



United Nations Development Programme

Country: Uganda

Project Document



Project Title Strengthening the Capacity for Evidence-Based Analytical Studies that Promote Human Development and the MDGs in Uganda

Short title EBAS project

UNDAF Outcome(s): UNDAF Outcome 2: Vulnerable segments of the population increasingly benefit from sustainable livelihoods and, in particular, improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014

Expected CP Outcome(s): National and local institutions have capacity to develop, implement and monitor pro-poor and MDG responsive responses and strategies.

Expected Output(s):

1. Technical Capacity of participating institutions to carry out evidence-based analytical studies strengthened
2. Evidence-based Analytical Studies for informing policy carried out by participating institutions
3. Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public

Implementing Partner: Ministry of Finance, Planning and Economic Development (MOFPED)

Responsible Parties: Department of Economic Development Policy and Research, MOFPED

Brief Description

The EBAS project aims at enhancing the capacity of national and local institutions in Uganda to conduct evidence-based analytical studies that inform the formulation of pro-poor policies which promote human development and the attainment of the MDGs in Uganda, in line with UNDP's core mandate in this area, as well as that of its policy research partners in Uganda, including EDPR's. The project will achieve these goals through interventions that: (i) strengthen the technical capacity of participating institutions to carry out evidence-based analytical studies; (ii) lead to the production of policy relevant evidence-based research and (iii) contribute to the dissemination of evidence-based analysis among policy makers, stakeholders and the general public in Uganda. The project will be implemented over a four-year period, from 2011 to 2014, and will have as its main implementing partner the department of Economic Development Policy and Research (EDPR) at the Ministry of Finance, Planning and Economic Development (MOFPED), department which has a specific mandate to conduct policy research in the areas of focus of the EBAS project. The total cost of the project is estimated at USD 1,548,284, to be executed over the four-year period of project implementation.

Project Period:	2011-2014	Total resources required	1,548,284 USD
Key Result Area:	Growth & poverty reduction	Total allocated resources:	
Atlas Award ID:	PROJECT 80489	Regular	1,548,284 USD
Start date:	Q4 2011	Other:	
End Date:	Q4 2014	Government:	
PAC Meeting Date:			
Management Arrangements:	National Execution (NEX)		

[Signature]
 Agreed by Ministry of Finance Planning and Economic Development (Implementing Partner):

[Signature]
 Agreed by UNDP (Executing Entity):

05/11/2011



Uganda

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ACRONYMS

ACBF	African Capacity Building Foundation
ADG	Accountable Democratic Governance
AWP	Annual Work Plan
CPAP	Country Program Action Plan
CSOs	Civil Society Organisations
DEA	Directorate of Economic Affairs
DfID	Department for International Development
EBAR	Evidence-Based Analytical Research
EDPR	Economic Development Policy and Research
EPRC	Economic Policy Research Centre
GPR	Growth and Poverty Reduction
MAMS	Maquette for MDG Simulation
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goal
MoFPED	Ministry of Finance Planning and Economic Development
NDP	National Development Plan
NEX	National Execution
NHDR	National Human Development Report
NPA	National Planning Authority
OPM	Office of the Prime Minister
PEAP	Poverty Eradication Action Plan
UNDAF	United Nations Development Assistance Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Program
USD	United States Dollars

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STRENGTHENING THE CAPACITY FOR EVIDENCE-BASED ANALYTICAL STUDIES THAT PROMOTE HUMAN DEVELOPMENT AND THE MDGs IN UGANDA

1. INTRODUCTION

In 2010, the Government of Uganda developed the National Development Plan (NDP) 2010/11-2014/15, which will guide the formulation and implementation of government policies throughout this period. This document is considered a significant landmark in a paradigm shift in development planning in Uganda, from a shorter term poverty focus that characterised government actions under the Poverty Eradication Action Plan (PEAP), to a longer term vision of economic growth, employment and structural transformation of Uganda's economy and society.

According to the estimates presented in the NDP, the country's GDP is projected to grow at an average of 7.2 percent per annum between 2010 and 2015, with nominal per capita income forecasted to grow from USD506 in 2008/09 to USD850 in 2014/15, although these figures are likely to be reviewed downwards, given the very challenging global outlook the world economy currently faces and the difficulties that the advanced economies of North America and Europe, important economic partners of Uganda, are presently experiencing. The NDP also foresees important poverty reduction gains, with the population living below the national poverty line projected to fall from the 31 percent level recorded in 2005/6 to 24.5 percent in 2014/15, a rate significantly lower than the MDG target of 28 percent established for Uganda. However, the 2009/10 household survey findings that were released after the launch of the NDP show that this target has already been achieved.

In support of NDP implementation, UNDP has recently formulated its Country Programme Action Plan in Uganda for the period 2010-2014. The CPAP programme was developed around two main components: Accountable Democratic Governance (ADG) and Growth and Poverty Reduction (GPR). A key element of the GPR component is Outcome Area 2.2., which aims at having "*National and local institutions capacitated to develop, implement and monitor pro-poor and MDG responsive policies/strategies*" (UNDP-CPAP; page 32). It is on this basis that the project outlined in this document seeks to enhance the capacity of national and local institutions in Uganda to conduct evidence-based research that informs the formulation of pro-poor policies and promotes human development and the attainment of the MDGs in Uganda, in line with UNDP's core mandate on these issues, as well as that of its policy research partners in Uganda, including EDPR's.

