Finance, Planning and Economic Development, with the leads of the LDPG and other influential players. This dialogue will further enhance the effectiveness of the National Partnership Forum also provides a useful opportunity to build on to promote joint and shared renewed commitments on effectiveness principles at country level. The year-long country pilot implementation roadmap could build on the deliberation from the 2018 National Partnership Forum with the concrete expected deliverables that could feed into the National Partnership Forum in 2019. To fast track the results from the country pilot, Uganda immediately will begin the implementation of the

country pilot recommendations. The lessons from the country pilot activities will then be reported to the Global platform to inform the global compendium.

2. Enhanced Information Management for development cooperation: building on what already exists, AMP can be improved to accommodate all financial flows to Uganda through government and non-government programmes. The enhancement of the database to include resources flowing to non-state actors will enable effective allocation resources to the national development priorities. This will also enhance knowledge sharing on development effectiveness of the programmes. While improving the database, effort should also be made to enhance its utility by all stakeholders for effective development cooperation. In this regard, lessons from countries such as Rwanda, Cambodia will be drawn to inform AMP enhancement. Furthermore, through the resumption of the development effectiveness report, government will initiate discussion with development partners on critical development effectiveness issues such as division of labour.

Possible Value added of the GPEDC country pilot

The GPEDC is a unique multi-stakeholder platform that fosters global-level commitments related to effective development co-operation. Through its country-level work, it can connect these commitments to engagement at the country level with global efforts. It can bridge the gap between global dialogue and local action, ensuring commitments are respected and realised. It can then ensure that the results of this work – the positive experiences and lessons learned – inform high-level dialogue and decision making, creating a feedback loop that continuously improves effectiveness, thereby upholding the four development effectiveness principles as stated in the Nairobi Outcome document, i.e., Transparency/Accountability; Ownership/country systems; Results. The Country pilot therefore creates additional, catalytical and demonstration effect.

Further, drawing on the experiences of its wide range of stakeholders, the GPEDC can provide valuable evidence-based advice on implementation of effectiveness principles at the country level and can use its network to promote peer learning and knowledge exchange.

Next steps

Activity	Time frame
Engage with EU Delegation/Germany to kick-start country implementation	Throughout the country pilot period
Consultation on draft Concept note and finalisation of the focus areas.	April 2018
Setting up of oversight multi-stakeholder team for the CO pilot	April 2018
Implementation of the country pilot <ul style="list-style-type: none"> • Development of the ToR for the review of the partnership architecture; • Launch the country pilot; • Undertake the review in an inclusive manner; • Develop a road map to improve country development cooperation; • Mobilise additional resources for implementation of the 	May 2018 - March 2019

<p>recommendations of the review (Development partners already expressed interest to support);</p> <ul style="list-style-type: none"> Implement selective actions to promote development cooperation. 	
Implementation update (light!);	June 2018
Final reporting (lessons learned and good practices, results achieved)	April 2019
Communication – newsletter, blog posts; online community of practice (suggestion) – sharing experience, peer learning etc.	Throughout the year
Global Compendium good practices (to be organised around development effectiveness principles).	End of Country Pilot

B. Budget

COUNTRY PILOT STUDY

ACTIVITY	No. of Units	No of Days /items	Cost	TOTAL (USD)	TOTAL (EUR)	Explanatory notes
Technical Support						
International Consultant's Fees	1	35	600	21.000	18.018.00	
Return Airt Ticket	1	1	1800	1.800	1.544.40	For International Consultant
DSA and Terminals for the International Consultant	1	10	216	2.160	1.853.28	DSA (Kampala Rate) and Terminals EBB/Country of Origin (USD 188)
Terminals for the International Consultant	1	4	47	188	161.30	DSA (Kampala Rate) and Terminals EBB/Country of Origin (USD 188)
National Consultant's Fees	1	30	320	9.600	8.236.80	
In country Travel Expenses	1	10	60	600	514.80	1 Vehicle to facilitate movements _consultations
				-		
Validation Workshop						Non Residential
Conference Package(Meals +venue+ conference facilities)	60	1	27	1.620	1.389.96	1 day Validation

High Level Retreat						Residential
Conference Package	40	1	60	2.400	2.059.20	Includes Dinner (Lake Victoria Serena Resort_ security and high level delegates)
Accomodation	40	1	134	5.360	4.598.88	
20% DSA and mileage for participants	1	1	1.700	1.700	1.458.60	As per LDPG and UN Rates
Study Visit to Kigali for 5 persons						
100% DSA Kigali Rate	5	3	185	2.775	2.380.95	
Terminal Expenses EBB/Col/EBB	5	4	47	940	806.52	
Return Air Ticket	5	1	310	1.550	1.329.90	
			Total	51.693	44.353	
GMS and DPC (8%)				4.135.40	3.548,24	General Management Support and Direct Project Costs
Grand Total				55.828,40	47.901,20	

Exchange rate used is for the month of September 2018 i.e 1 USD = 0,858 EUR

C. Terms of Reference

Review of Development Cooperation and Partnership Architecture

Background

This assignment is designed within the framework of Global Partnership for Effective Development Cooperation (GPEDC) Country pilot. The objective of GPEDC country pilot is to support increased effectiveness at country level and to demonstrate the positive impact of effective development cooperation on the achievement of national, regional and global development goals. As a global, multi-stakeholder platform providing support at country level, the GPEDC can connect local realities with global policy. The lessons learned from the pilots will be used to inform dialogue and decisions at the global level. The design of the country pilots will vary from country to country, depending on context. Uganda is among the countries selected for the country pilot.

Uganda's Vision 2040 articulates the long-term development plan for the country. This is supported by medium-term National Development Plans covering five-year periods. The current National Development Plan (NDPII) covers the 2015/2016 to 2019/2020 period and stipulates the Government's strategic direction, development priorities and implementation strategies.

These documents envisage the transition of Uganda to a Middle-Income Country (MIC). It is recognized that while domestic resource mobilization remains the most viable source of

sustainable financing for development, official development assistance (ODA),¹ will continue to play a key role in full alignment with the Addis Ababa Action Agenda (AAAA). Furthermore, the NDP II expects that 42 percent of resources for its implementation to come from the private sector. The important role of the private sector for implementation of the NDP II has resulted in the development of a Private Sector Development Strategy (2017).