2. SITUATION ANALYSIS

The shift from PEAP to NDP requires not only a deeper look at poverty data but also a broader understanding of the macroeconomic dynamics and structural socioeconomic factors shaping development trends in Uganda, as well as of their distributional effects. The complex interaction of these factors in the determination of development outcomes in Uganda, underscores the importance of ensuring that policy decisions are supported by rigorous evidence-based analysis and modelling, in order to generate robust findings that inform the formulation of government programmes that promote pro-poor development and inclusive growth.

At present, there are several institutions in Uganda providing policy research services to policy makers and other stakeholders, including development partners, CSOs and the private sector. Some of these are based within government; others are part of Uganda's vibrant academic and research community and the wider Ugandan civil society. A key player in the provision of policy research is the Economic Development Policy and Research (EDPR) department at the Ministry of Finance Planning and Economic Development (MOFPED), which has a specific mandate for conducting socioeconomic research for improving the evidence base used in policy making processes in Uganda, and with which UNDP maintains a strong partnership in the production of policy research activities in areas relevant to UNDP's policy advisory work, including the production of mandatory reports, such as the national MDG and HDR reports, among others.

In addition to this department, each line ministry has a planning or policy analysis unit, responsible for informing the formulation of sectoral policies by their respective ministries. MOFPED also recently seconded a group of economists to work in these units with the aim of strengthening the policy and planning links between government ministries and the EDPR. Outside government, the Makerere University campus concentrates the largest number of centres in Uganda producing policy research are based and/or are linked to, with the Economic Policy Research Centre (EPRC), the Makerere Institute of Social Research (MISR) and the Institute of Statistics and Applied Economics (ISAS), among the most prominent in the field of social science research.

Many efforts have been made over the past years to strengthen the capacity of these institutions, including efforts supported by development partners and international research bodies and initiatives.¹ As a result, today, Ugandan social science research centres often rank among the strongest and more innovative in the African continent. However, they still face important challenges and difficulties in the production of analytical studies and evidence-based policy research, as well as in the facilitation of policy dialogue around the issues they conduct research on and their integration within national development policies and programmes.

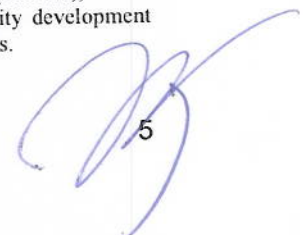
Within EDPR, the internal capacity to conduct research is still insufficient to meet the many demands for evidence-based policy research the department receives. While most staff at EDPR have a strong academic record, they are few in number and often lack appropriate training in specialized research and data-analysis techniques. Furthermore, they spend a large share of their time engaged in administrative and office management activities, leaving them with little time to focus on undertaking rigorous scientific and policy relevant research. There is also a limited analytical skills-mix among EDPR staff, limiting the scope of research techniques that EDPR can make use of at any given time to produce evidence-based policy analysis. Altogether, these factors undermine EDPR's ability to produce policy research of the required standards, including research outputs jointly conducted with UNDP in areas of common interest.

On the other hand, those economists that were seconded by MOFPED to line ministry planning and policy analysis units remain isolated, with only limited capacity to engage in policy research and dialogue. Back-stopping from the EDPR department to these economists, on the other hand, is also difficult and limited, due to the lack of adequate resources at EDPR that can be put to this purpose. Similarly, economists recruited by the numerous districts and other ministries, departments and agencies (MDAs) often find it difficult to access and link to government policy services provided by central-government institutions such as EDPR, undermining the coordination and harmonization of policy making and implementation processes, and preventing them from accessing capacity building opportunities in relevant areas.

More broadly, while the individual roles and responsibilities for the production of evidence-based analytical work is clear for EDPR and other institutions within the public sector system with a mandate to work on these issues, such as the National Planning Authority (NPA) and the Economic Policy Research Centre (EPRC), there is still room for exploring greater synergies and maximising complementarities among them at the policy and technical level, including in areas relevant to UNDP's mandate of promoting human development principles and the MDGs. Achieving greater coordination between these institutions is also critical to avoid duplication of efforts and to ensure greater clarity and consistency in informing policy making in Uganda, including in the areas of human development and the MDGs.

In terms of specific capacities that need to be strengthened, there is generally a weak linkage in Uganda between macro- and micro-level socioeconomic research and analysis. In the department of

¹ For instance, DFID has been supporting efforts in this area through its "Strengthening Evidence Based Decision Making in Uganda" project. On the other hand, international research institutes and networks, such as IDRC (Canada), IFPRI (USA), or the African Economic Research Consortia (Kenya) have a long tradition of supporting capacity development initiatives in this area of evidence-based policy research in Uganda in collaboration with Ugandan institutions.