With the Adoption of the 2030 Agenda, development cooperation has entered a new era. Understanding that effective development co-operation, including strengthened partnerships, remain important in supporting Uganda's long-term development progress. Uganda's Partnership Policy, approved in 2013, sets out principles for the management of the relationship between the Government and development partners, within the context of the national development plans. To support the policy, the Government and development partners have agreed on a framework for joint dialogue, which includes instruments of the Partnership Policy, including a high-level National Partnership Forum (NPF), a technical NPF and engagement through Sector Working Groups (SWGs). In addition, the Private sector and CSO provide the necessary structures to engage on development issues with the government and partners.

In Uganda, efforts to achieve the Sustainable Development Goals (SDGs) necessitated putting up a mechanism for coordination, which is well laid out in the SDG Coordination framework approved by the Cabinet under the Office of the Prime Minister, who is also the coordinator of the national partnership platforms.

Despite these institutional arrangements, development co-operation in Uganda still faces challenges that are often linked to inclusiveness and effectiveness. The existing structures offer platforms that most often include 'traditional' donors, while the involvement of new partners such as south-south development cooperation providers, private sector and CSOs could be enhanced. Similarly, the government and development partners face some challenges in relation to the effectiveness of development cooperation such as the use of country systems, transparency and accountability, aid fragmentation and result orientation. To strengthening development cooperation in Uganda, the Government of Uganda and its Development Partners agreed to undertake a comprehensive and independent review of current development cooperation and partnership architecture with the view to identify implementable solutions within the framework of the country pilot for the Global Partnership for effective development Cooperation.

The review will i) inform the draft development cooperation policy and (ii) contribute to strengthening existing development co-operation mechanisms by improving inclusiveness of diverse development co-operation actors while also identifying potentials to enhance development effectiveness.

Objective and Scope of the Review

The review will analyze the key issues affecting development cooperation in Uganda focusing on the global partnership principles: country ownership, accountability, result orientation and assess the inclusiveness of the current cooperation architecture. It will contribute to developing implementable solutions within short, medium and long-term period. The assessment shall provide evidence-based conclusions and recommendations, which can inform e.g. the NDP II mid-term review and the partnership dialogue.

The main scope of this review is to (1) identify key recommendations to strengthen existing framework for development partnership, dialogue and architecture that is fit for Uganda's changing context; (2) provide a set of recommendations and proposal in the following three areas: establishing dialogue mechanisms focused on the principles of effective development cooperation; capacity development and institutional building; and identify potential inputs for further alignment of national policies with the principles of effective development cooperation.

¹ In 2016, Uganda received 1.6 billion USD in the form of ODA.

Specifically, the review will

- a) assess the current state of country implementation of development effectiveness principles, commitments, and actions (if relevant) for effective development cooperation, based on the national results of the Global Partnership Monitoring for Uganda;
- b) review policy dialogue and coordination mechanisms for development cooperation and partnership currently in place and assess the extent to which the current mechanisms and structure is delivering the intended results;
- c) explore the development cooperation effectiveness challenges that require sustained dialogue in Uganda. The assessment will identify the key issues. The following are identified as priority areas among others based on the country monitoring reports: understanding the underlying factors that led to the shift away from use of country system and budget support to other modalities such as project support; transparency and predictability of development assistance; strengthening accountability systems issues related to results frameworks and monitoring systems². The review will explore the potential to assess these areas through “comprehensive approaches”.
- d) building upon the above, assess the role of division of labor (DoL) exercise within the changing development cooperation architecture in Uganda, identify factors that are hindering progress in the implementation of the recommendations following the previous work on DoL and propose a way forward to undertake a DoL exercise.
- e) building upon recent work on sector coordination which has led to a production of a report with recommendations, identify the most viable and effective interventions for enhanced coordination to include in the country pilot study.
- f) explore the growing influence of new partners in development cooperation and identify options for fully integrating them into development coordination mechanisms. Furthermore, map existing coordination in development and humanitarian space; SDG coordination with the view to provide solutions in line with the new way of working and creating harmonized and streamlined system.
- g) identify best practices and approaches to building an inclusive partnership for a strong and efficient development dialogue with a focus on DoL and on strengthening sector coordination. The review can be informed by the recommendations from other pilot countries. The recommendations will guide continuous engagement of government and local development partner groups to identify medium and long-term solutions.
- h) provide recommendations for facilitating a dialogue between the Government of Uganda, Development Partners, civil society organisations, private sector, parliament and other stakeholders aimed at effective development cooperation. Workshops will be conducted in accordance with the methodology of the other pilot country case studies under the auspice of the GPEDC and be inclusive for all relevant stakeholder mentioned above. The objective is to contribute to the lessons learnt from the other country pilots in the work stream on country level implementation of the Global Partnership.

Methodology

It is proposed that the review may be undertaken in the following key steps:

² According to the 2016 Global Partnership Monitoring report, only 46% of development co-operation interventions included country-led results and 35% used country-monitoring systems in 2015.

- a) Inception: Conference call/meeting with a review team (or an individual) to discuss overall objective, scope and expected outputs.
- b) Desk review and development of guiding questions for stakeholder interviews: desk review work will be undertaken based on review of all relevant documents (national, regional and international), results of mutual accountability survey, results of 2016 Global Partnership monitoring (country profile) among others. The country result of UN DCF's mutual accountability survey is not publicly available, thus if Uganda took part in the survey in 2017 and can make their survey response available, this will also form an important evidence base for analysis. Uganda's analysis of private sector engagement (work stream 4) will also provide inputs to the review of partnership that aims at expanding partnership and an associated inclusive architecture.
- c) Information/data collection through in-depth interviews with Government, Development Partners and other stakeholders collect relevant data. This phase aims at collecting as much information as possible on current progress, challenges, and the factors underlying challenges of existing development partnership architecture, through interviews and/or group discussions.
- d) Draft report/presentation of the preliminary findings: draft the report and prepare presentation to share with stakeholders in preparation for the country validation workshop.
- e) Validation workshop: preparing and undertaking the facilitation workshop on draft report with all stakeholders including the outcome of the consultation with a multi-stakeholder group on perceptions and ideas for the pilot approach.
- f) Final report: finalize the country report including a session on the country report on the review and the outcome of the consultation related to the perception of the country pilot, (preliminary) results of the pilot exercise and relevant country experiences. The final country report will input to the closing cross-country workshop for all pilot countries and for the compendium of good practices.

The consultancy will build on the country concept note for the pilot initiative in Uganda within the overall context of the GPEDC working session on enhanced support to effective development at country level (WS 1) and the agreed common reference framework for implementation and reporting in the respective pilot countries.

The following deliverables are to be accomplished by the independent review team (or a consultant):

- i. An **inception report** detailing the proposed work program, strategy, methodology, timetable and expected outcome of the assignment. Following the initial call on the understanding of the assignment, the inception report should include the agreed arrangement for the local and international staff roles and division of labour.
- ii. A **draft review report** of development cooperation and partnerships review and presentation on initial findings and recommendations;
- iii. A **final review report** on the review that outlines a set of recommendations and proposal for strengthening and establishing effective dialogue, capacity development and institutional building, and expanding partnerships.
- iv. **Country report.**

Institutional Arrangements

The Ministry of Finance and Economic Development jointly with UNDP shall supervise the task. The Ministry of Finance will reach out to the LDPG to technically support the process.

During the critical stages of the process, the task team will interact with critical partners to get feedback.

Duration of the Work

The task is envisaged to take 35 days for international expert and 30 days for the national expert. It is envisaged that the work of the consultants will take place between October 2018 and April 2019. The country report has to be submitted by April 2019.

Number of experts required:

One international expert to undertake the tasks and serve as team leader and one national expert.

Required skills and experience

Education:

- Master's degree in international development, political science, economics or related disciplines

Experience:

- Minimum 10 years of relevant professional experience
- Recognized expertise in all aspects of drafting and reviewing development partnership, aid/development cooperation policies and track record in supporting governments in putting in place policy dialogue and development partnership and coordination;
- Experience in supporting development partners coordination mechanism, including development partners coordination group, sector working groups, etc.
- Experience in designing and conducting consultations with a variety of stakeholders and of holding interviews;
- Familiarity with development planning and coordination process and mechanisms;
- Excellent drafting and presentation skills;
- Being knowledgeable about the importance of the effectiveness principles in country level implementation as well as current developments in the region with regard to donor-recipient partnerships and financing environment.

Languages:

Excellent written and verbal communication skills in English

The

**United Nations Development Programme (UNDP)
One United Nations Plaza
New York, NY 10017
USA**

- hereinafter referred to as "the Recipient" -

and

**Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH
Dag-Hammarskjöld-Weg 1-5
65760 Eschborn
Federal Republic of Germany**

- hereinafter referred to as the "GIZ" -

hereinafter both referred to as "Parties".

Herewith enter into the following Third Party Cost Sharing Agreement
for the Project

The Global Partnership for Effective Development Co-operation
(GPEDC) Workstream 1- Country level pilots

Country: Uganda

For correspondence and invoices (Please quote on all correspondence and invoices)

Communication details (must be quoted in all correspondence and invoices)

Contract number: 81232011
Project processing number: 17.2000.2-002.00

Unit responsible for the budget

Organisational unit: G410
Responsible officer: Mr. Vierhaus

Procurement and Contracting

Organisational unit: E250
Responsible officer: Mr. Cernenkovs / Mr. Briukhovetskiy

Financial processing of the contract

Responsible officer: Ms. Stiller-Signoriello

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

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Chairman of the Supervisory Board
Martin Jäger, State Secretary

Management Board
Tanja Gönner (Chair)
Dr. Christoph Beier (Vice-Chair)

Commerzbank AG Frankfurt am Main
BIC (SWIFT): COBADEFFXXX
IBAN: DE45 5004 0000 0588 9555 00

The basis for the subsidies for UNDP is the commission from Federal Ministry for Economic Cooperation and Development (hereinafter referred to as BMZ) dated 01.11.2017. GIZ shall provide the subsidies pursuant to this agreement exclusively on behalf of and for the account of BMZ.

**THIRD-PARTY COST-SHARING AGREEMENT
BETWEEN THE DEUTSCHE GESELLSCHAFT FÜR INTERNATIONALE ZUSAMMENARBEIT (GIZ)
GMBH AND THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

WHEREAS the Government of the Federal Republic of Germany has committed to support the Global Partnership of Effective Development Cooperation (GPEDC), created at the Fourth High-Level Forum on Aid Effectiveness in Busan (2011),

WHEREAS the GIZ has been commissioned by the Government of the Federal Republic of Germany to financially contribute to the implementation of the Country Pilot for the Global Partnership for Effective Development Cooperation according to the project document entitled "The Global Partnership for Effective Development Co-operation (GPEDC) Country Pilot. Uganda, which falls under the UNDP Global Project on Managing Development Cooperation Effectively (UNDP project number 0005019)" (Annex 1) (hereinafter referred to as the project),

WHEREAS the GIZ hereby agrees to contribute funds to UNDP on a cost-sharing basis for the implementation of the project,

WHEREAS UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS in the spirit of partnership and of ensuring harmonized programme and financial management of the project, GIZ has agreed to channel its contribution through UNDP,

WHEREAS the Government of Uganda has been duly informed of the contribution of the GIZ to the project,

WHEREAS UNDP shall be the executing Entity/ Implementation Partner for the implementation of the project,

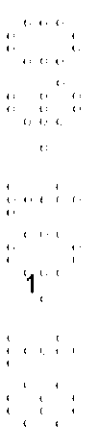
NOW THEREFORE, UNDP and the GIZ hereby agree as follows:

Article I. The Contribution

1. (a) The GIZ shall, in accordance with the schedule of payments set out below, contribute to UNDP the amount of € 47,901.20 (forty-seven thousand nine hundred one euros and twenty cents). The contribution shall be deposited in the

Account number: 6008 62722022
 Swift Code: BOFAGB22
 IBAN: GB59 BOFA 1650 5062 7220 22
 Account Title: Bank of America – London
 Mail Code: 473-672-09-01
 Address: 5 Canada Square, London E14 5AQ, United Kingdom

<u>Schedule of payments</u>	<u>Amount</u>
Not before October 1 st , 2018	€ 47,901.20



(b) The transfer of each installment will be made within two weeks upon receipt by the GIZ of a written payment request by UNDP with e-mail confirmation to UNDP when the contribution is paid at the following address: contributions@undp.org copied to registry.ug@undp.org.