EDPR, there are some economists with limited knowledge of both qualitative and quantitative research methods, including in-depth econometric analysis and macroeconomic modeling and simulations. Moreover, some of the models that EDPR operates, such as MAMS² and GEM (Global Economy Model), need to be calibrated to reflect more accurately Uganda's socioeconomic reality. Communication skills of EDPR staff also need to be strengthened, so as to enable them to communicate the results of their work to different target audiences, including the work in areas to which this project is targeted, namely the promotion of human development and the MDGs.

More generally, there is also a need to strengthen the capacity of senior civil servants and policy makers to understand the analytical findings by EDPR and by other institutions in Uganda conducting evidence-based policy research and its implications for the formulation of policies that promote inclusive growth, human development and the MDGs. Making this happen is critical to strengthen the links between evidence-based research and policy making, and to ensure that policy research is demand driven, which is still most often not the case in Uganda. Indeed, many executives and policy makers lack the relevant skills and expertise to fully comprehend the results generated by evidence-based analysis and, as a result, there is a low uptake of research outputs, with decisions being made with limited appreciation and reflection on the findings from research on a given issue. This significantly erodes the value of and reduces the likelihood that evidence-based research findings guide policy and decision making.

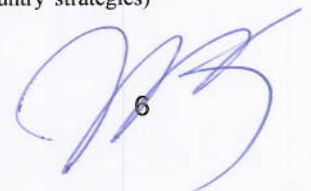
Finally, there is no system in place for conducting research in a systematic, consistent and structured way so as to inform policy-making as part of the policy process. As a result, the setting of research plans and programs, the verification of research findings, and the time frames for expecting research products are, most often than not, defined on an ad hoc, piecemeal basis. Further, research that is sponsored at the decentralized level by development partners is often not coordinated with the policy requirements or demands of central government (MOFPED) and does not lead to the implementation of evidence based policies. Such policies are often sector focused and limited in scope to the project under consideration, an example is the in-depth study of tourism's contribution to Uganda's economy, whose policy recommendations are yet to be mainstreamed and adopted as national policy.

In this context, civil society and, by extension, CSOs can play an important role in promoting greater dialogue around the findings from policy research by government and other relevant institutions, thereby, contributing to greater participation, accountability and transparency in policy making and implementation. This also holds for those areas which are the focus of this project, the promotion of human development principles and the MDGs. However, they lack venues for policy debate and the limited literacy among civil society and NGOs in areas such as macro- and microeconomic analysis prevents greater policy dialogue between the general public, social scientists and policy makers. At the same time, efforts to democratize and disseminate policy research findings and other relevant information are still insufficient, especially in terms of presenting these findings and information in a way and format that citizens can access, understand, discuss and give feedback. Again, this prevents decision making in government from fully taking account of citizen's views and feedback on government policies and programmes. In this respect, there are many opportunities afforded by outlets such as the internet, the radio, TV, mobile phones, the press media or consumer groups, which remain underutilised, and that civil society could use more effectively to disseminate evidence-based research findings to the population and for elicit their feedback on government policies and programmes.

As a result of all these challenges, the use of evidence from analytical studies for decision making is still lagging behind in Uganda, including when it comes to analyses in the areas of human development and MDGs. Yet the shift from poverty focus in PEAP to the broader and more ambitious agenda of inclusive growth, development and transformation envisaged in NDP requires new policy making approaches, new sets of analytical tools and renewed efforts to strengthen the links between evidence-based research, policy formulation and planning.

² MAMS stands for Maquette (French word for model, sketch, or layout), MDG (analysis of MDG country strategies) Simulation (economy wide simulation).

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It is in this context, that the government of Uganda has requested UNDP to develop a project that can help strengthen the capacity of EDPR and other relevant Ugandan institutions to conduct evidence-based research in the areas of human development and MDGs, and that contributes to generate greater policy dialogue in Uganda to inform national development processes for inclusive growth.

3. PROJECT STRATEGY

Outputs

This project is designed to contribute to the achievement of UNDP CPAP outcome 2.2: '*National and local institutions capacitated to develop, implement and monitor pro-poor and MDG responsive policies/strategies*'. More specifically, activities undertaken as part of this project will contribute to the following CPAP outputs:

- ❖ UNDP CPAP Output 2.2.1: *Policies on human development informed by evidence-based analytical studies.*
- ❖ UNDP CPAP Output 2.2.2: *Policy dialogue on national and local development issues is informed by analytical studies.*

The first output aims at developing the capacity of EDPR and other beneficiary institutions for carrying out macro- and micro-level socioeconomic analysis, in order to generate the necessary evidence for supporting inclusive growth policies and programmes in Uganda, especially those in the areas of human development and the MDGs. The second output will address the processes of engaging key stakeholders in policy dialogues that will support evidence-based analytical studies in areas relevant for human development and MDG attainment for informing policy and programme decision-making in Uganda.