2. The value of the payment, if made in a currency other than USD, shall be determined by applying the UN operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the GIZ with a view to determining whether any further financing could be provided by the GIZ. Should such further financing not be agreed on, the assistance to be provided to the project/programme may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement of the project/programme and shall be made in advance of the implementation of planned activities. The schedule may be amended to be consistent with the progress of project/ programme delivery.
4. UNDP shall receive and administer the payment in accordance with the project document including the total budget for the entire Project (Annex 1) as well as with the regulations, rules, policies and procedures of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. UNDP shall use the contribution exclusively for expenditures for the activities described in Article II of this agreement and as in the project document annexed to this agreement.
7. The grant is made available for the period of 1st October 2018 to 28th February 2019. Only expenditures effected during this period and relating to activities carried out during this period may be financed from this grant. Otherwise written approval of the GIZ is required.

Article II. Utilization of the Contribution

1. The outputs of the Project include (i) Preparation and Validation of the Country Pilot Study (ii) Study Visit to Kigali, Rwanda. Major changes of these outputs as well as of the project document shall be decided in consultation with GIZ. In case of disagreement on the side of GIZ, the latter shall be free to exercise its rights under Art. IX.
2. *In reference to the Project document, the GIZ contribution shall exclusively be used for the achievement of the following output and activities¹:*

Procurement of 2 consultants to prepare the National Report, validation of the Country Pilot Study and facilitation for 5 Government of Uganda Officials
3. The implementation of the responsibilities of UNDP pursuant to this Agreement and the project document shall be dependent on receipt by UNDP of the contribution in accordance with the schedule

¹ Insert in case of contribution for specific project component(s).
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of payment as set out in Article I, paragraph 1, above, and shall be carried out in accordance with UNDP regulations and rules for managing a project/programme.

4. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the GIZ on a timely basis a supplementary estimate showing the further financing that will be necessary. The GIZ will decide whether the amount of the contribution will be increased accordingly.
5. If the payments referred to in Article I, paragraph 1, above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 4 above is not forthcoming from the GIZ or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income attributable to the contribution shall be credited to the Project.
7. GIZ shall be invited to the Project Board discussions to participate in the project decisions.

Article III. Administration and reporting

1. Project management and expenditures shall be governed by the regulations, rules, policies and procedures of UNDP as well as by the annexed project document, and where applicable, the regulations, rules and policies of the Executing Entity/Implementing Partner.
2. UNDP headquarters and country office shall provide to the GIZ all of the following reports prepared in accordance with UNDP accounting and reporting procedures. Reporting from the country office (see below) shall include information on the use of the project budget; the expenditures shall be broken down according to the expenditure categories or measures as specified in the annexed project document.
3.
 - 3.1. For Agreements of one year or less:
 - (a) From the country office (or relevant unit at headquarters in the case of regional and global projects) within six months after the date of completion or termination of the Agreement, a final report summarizing project/ programme activities and impact of activities as well as provisional financial data;
 - (b) From UNDP Bureau of Management/Office of Finance and Administration, an annual certified financial statement as of 31 December to be submitted no later than 30 June of the following year;
 - (c) From UNDP Bureau of Management/Office of Finance and Administration on completion of the project/ programme, a certified financial statement to be submitted no later than 30 June of the year following the financial closing of the project.

4. If special circumstances so warrant, UNDP may provide more frequent reporting at the expense of the Donor. The specific nature and frequency of this reporting shall be specified in an annex of the Agreement.
5. In case of non-submission of project report by UNDP, unless otherwise agreed, the GIZ may, in consultation with UNDP and after having given notice to UNDP for a period of at least sixty (60) days, following such consultation, suspend further payments until such time that UNDP provides the report that was the reason for the suspension.

Article IV. Administrative and support services

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution actually utilized for the implementation of the Project shall be charged a fee equal to 8%. All direct costs as well as the fee shall be identified in the project budget.
2. The aggregate of the amounts budgeted for the programme/project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the programme/project under this Agreement as well as funds which may be available to the programme/project for project/programme costs and for support costs under other sources of financing. The contribution made available according to Article I shall not be exceeded and shall, therefore, include all costs and fees under Article IV.

Article V. Equipment

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VI. Evaluation

All UNDP programmes and projects are evaluated in accordance with UNDP Evaluation Policy. UNDP and the Government of Uganda in consultation with the GIZ and other stakeholders will jointly agree on the purpose, use, timing, financing mechanisms and terms of reference for evaluating the project including an evaluation of its contribution to an outcome, which is listed in the Evaluation Plan. UNDP shall commission the evaluation, and the evaluation exercise shall be carried out by external independent evaluators.

UNDP will promptly make available the evaluation reports to the GIZ.

Article VII. Auditing

The contribution shall be subject exclusively to the internal and external-auditing procedures provided for in the financial regulations, rules and directives of UNDP. Should an Audit Report of the Board of Auditors of

UNDP to its governing body contain observations/information relevant to the contributions, such information shall be made available to the GIZ.

Article VIII. Completion of the Agreement

1. UNDP shall notify the GIZ when all activities covered by this agreement have been completed.
2. Notwithstanding the completion of the project/programme, UNDP shall continue to hold unutilized payments to the extent and until all commitments and liabilities incurred in the implementation of the project/programme have been satisfied and project activities brought to an orderly conclusion.
3. If the unutilized payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the GIZ and consult with the GIZ on the manner in which such commitments and liabilities may be satisfied.
4. Any balance that remains unexpended after such commitments and liabilities have been satisfied shall be returned to the GIZ upon a request from GIZ providing bank account details for reimbursement. UNDP shall inform GIZ promptly about any remaining balances.

Article IX. Termination of the Agreement

1. After consultations have taken place between the Parties, this Agreement may be terminated either by UNDP or by the GIZ. The Agreement shall cease to be in force 30 (thirty) days after either of the Parties have given notice in writing to the other Party of its decision to terminate the Agreement.
2. Notwithstanding termination of all or part of this Agreement, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred up to the date of termination in the implementation of all or the part of the project, for which this Agreement has been terminated, have been satisfied.
3. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be returned to the GIZ upon a request from the GIZ providing bank account details for reimbursement. UNDP shall inform GIZ promptly about any remaining balances.
4. UNDP shall use its best efforts, consistent with UNDP regulations, rules, policies and procedures to recover any funds found by the Parties to be misused. UNDP shall, in consultation with the GIZ, credit any funds so recovered to the Project budget or, in case the Project was complete or terminated, shall dispose of such funds as agreed with the GIZ. The GIZ shall also be entitled to either suspend or terminate disbursements if it is established by the Parties that UNDP, acting wilfully or fraudulently, misuses funds entrusted to it under this Agreement. Furthermore, in the cases of fraudulent or wilful misuse, the GIZ shall be entitled to demand immediate pro-rata repayment of those respective amounts.
5. **Sanction List**
 - (1) The Recipient (UNDP) represents that it does not maintain any business relationship or has not engaged in any other activity (i) with or in favour of persons, organisations or entities which are listed on a sanctions list issued by the United Nations Security Council ("**Sanctions Lists**"), or

- (ii) which would constitute a breach of embargoes regulating foreign trade or of so-called financial sanctions issued by the aforementioned institution (together "Sanctions").
- (2) The Recipient will not enter into or continue any business relationship with persons, organisations or entities listed on any of the Sanctions Lists and will not engage in any other activity that would constitute a breach of Sanctions.
 - (3) The Recipient will inform GIZ, promptly and of its own accord, of the occurrence of any event which results in (i) the Recipient, (ii) any member of its management bodies or (iii) other governing bodies or any of its shareholders, being listed on a Sanctions Lists.
 - (4) With regard to sanctions obligations the Recipient will, subject to and in accordance with the status, privileges and immunities of the United Nations and its applicable rules, policies and procedures, provide GIZ, as soon as the respective relevant information is available, with a list detailing the partners who will receive funds in connection with the implementation of the Project (the "GIZ List") and with a funding schedule listing the amounts of contributions. The GIZ list contains the following information: Name of the contractor/supplier/implementing partner and country of registration. The recipient will notify GIZ of any changes to the GIZ list without undue delay. To the extent required by GIZ, and subject to and in accordance with the status, privileges and immunities of the United Nations and its applicable rules, policies and procedures, the Recipient will make reasonable endeavours to provide additional details in order to assist GIZ to establish the identity of specific contractors/suppliers/implementing partners on the GIZ List. If, from the perspective of GIZ, an entry in the GIZ List presents any concerns, GIZ will inform the Recipient accordingly. In this case, GIZ will inform the Recipient accordingly and, in that event, GIZ will not issue a Non-Objection Letter to the contract award (with GIZ funding) to that specific contractor/supplier/implementing partner. However, considering the Recipient as the ultimate and final procurement authority in the procurement process, the Recipient will be free to proceed under its own responsibility with the award with funding from other source (donors) and not GIZ funding.

Article X. Amicable Settlement and Arbitration

1. Amicable Settlement

The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this Agreement or the breach, termination or invalidity thereof.

2. Arbitration

Unless settled amicably, any such dispute, controversy or claim between the Parties as referred to in the previous paragraph, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining, including its provisions on applicable laws. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

Article XI. Privileges and Immunities

Nothing in this agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including UNDP.

Article XII. Amendment of the Agreement

The Agreement may be amended through an exchange of letters between the GIZ and UNDP. The amendment letters shall become an integral part of this Agreement.

Article XIII. Entry Into Force

This Agreement shall enter into force upon signature and deposit by the GIZ of the first contribution payment to be made in accordance with the schedule of payments set out in Article I, paragraph 1 of this Agreement and the signature of the project document by the concerned parties.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

For the Deutsche Gesellschaft
für Internationale Zusammenarbeit (GIZ) GmbH

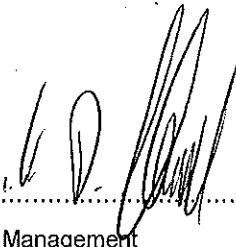
For the United Nations
Development Programme

Date, 04. OKT. 2018

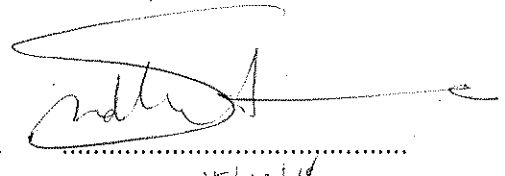
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Contract Management

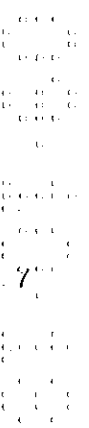
S.B. 

Contract Management



15/10/18

Annex 1: Project Document including Budget



Annex 1

A. Final concept note for the Effective Development Co-operation Country Pilot Uganda, August 2018

Background

The objective of the country pilots to be taken under the auspices of the Global Partnership for Effective Development Co-operation (GPEDC) is to support increased effectiveness at country level and to demonstrate the positive impact of effective development co-operation on the achievement of national, regional and global development goals. The design of the country pilots will vary from country to country, depending on context. This note provides a brief overview of the current development co-operation landscape in Uganda and based on this, proposes possible focus areas for the pilot. It also highlights the possible added value of participating in the GPEDC piloting work.

Country context

Uganda's Vision 2040 articulates the long-term development plan for the country. This is supported by medium-term National Development Plans covering five-year periods. The current National Development Plan (NDPII) covers the 2015/2016 to 2019/2020 period and stipulates the Government's strategic direction, development priorities and implementation strategies.

These documents envisage the transition of Uganda to a Middle-Income Country (MIC) and recognise that while domestic resource mobilisation remains the most viable source of sustainable financing for development, official development assistance (ODA) will continue to play an important role. Further-more, the NDPII expects that 42 percent of resources for its implementation to come from the private sector. The important role of the private sector for implementation of the NDPII has resulted in the development of a Private Sector Development Strategy, (2017).

Understanding that effective development co-operation, including strengthened partnerships, remain important in supporting Uganda's long-term development progress, Uganda's Partnership Policy, approved in 2013, sets out principles for the management of the relationship between the Government and development partners, within the context of the national development plans. The policy defines the roles of key government authorities and aims to strengthen overall coordination and alignment of development co-operation. To support the policy, the Government and development partners have agreed on a framework for joint dialogue, which includes instruments of the Partnership Policy, including a high-level National Partnership Forum (NPF), a technical NPF and engagement through Sector Working Groups (SWGs). Recently, government has shared its intention to develop a development cooperation policy in 2018 in full alignment with Agenda 2030.