To achieve the project's aims three key areas will be addressed as part of its implementation: (i) Providing technical assistance for strengthening the capacity of EDPR and other participating institutions to carry out evidence-based analytical research; (ii) Support EDPRD and other participating institutions to generate and translate evidence-based research into policy advise/actions; (iii) Strengthening the capacity of civil society to engage in evidence-based analytical research processes and policy dialogue. A fourth output of the project will focus on supporting the EDPR to manage the project in conformity with UNDP's policies and procedures for nationally executed (NEX) projects.

Output 1: Technical Capacity of EDPR and other participating institutions to carry out evidence-based analytical studies strengthened

In order to strengthen the capacity of EDPR and other national and local institutions in Uganda producing policy-relevant research for carrying out evidence-based research in the areas of human development and MDG analysis it will be necessary to development individual skills, as well as organizational and institutional capacities. In this regard, the project aims to build a critical mass of skilled, energetic, independent researchers at the EDPR department through a variety of training interventions, with efforts largely directed to desk-based, on-the-job training and capacity development. To ascertain the exact skill and capacity development needs of EDPR staff, a training needs assessment of evidence-based research and policy dialogue needs will be carried out for EDPR and other participating MDAs at the beginning of the project. On this basis, a training programme will be developed, defining specific training modules that can help meet the priority needs identified in this assessment. These modules will include, among others, training in the use of standard econometric and statistical software packages, such as STATA or SPSS, a capacity development priority which has already been identified by EDPR, as well as the MAMS modelling capacity development programme which is currently being provided by the United Nations Department for Economic and Social Affairs (UNDESA).



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In addition to these capacity development and training efforts, it will be critical to attract highly qualified and experienced researchers into the ranks of EDPR and, more generally, MOFPED, staff which should be recruited and retained to serve as role models, mentors and collaborators for more junior researchers. The formulation of this project, in this regard, comes at a time when MOFPED has approved the creation of four sections in EDPR and is awaiting the final rationalization by Ministry of Public Service. These sections, which have only half the designated staffing, are (a) Regional and International Development Initiatives (b) Development Research and Data (c) Development Policy and Evaluation (d) Programme and Project Analysis. In support of this decision, the project will support the recruitment of new economists that will work full-time on the project, and subsequently be absorbed into the EDPR department with the core function of conducting research. The project will also support the attachment of local post-graduate students to carry-out their research in EDPR, so that both the students and the department benefit from the evidence-based analytical research conducted under this partnership, which will be supervised jointly by the university and EDPR staff.

As EDPR builds a critical mass of researchers among its ranks, it will be necessary too to strengthen linkages with other researchers, research centres and academic institutions, in Uganda or abroad, that work in similar areas to those that are the focus of EDPRs work and which are at the core of this project, and with whom EDPRs staff can share and exchange research information and experiences. To this end, the project will support staff from EDPR to attend and present papers at regional and international conferences on evidence-based economic development, and to engage in collaborative research with other researchers in Uganda, in the region or elsewhere in the world.

To ensure that the highest research standards are met, a Research Review Panel will be established under the project, as an institutional mechanism for ensuring the quality of research. This will be done, for instance, through the review and approval of EDPR's research agenda and of the research proposals presented and submitted by EDPR and its staff. This Research Review Panel will also act as the technical reference group for the provision of comments and inputs for the evidence-based studies directly undertaken by EDPR, or those outsourced to external researchers under the project.

As the capacity of EDPR is strengthened over time, it is likely that requests for policy research from other departments at MOFPED and from other line ministries and institutions will increase. In order to utilize the limited human, technical and financial resources available to EDPR in an efficient and effective manner, research management systems and procedures will have to be developed for processing requests, and for monitoring and evaluating the utilization of the evidence-based analytical products generated by EDPR, other participating institutions and CSO's. It will also be necessary to enhance existing online management information systems and resources, in order to support and enhance access to evidence-based analytical work produced by EDPR and other participating institutions in the project.

In this context, researchers at EDPR will need to be given adequate quality time, so that they can concentrate in pursuing departmental research activities, activities which should be time-bound, results-oriented and aimed at furthering the research priorities established by the EDPR and MOFPED. In this sense, rigorous evidence-based research requires an organisational environment in which research is an expected, valued and appreciated contribution into policy and decision making processes. It is imperative, in this regard, that senior management at MOFPED and at the Directorate of Economic Affairs (DEA) have a better understanding of research processes, in terms of the skills required for undertaking rigorous policy analysis and the infrastructure required to support high quality, scientific and evidence-based socioeconomic research, so that they are able to establish mid-to-long term research priorities for the Ministry that can be effectively undertaken by EDPR staff. To promote this type of professional research environment, senior staff at MOFPED, including the Permanent Secretary, Directors and Commissioners, should be able to attend high profile meetings in the region on paradigm shifts in human and economic development, as well as on the application of evidence-based research findings to support economic policy decision-making in areas of relevance.

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To enable the effective implementation of policy research activities, the project will support the recruitment of international and local consultants, to assist EDPR and other participating institutions in the implementation of activities undertaken as part of the project. Consultants will be recruited on a short term basis to (i) develop the necessary systems and procedures for conducting evidence-based analytical research; (ii) develop or adapt modules and training materials in selected areas; (iii) train the staff of EDPR, MOFPED and other participating institutions in evidence-based analytical research; and (iv) train and mentor staff in specific modules developed. The project will also fund administrative support to assist in the implementation of project activities.

It is expected that the needs assessment study will define more precisely the gaps in resources, computing capacities and knowledge management capability of the department at the beginning of the Project. Based on these findings, the project will provide logistical support to EDPR, taking into consideration the feasibility for joint rational and efficient use of existing resources already provided under other UNDP funded projects in MOFPED (e.g. in terms of transport, journal subscriptions, equipment etc.). The project will also support the recruitment of an information research scientist to support extensive web-based document searchers required by EDPR staff, to maintain the research management information system and web-based portal to be established under the project, in addition to providing support in accessing relevant journals and on-line resources for research. These efforts will be pursued to the extent that they support critical interventions for enhancing the achievement of the project's objectives; namely, to strengthen the capacity of EDPR to undertake analytical studies that contribute to the formulation and discussion of policies that promote human development, as well as the attainment of Uganda's MDGs by 2015.

Output 2: Evidence-based analytical studies for informing policy carried out by EDPR and other participating institutions

Under the project, staff at EDPR will carry out priority research on their own in areas of research relevant to the project, or jointly with local and international research organizations, in areas relevant for the Ministry, upon approval by the research review panel. Where necessary, the EDPR department will contract out research to eligible organizations. Staff will be encouraged to publish their findings in international journals where their papers are subjected to international peer reviewers. Research activity will be in line with the research priorities established by EDPR and will contribute to the overall goals of the project of informing policies that promote inclusive growth, human development and MDG attainment.

It is likely that requests for evidence from analytical studies will come from a diversity of users, often with different and sometimes diverging needs, capacities and backgrounds. To ensure that this variety of needs are adequately met, the EDPR department will support the production of different types of research outputs, such as policy briefs, policy notes, policy papers, issues papers etc., repackaging them in such a way that they are accessible to the widest possible audience, and availing to policy makers information and findings that can readily be applied for policy and decision-making.

Finally, the project will support the production of MOFPED's and UNDP's mandatory and flagship reports, such as the National MDG and Human Development Reports, the Government Outlays Analysis Report (GOAR), MOFPED's Annual Economic Performance Report or the Annual Budget Framework Paper Analytical Note, among others. Collaboration is already on-going between UNDP and MOFPED (through EDPR) in producing many of these reports, and both institutions plan to continue doing so as part of this project, with a vision of enhancing the capacity at EDPR to progressively take over from UNDP the responsibility for spearheading the production of the National MDG and HDR reports, based on the benchmarks and targets established in the capacity assessment study that will be undertaken at the beginning of this project. Thus, EDPR with the support from the Research Review Panel and inputs from MOFPED's leadership, other sectors and stakeholders, will, for instance, identify and prioritize in a participatory manner the theme to be addressed by the NHDR, and ensure that relevant and core research is carried out to inform the production of the report. To this

end, the project will support, whenever necessary, the recruitment of external consultants to compile background papers, as well as the production, printing and dissemination of these reports.

Output 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public

To ensure the effectiveness of project interventions as far as the use of evidence-based research at the policy level is concerned, it will be necessary to have effective and sustainable communication channels between researchers, policy makers and practitioners. To this end, the project will support the development of a communications and dissemination strategy that will seek to increase the uptake of research results by policy makers and other relevant stakeholders in the areas of focus of the project. The project will also support a platform where all participants in the policy-making process – policy makers, policy analysts, planners and other stakeholders – can engage in dialogue around a specific analytical study or issue of interest, in addition to round table and briefing meetings. Procedures for a structured dialogue at these and other fora will be developed as part of the project's communications and dissemination strategy. The project will also support workshops, seminars and other forms of public engagement to inform the public on relevant issues. Where relevant, these will be supported by an international facilitator or an expert keynote speaker, as well as discussants. The possibility of organizing local and international conferences on evidence-based socioeconomic research in collaboration with the academia will also be explored.

The project will also support activities that seek to repackage the results of evidence analytical studies undertaken by EDPR and other participating institutions, to make them more user-friendly and, that way, ensure their broadest possible dissemination. This could involve the translation of research outputs (especially briefing pamphlets) into local languages, whenever relevant, for their dissemination at district levels. Likewise, forums at national and district levels (e.g. through radio, TV, mobile phones, newspapers, etc.) will be supported for open discussion and soliciting feedback to researchers and policy makers.

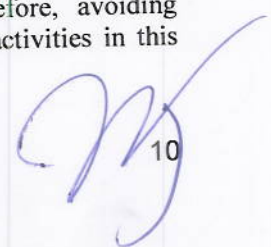
Finally, the project will support web-based initiatives (e.g. internet portals) that can provide an information gateway to economic research undertaken as part of the project, or by other research institutions operating in Uganda and abroad working on issues relevant to the project's goals. These web-based initiatives should aim at capturing all relevant information, resources and materials, such as government reports, documents, manuals, manuscripts, papers, research outputs, news, policies, etc., as well as data and statistics generated by EDPR and other researchers in Uganda on socioeconomic issues of interest; and also general information on things such as events and announcements, grants and research opportunities, etc.