The Local Development Partners Group (LDPG), established in 2006, is a forum of "traditional" development partners, established to promote effectiveness and harmonisation of development co-operation in Uganda. In 2016, the LDPG took steps to increase ownership of and align external support to sector priorities by strengthening the joint SWGs. In particular, the Economic Management Group, actively support better alignment of partnership dialogue with the national budget process. LDPG also worked to strengthen the links between thematic and Sector Development Partner Groups (SDPGs), with a view to ensure a well-informed national partnership dialogue.

In addition, the Private Sector Foundation of Uganda, which is the main body to represent the private sector in dialogue with the Government, is developing a Framework for Private Sector Engagement in the achievement of development goals in Uganda. This is based on the recognition that partnerships between the Government and private sector, as well as between the private sector and other development stakeholders, need to be strengthened. There is also an active Investors Round Table, chaired by the President, which is a one of the platform for bringing together key stakeholders to address the challenges faced by the private sector as it attempts to contribute to the national development agenda. Other private sector bodies such as Chambers of commerce and Associations are actively engaging government in creating a conducive environment for private sector to contribute to development.

Similarly, the Civil Society sector has its structures put in place to engage with the government on development sphere. CSOs have been actively playing a role in the implementation of SDGs in Uganda through the support of several development partners. CSOs are also members of some SWGs. For instance, the Uganda National NGO Forum (UNNGOF) is an independent and inclusive national platform for NGOs in Uganda. Its primary constituency and owners are NGOs in their diversity and configurations. It has contributed significantly in the SDG mainstreaming process.

Despite these institutional arrangements, partnerships for development co-operation in Uganda still face challenges mainly related to inclusiveness and effectiveness. In terms of effectiveness of development cooperation, several issues that requires sustained dialogue are emerging in Uganda. Among others, the following issues requires attention: understanding the underlying factors that led to the shift away from use of country system and budget support to other modalities such as project support and parallel implementing arrangements; transparency and predictability of development assistance; re-building trust and strengthening accountability systems in the government; as well as issues related to results frameworks and monitoring systems . Despite the growing influence of new partners in financing for development, they have not been fully integrated into development coordination mechanisms while they continue to engage bilaterally. For instance, South Korea is member of LDPG and attends NPF while others such as Israel, Russia and India, which are some of the bigger “non-traditional” are yet active in the existing platforms. Furthermore, coordination in development is distinctly separate from humanitarian coordination despite the increased understanding by government and partners that these two issues need not be viewed in isolation. It is also notable that the coordination of Sustainable Development Goals (SDGs) in Uganda is done outside the partnership arrangements as presented above with parallel system created following the approval of the SDG Coordination framework by the Cabinet under the Office of the Prime Minister, who is also the coordinator of the national partnership platforms. Similarly, the current platform does not allow the integration of regional influential groups. Private sector participation within the development cooperation architecture is limited. While CSOs are represented in SWGs and recently also in NPF, their engagement can be further harnessed in development cooperation.

Furthermore, in enhancing development cooperation, Uganda has successfully developed Aid Management Platform (AMP), which is an online database of aid-funded projects and programs. AMP has been rolling out to development partners and users by making the system available online since November 2013. While some development partners and Government Ministries are now providing input on their programs and projects (on budget and off budget) directly into the system for budget purposes; its full potential has not been exploited by all partners, in part due to technical and other issues. Using the database, Government had produced development cooperation reports which was later halt-ed due to the overlapping scope of this report with loan and grants report. Furthermore, the AMP has not fully integrated the resources going through or mobilised by CSO. Its full alignment with

IATI data base is yet to be fully realised. The data base is not also SDG compliant to provide adequate under-standing of the alignment of resources with SDGs.

Uganda adopted and mainstreamed Agenda 2030 and SDGs in its NDP II. Given the ambitious nature of Agenda 2030, Uganda needs to diversify its development finance and broaden its development co-operation landscape. In this regard, the government is planning to undertake Development Finance Assessment (DFA) that will provide insights on the various sources of development finance for achieving SDGs. Complementing this work, there is a need to assess the current architecture for development effectiveness and cooperation. While the overall partnership architecture has served well so far in enhancing partnership and cooperation, further deepening cooperation and partnership is important in Ugandan context to advance Agenda 2030 and AAAAA. In this context, the country's 2016 Voluntary National Review (VNR), presented at the 2016 High-Level Political Forum (HLPF), acknowledges the needs for strengthening partnerships with the full range of development stakeholders, including bilateral and multilateral donors, emerging partners, civil society, the private sector, academia and others, in the context of the SDGs implementation.

Proposed focus of pilot

The proposed pilot will build on Uganda's commitment for achieving sustainable development, particularly strengthening stronger multi-stakeholder partnership architecture while enhancing information management. In light of the context articulated above, it is suggested that the pilot consider providing catalytic support in a review of the partnership architecture and enhance the information management. In particular, the pilot could support:

1.A review of Development Cooperation and Partnership architecture with the view to enhance existing systems: While the current partnership arrangement served well in enhancing cooperation with multi-stakeholder groups, it is time that a comprehensive and independent review is done to inform the next generation of partnership arrangement in Uganda. Recognizing this need, attempt to review some aspect of the partnership such as the sector working groups has been done. While such reviews gave some useful insights and recommendations, the narrow scope of the work could not bring about the required strategic level insights in relation to the effectiveness of the partnership and cooperation architecture to implement NDPII and Agenda 2030. The proposed review will analyze the major issues affecting development cooperation in Uganda including: accountability, country ownership, result orientation and assess the inclusiveness of the development cooperation architecture. It will further assess existing systems for engaging new partners drawing lessons how other countries have included SSC/TrC partnerships into management structures. The review will complement the development finance assessment work planned to take place in 2017. It is envisaged that the findings of such review will help to answer key question of how in Uganda development cooperation become more effective.

Drawing on the review of the partnership architecture, through the country pilot, effort will be made to bringing together of global and in-country development partners to facilitate multi-stakeholder dialogue. The dialogue will help to strengthen the quality of co-operation . The process will be government led and participatory. It will bring all major actors including the Office of the Prime Minister (OPM), Ministry of Finance, Planning and Economic Development, with the leads of the LDPG and other influential players. This dialogue will further enhance the effectiveness of the National Partnership Forum also provides a useful opportunity to build on to promote joint and shared renewed commitments on effectiveness principles at country level. The year-long country pilot implementation roadmap could build on the deliberation from the 2018 National Partnership Forum with the concrete expected deliverables that could feed into the National Partnership Forum in 2019. To fast track the results from the country pilot, Uganda immediately will begin the implementation of the

country pilot recommendations. The lessons from the country pilot activities will then be reported to the Global platform to inform the global compendium.