Partnership Strategy

Government Agencies: The project will be implemented by EDPR, whose primary role is to conduct policy oriented research, generate and apply evidence-based analyses to guide MOFPED in socioeconomic and development policy-making and implementation. The department will be able to carry out research and avail the results to government and other stakeholders.

The project will work closely with other government agencies already engaged in evidence-based research in Uganda. In particular, the project will work closely with (a) the Office of the Prime Minister (OPM), which is responsible for coordinating, monitoring and evaluation of all government programmes; (b) the National Planning Authority (NPA), which is responsible for formulating and monitoring the implementation of the National Development Plan (NDP); (c) the Economic Policy Research Centre (EPRC), an institution established to provide analytical backstopping for policy dialogue, formulation, implementation, and M&E in the country; and (d) line Ministry Policy Analysis Units, relevant for different lines of research work undertaken as part of the project. The partnership between EDPR and these other stakeholders will be critical for the generation of synergies and the coordination of complementarities in areas of common interest, therefore, avoiding duplicating of efforts and maximising efficiency and effectiveness of government activities in this

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area. For instance, while EPRC might be best placed to focus on the production of research inputs, as part of the activities envisaged for the project, OPM can provide the political and practical realities experienced by government. Line ministries' Policy Analysis Units, on the other hand, are typically in a better position for contributing sector-specific inputs, and also champion for advocacy in relevant areas on the basis of evidence generated by evidence-based research activities. Meanwhile, NPA can help channel the results of evidence-based research to inform government strategic programmatic planning and the revision and formulation of long term strategic plans, such as the next NDP.

Civil Society: In producing evidence-based analytical research for policy purposes and decision making it is critical to engage the general public, as ultimate recipients and beneficiaries of government policies and programmes. To this end, the project will seek to involve CSOs in project activities wherever pertinent, as a way of informing and involving the general public in the production of evidence-based research and, therefore, in the process of evidence-based policy development and implementation in Uganda. It is hoped that this will help make the project's research agenda policy relevant, and also contribute to the robustness of research outputs produced under the project, by involving CSOs and the wider public in the interpretation and validation of these analytical outputs.

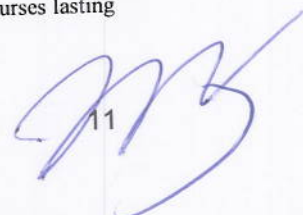
Development Partners: The project will subsume into its plan of activities the support that UNDP is already providing in Uganda in the area of evidence-based research and policy studies, including UNDESA's technical cooperation programme with the Ministry of Finance and Economic Development (MOFPED) in the area of macroeconomic and social policy modelling, or the UNDP's Country Office's work with the Bureau of Statistics, EDPR and Economic Policy Research Centre of Makerere University. The project will also work closely with other development partners that are supporting efforts in Uganda to promote evidence-based research and policy-making. In particular, there will be close collaboration with DfID's support to MoFPED to carry out Participatory Poverty Assessments. The project will also involve whenever pertinent the Development Partners' Development Economics Group (DEG).

International and regional research community: Finally, in line with UNDP's global mission of connecting countries to knowledge, experience, resources and international best practices to help people build a better life, the project will encourage the engagement of project participants in regional and global initiatives and activities that promote knowledge transfer and knowledge sharing in relevant areas with researchers, policy informants and decision makers from other countries in the region and elsewhere. In particular, the project will seek to promote south-to-south cooperation, a core element of UNDP's global corporate mandate, aiming at strengthening or establishing close ties with other policy research and analysis institutions in the South, in order to share experiences and also to address issues that are of a particular concern to the global South. In particular, students under the post graduate training programme sponsored by the African Economic Research Consortium (AERC) will be welcome for thesis research at EDPR.³

Project Beneficiaries

The primary beneficiary of the project will be the Economic Development Policy and Research (EDPR) department at the Ministry of Finance, Planning and Economic Development (MOFPED). In addition to EDPR, other agencies and institutions in Uganda are expected to benefit directly in the activities undertaken as part of the project, including other departments at MOFPED, EPRC, NPA, line ministry Policy Analysis Units, UBOS, Bank of Uganda, and the wider research and policy community in Uganda, among. Thus, wherever relevant, the project and EDPR as implementing partner of the project will seek to get these agencies and institutions involved in training, evidence-based policy research and policy dialogue activities.

³ AERC supports a collaborative master's programme in economics lasting 18-24 months with 21 universities in 16 countries participating in delivering the core courses (9-12 months) and thesis research (6-9 months) while the elective courses lasting 3 months and examinations are done at the Joint Facility for Electives (JFE) in Nairobi.



At a second level, Ugandan policy makers, as well as other partners involved in policy making and implementation in Uganda, such as Parliament, CSOs, and development partners, are also expected to benefit from the activities of the project, by having access to policy relevant and evidence-based scientific research and analysis of a higher quality. National Universities selected to participate in project activities will also benefit by having their students carryout research projects in EDPR and/or their faculty staff take sabbatical leave/short research study in the department.