2:Enhanced Information Management for development cooperation: building on what already exists, AMP can be improved to accommodate all financial flows to Uganda through government and non-government programs. The enhancement of the database to include resources flowing to non-state actors will enable effective allocation resources to the national development priorities. This will also enhance knowledge sharing on development effectiveness of the programs. While improving the database, effort should also be made to enhance its utility by all stakeholders for effective development cooperation. In this regard, lessons from countries such as Rwanda, Cambodia will be drawn to inform AMP enhancement. Furthermore, through the resumption of the development effectiveness report, government will initiate discussion with development partners on critical development effectiveness issues such as division of labour.

Possible Value added of the GPEDC country pilot

The GPEDC is a unique multi-stakeholder platform that fosters global-level commitments related to effective development co-operation. Through its country-level work, it can connect these commitments to engagement at the country level with global efforts. It can bridge the gap between global dialogue and local action, ensuring commitments are respected and realised. It can then ensure that the results of this work – the positive experiences and lessons learned – inform high-level dialogue and decision making, creating a feedback loop that continuously improves effectiveness, thereby upholding the four development effectiveness principles as stated in the Nairobi Outcome document, i.e., Transparency/Accountability; Ownership/country systems; Results. The Country pilot therefore creates additional, catalytical and demonstration effect.

Further, drawing on the experiences of its wide range of stakeholders, the GPEDC can provide valuable evidence-based advice on implementation of effectiveness principles at the country level and can use its network to promote peer learning and knowledge exchange.

Next steps

Activity	Time frame
Engage with EU Delegation/Germany to kick-start country implementation	Throughout the country pilot period
Consultation on draft Concept note and finalisation of the focus areas.	April 2018
Setting up of oversight multi-stakeholder team for the CO pilot	April 2018
Implementation of the country pilot <ul style="list-style-type: none"> • Development of the ToR for the review of the partnership architecture; • Launch the country pilot; • Undertake the review in an inclusive manner; • Develop a road map to improve country development cooperation; • Mobilise additional resources for implementation of the 	May-December 2018

<p>recommendations of the review (Development partners already expressed interest to support);</p> <ul style="list-style-type: none"> • Implement selective actions to promote development cooperation. • 	
Implementation update (light!);	June 2018
Final reporting (lessons learned and good practices, results achieved)	March 2019
Communication – newsletter, blog posts; online community of practice (suggestion) – sharing experience, peer learning etc.	Throughout the year
Global Compendium good practices (to be organised around development effectiveness principles).	End of Country Pilot

B. Budget

COUNTRY PILOT STUDY

ACTIVITY	No. of Units	No of Days /items	Cost	TOTAL (USD)	TOTAL (EUR)	Explanatory notes
Technical Support						
International Consultant's Fees	1	35	600	21.000	18.018.00	
Return Airt Ticket	1	1	1800	1.800	1.544.40	For International Consultant
DSA and Terminals for the International Counsultant	1	10	216	2.160	1.853.28	DSA (Kampala Rate) and Terminals EBB/Country of Origin (USD 188)
Terminals for the International Counsultant	1	4	47	188	161.30	DSA (Kampala Rate) and Terminals EBB/Country of Origin (USD 188)
National Consultant's Fees	1	30	320	9.600	8.236.80	
In country Travel Expenses	1	10	60	600	514.80	1 Vehicle to facilitate movements consultations
Validation Workshop						Non Residential
Conference Package(Meals +venue+ conference facilities)	60	1	27	1.620	1.389.96	1 day Validation

sustainable financing for development, official development assistance (ODA),¹ will continue to play a key role in full alignment with the Addis Ababa Action Agenda (AAAA). Furthermore, the NDP II expects that 42 percent of resources for its implementation to come from the private sector. The important role of the private sector for implementation of the NDP II has resulted in the development of a Private Sector Development Strategy (2017).

With the Adoption of the 2030 Agenda, development cooperation has entered a new era. Understanding that effective development co-operation, including strengthened partnerships, remain important in supporting Uganda's long-term development progress. Uganda's Partnership Policy, approved in 2013, sets out principles for the management of the relationship between the Government and development partners, within the context of the national development plans. To support the policy, the Government and development partners have agreed on a framework for joint dialogue, which includes instruments of the Partnership Policy, including a high-level National Partnership Forum (NPF), a technical NPF and engagement through Sector Working Groups (SWGs). In addition, the Private sector and CSO provide the necessary structures to engage on development issues with the government and partners.

In Uganda, efforts to achieve the Sustainable Development Goals (SDGs) necessitated putting up a mechanism for coordination, which is well laid out in the SDG Coordination framework approved by the Cabinet under the Office of the Prime Minister, who is also the coordinator of the national partnership platforms.

Despite these institutional arrangements, development co-operation in Uganda still faces challenges that are often linked to inclusiveness and effectiveness. The existing structures offer platforms that most often include 'traditional' donors, while the involvement of new partners such as south-south development cooperation providers, private sector and CSOs could be enhanced. Similarly, the government and development partners face some challenges in relation to the effectiveness of development cooperation such as the use of country systems, transparency and accountability, aid fragmentation and result orientation. To strengthening development cooperation in Uganda, the Government of Uganda and its Development Partners agreed to undertake a comprehensive and independent review of current development cooperation and partnership architecture with the view to identify implementable solutions within the framework of the country pilot for the Global Partnership for effective development Cooperation.

The review will i) inform the draft development co-operation policy and (ii) contribute to strengthening existing development co-operation mechanisms by improving inclusiveness of diverse development co-operation actors while also identifying potentials to enhance development effectiveness.

Objective and Scope of the Review

The review will analyze the key issues affecting development cooperation in Uganda focusing on the global partnership principles: country ownership, accountability, result orientation and assess the inclusiveness of the current cooperation architecture. It will contribute to developing implementable solutions within short, medium and long-term period. The assessment shall provide evidence-based conclusions and recommendations, which can inform e.g. the NDP II mid-term review and the partnership dialogue.