Finally, it is expected that the general public will also benefit from the project. It will do so in two main ways: through its greater engagement and participation in national policy dialogue that the project seeks to achieve as one of its main objectives. More generally, as ultimate beneficiaries of government policies and programmes, which the project aims to ensure are based on sound, evidence-based and policy relevant analysis and research.

Exit strategy

The project is planned to be implemented over a period of four years, from 2011 to 2014, after which it is expected that EDPR and other participating institutions will have acquired the necessary skills and capacities to continue undertaking the activities outlined in this project document without the support of UNDP.

Ensuring the careful and regular planning, monitoring and assessment of project interventions is a key element of any strategy aimed at ensuring sustainability. In this sense, in addition to the project management and assurances mechanisms that are already built into this project, following UNDPs Programme and Operations Policies and Procedures (POPPs) guidelines for nationally executed (NEX) projects, it is important that the capacity assessment that will be carried out at the beginning of the project establishes clear benchmarks and targets to be achieved over the life of the project that enable EDPR to gradually reach this objective of project sustainability.

It will also be necessary to ensure MOFPED's senior management's continued support to the overall objectives of the project, and its commitment to provide continuity to the activities development under the project after its completion in 2014. In particular, it is critical that the Ministry retains the staff recruited under the project, and provides the means, both financial and of another nature, to ensure that systems developed as part of the project continue to function after that date.

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4. RESULTS AND RESOURCE FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

National and local institutions capacitated to develop, implement and monitor pro-poor and MDG responsive policies/strategies

Outcome indicators
Pro-poor policies informed by research conducted by EDPDR department developed or implemented for supporting growth, poverty and human development

Baseline:
Weak policy orientation to growth, poverty and human development

Targets:
Selected policies that impact growth, poverty and human development are developed using information generated through evidence-based analytical studies by EDPDR department

Applicable Key Result Area (Strategic Plan): Growth and Poverty Reduction

Partnership Strategy: The project shall be implemented by Department of EDPDR in MOFPED. Partnerships will be pursued with key actors in the area of evidence-based analytical research ; these actors include NPA, EPRC, Bureau of Statistics, Academia and Line Ministry Policy Analysis Units.

Project title and ID (ATLAS Award ID): Strengthening Evidence-based Analytical Studies for Informing Policy Making and Dialogue

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
Output 1: Technical Capacity of EDPDR to carry out evidence-based analytical studies strengthened	<p>Targets 2011:</p> <ol style="list-style-type: none"> 1) Number of EDPDR and MOPPED staff trained 2) Procedures and systems for carrying out evidence-based analytical research work produced and disseminated 3) Research Review Panel (RRP) established 4) Research Management Information System developed 5) Research team facilitated to carry out its work 6) Local experts recruited to support implementation of short and medium term activities <p>Targets 2012, 2013 and 2014:</p> <ol style="list-style-type: none"> 1) Number of EDPDR and MOPPED staff trained 2) Quarterly meetings of RRP held 3) Research Management Information System updated 	<p>Result Area 1: EDPDR and MOPPED equipped with knowledge and skills for evidence-based analytical research</p> <ol style="list-style-type: none"> a) Conduct a needs assessment study of training and other capacity development needs for evidence-based analytical studies and dialogue b) Conduct training on computer modelling and simulations using MAMS and similar packages c) Conduct training in statistical analysis (e.g. econometrics) d) Support staff from EDPDR/MOPPED staff to attend local and international conferences and trainings <p>Result Area 2: Functional mechanism and system put in place for processing EBAR work</p> <ol style="list-style-type: none"> a) Develop procedures for conducting and disseminating EBAR in Department of EDPDR <p>Result Area 3: A team of experts support EDPDR in EBAR processes</p> <ol style="list-style-type: none"> a) Constitute RRP and convene quarterly meetings <p>Result Area 4: Information produced on EBAR by EDPDR readily available</p> <ol style="list-style-type: none"> a) Commission a consultant to develop the RMIS b) Recruit an Information Scientist to support researchers and maintain RMIS <p>Result Area 5: EDPDR has the necessary research tools and softwares for</p>	EDPR	422,000
				7,500
				33,000
				69,500
				33,500