The main scope of this review is to (1) identify key recommendations to strengthen existing framework for development partnership, dialogue and architecture that is fit for Uganda's changing context; (2) provide a set of recommendations and proposal in the following three areas: establishing dialogue mechanisms focused on the principles of effective development cooperation; capacity development and institutional building; and identify potential inputs for further alignment of national policies with the principles of effective development cooperation.

¹ In 2016, Uganda received 1.6 billion USD in the form of ODA.

Specifically, the review will

- a) assess the current state of country implementation of development effectiveness principles, commitments, and actions (if relevant) for effective development cooperation, based on the national results of the Global Partnership Monitoring for Uganda;
- b) review policy dialogue and coordination mechanisms for development cooperation and partnership currently in place and assess the extent to which the current mechanisms and structure is delivering the intended results;
- c) explore the development cooperation effectiveness challenges that require sustained dialogue in Uganda. The assessment will identify the key issues. The following are identified as priority areas among others based on the country monitoring reports: understanding the underlying factors that led to the shift away from use of country system and budget support to other modalities such as project support; transparency and predictability of development assistance; strengthening accountability systems issues related to results frameworks and monitoring systems². The review will explore the potential to assess these areas through "comprehensive approaches".
- d) building upon the above, assess the role of division of labor (DoL) exercise within the changing development cooperation architecture in Uganda, identify factors that are hindering progress in the implementation of the recommendations following the previous work on DoL and propose a way forward to undertake a DoL exercise.
- e) building upon recent work on sector coordination which has led to a production of a report with recommendations, identify the most viable and effective interventions for enhanced coordination to include in the country pilot study.
- f) explore the growing influence of new partners in development cooperation and identify options for fully integrating them into development coordination mechanisms. Furthermore, map existing coordination in development and humanitarian space; SDG coordination with the view to provide solutions in line with the new way of working and creating harmonized and streamlined system.
- g) identify best practices and approaches to building an inclusive partnership for a strong and efficient development dialogue with a focus on DoL and on strengthening sector coordination. The review can be informed by the recommendations from other pilot countries. The recommendations will guide continuous engagement of government and local development partner groups to identify medium and long-term solutions.
- h) provide recommendations for facilitating a dialogue between the Government of Uganda, Development Partners, civil society organisations, private sector, parliament and other stakeholders aimed at effective development cooperation. Workshops will be conducted in accordance with the methodology of the other pilot country case studies under the auspice of the GPEDC and be inclusive for all relevant stakeholder mentioned above. The objective is to contribute to the lessons learnt from the other country pilots in the work stream on country level implementation of the Global Partnership.

Methodology

It is proposed that the review may be undertaken in the following key steps:

² According to the 2016 Global Partnership Monitoring report, only 46% of development co-operation interventions included country-led results and 35% used country-monitoring systems in 2015.

- a) Inception: Conference call/meeting with a review team (or an individual) to discuss overall objective, scope and expected outputs.
- b) Desk review and development of guiding questions for stakeholder interviews: desk review work will be undertaken based on review of all relevant documents (national, regional and international), results of mutual accountability survey, results of 2016 Global Partnership monitoring (country profile) among others. The country result of UN DCF's mutual accountability survey is not publicly available, thus if Uganda took part in the survey in 2017 and can make their survey response available, this will also form an important evidence base for analysis. Uganda's analysis of private sector engagement (work stream 4) will also provide inputs to the review of partnership that aims at expanding partnership and an associated inclusive architecture.
- c) Information/data collection through in-depth interviews with Government, Development Partners and other stakeholders collect relevant data. This phase aims at collecting as much information as possible on current progress, challenges, and the factors underlying challenges of existing development partnership architecture, through interviews and/or group discussions.
- d) Draft report/presentation of the preliminary findings: draft the report and prepare presentation to share with stakeholders in preparation for the country validation workshop.
- e) Validation workshop: preparing and undertaking the facilitation workshop on draft report with all stakeholders including the outcome of the consultation with a multi-stakeholder group on perceptions and ideas for the pilot approach.
- f) Final report: finalise the country report including a session on the country report on the review and the outcome of the consultation related to the perception of the country pilot, (preliminary) results of the pilot exercise and relevant country experiences. The final country report will input to the closing cross-country workshop for all pilot countries and for the compendium of good practices.

The consultancy will build on the country concept note for the pilot initiative in Uganda within the overall context of the GPEDC working session on enhanced support to effective development at country level (WS 1) and the agreed common reference framework for implementation and reporting in the respective pilot countries.

The following deliverables are to be accomplished by the independent review team (or a consultant):

- i. An **inception report** detailing the proposed work program, strategy, methodology, timetable and expected outcome of the assignment. Following the initial call on the understanding of the assignment, the inception report should include the agreed arrangement for the local and international staff roles and division of labour.
- ii. A **draft review report** of development cooperation and partnerships review and presentation on initial findings and recommendations;
- iii. A **final review report** on the review that outlines a set of recommendations and proposal for strengthening and establishing effective dialogue, capacity development and institutional building, and expanding partnerships.
- iv. **Country report.**

Institutional Arrangements

The Ministry of Finance and Economic Development jointly with UNDP shall supervise the task. The Ministry of Finance will reach out to the LDPG to technically support the process.

During the critical stages of the process, the task team will interact with critical partners to get feedback.

Duration of the Work

The task is envisaged to take 35 days for international expert and 30 days for the national expert. It is envisaged that the work of the consultants will take place between October 2018 and February 2019. The country report has to be submitted by January 2019.

Number of experts required:

One international expert to undertake the tasks and serve as team leader and one national expert.

Required skills and experience

Education:

- Master's degree in international development, political science, economics or related disciplines

Experience:

- Minimum 10 years of relevant professional experience
- Recognized expertise in all aspects of drafting and reviewing development partnership, aid/development cooperation policies and track record in supporting governments in putting in place policy dialogue and development partnership and coordination;
- Experience in supporting development partners coordination mechanism, including development partners coordination group, sector working groups, etc.
- Experience in designing and conducting consultations with a variety of stakeholders and of holding interviews;
- Familiarity with development planning and coordination process and mechanisms;
- Excellent drafting and presentation skills;
- Being knowledgeable about the importance of the effectiveness principles in country level implementation as well as current developments in the region with regard to donor-recipient partnerships and financing environment.

Languages:

Excellent written and verbal communication skills in English