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	<p>4) Information scientist, economists, Project Assistants in place</p> <p>5) Local experts recruited to support implementation of short and medium term activities</p>	<p>effective EBAR work</p> <p>a) Procure specialised statistical and modelling software</p> <p>b) Make subscription for databases and journals</p> <p>c) Procure other items identified in needs assessment</p> <p>Result Area 6:</p> <p>a) Contract Project Assistant for Project</p> <p>b) Contract economists as research assistants</p> <p>Result Area 1: EDDR implements its mandate effectively</p> <p>a) Identify priority research issues as part of annual planning process</p> <p>b) Research conducted in the areas annually defined for the project, and conducted by EDDR staff or through collaboration with external researchers and consultants, both national and international</p> <p>Result Area 2: EBAS project supports the production of mandatory reports, which are increasingly used for advocacy, lobbying and resource allocation/mobilization for enhancing socioeconomic transformation.</p> <p>a) Carryout MDG report</p> <p>b) Carryout NHDR report</p> <p>c) Provide strategic support to the implementation of MDGs and HD agenda in Uganda, by supporting activities that contribute to attain MDGs and promote the human development paradigm, including seminars, conferences, trainings, M&E, or activities such as the MDG acceleration framework (MAF) or the MDG localization district reports, among others.</p>	<p>EDPR</p> <p>EDPR</p> <p>EDPR/UNDP</p>	<p>267,000</p> <p>174,000</p> <p>350,000</p>
<p>Output 2: Evidence-based Analytical Studies for informing policy carried out by EDDR</p> <p>Baseline: Limited evidence-based analytical studies being carried out and irregularly</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of requests for research and research products Number of researches conducted by staff whose capacities have been developed Mandatory reports produced incorporating information from EBAR 	<p><u>Target 2011:</u></p> <p>1) Number of Researches conducted</p> <p><u>Target 2012:</u></p> <p>1) Number of Researches conducted</p> <p>2) NHDR produced</p> <p><u>Target 2013:</u></p> <p>1) Number of Researches conducted</p> <p><u>Target 2014:</u></p> <p>1) Number of Researches conducted</p> <p>2) MDG report produced</p>	<p>Result Area 1: Access to Ugandan research products and necessary feedback to researchers and policy makers enhanced</p> <p>a) Develop a communication and dissemination strategy</p> <p>b) Contract a consultant to develop a web-based portal</p> <p>c) Support the maintenance, updating and monitoring the usage of the web-based development information portal</p> <p>Result Area 2: Civil society organizations provide inputs into EBAR processes that inform policy and decision making</p>	<p>UNDP</p>	<p>17,000</p>
<p>Output 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public</p> <p>Baseline: Limited dissemination of</p>	<p><u>Target 2012:</u></p> <p>1) Communication and dissemination strategy developed and approved</p> <p>2) Web-based portal developed</p> <p>3) Public is engaged by civil society in evidence-based analytical study processes for informing policy making</p> <p><u>Target 2013, 2014:</u></p>	<p>Result Area 1: Access to Ugandan research products and necessary feedback to researchers and policy makers enhanced</p> <p>a) Develop a communication and dissemination strategy</p> <p>b) Contract a consultant to develop a web-based portal</p> <p>c) Support the maintenance, updating and monitoring the usage of the web-based development information portal</p> <p>Result Area 2: Civil society organizations provide inputs into EBAR processes that inform policy and decision making</p>	<p>UNDP</p>	<p>30,000</p>

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<p>evidence-based analytical studies to policy makers</p> <p>Limited engagement of general public in research and policy making processes</p>	<p>1) Web-based portal updated</p> <p>2) Public is engaged by civil society in evidence-based analytical study processes for informing policy making</p>	<p>a) Involve all stakeholders in policy dialogue and policy dissemination activities (e.g. roundtable meetings, media activities, research dissemination), including MPs, CSOs, media and researchers</p>		
<p>Indicators:</p> <ul style="list-style-type: none"> Web-based portal on macro-economy established Number of public engagements in research and policy processes 			<p>UNDP</p>	<p>144,784</p>
<p>Output 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects</p> <p>Indicator:</p> <ul style="list-style-type: none"> Successful implementation of project as determined in regular audits and end-of-project evaluation 	<p>Target 2012:</p> <p>1) Audit conducted</p> <p>Target 2014:</p> <p>1) Audit conducted</p> <p>2) End-of-project evaluation done</p>	<p>Result Area 1: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects</p> <p>a) Audit project</p> <p>b) Undertake end-of-project outcome evaluation</p> <p>c) UNDP Project management costs</p>		
<p>TOTAL</p>				<p>1,548,284</p>

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YEAR 2012

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
Output 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened Baseline: Weak individual, organization and institutional capacities exist for research at EDPR Indicators: <ul style="list-style-type: none"> • Number of individuals trained • Procedures and systems for research established • Institutional mechanism for research functional 	Result Area 1: EDPR and MOFED equipped with knowledge and skills for evidence-based analytical research					EDPR	234,000
	a) Training on modelling and simulations using MAMS and similar packages	X	X	X	X		
	b) Conduct training in statistical analysis (e.g. econometrics)	X	X	X	X		
	c) Support staff from EDPR/MOFED staff to attend local and international conferences and trainings	X	X	X	X		
	Result Area 2: Functional mechanism and system in place for processing EBAR work					EDPR	7,500
	a) Develop and implement procedures for conducting and disseminating EBAR in department of EDPR	X	X				
	Result Area 3: A team of experts support EDPR in EBAR processes					EDPR	13,000
	a) Convene quarterly meetings of RRP	X	X	X	X		
	Result Area 4: Information produced on EBAR by EDPR readily available					EDPR	21,500
	a) Contract a consultant to develop RMIS	X	X				
	b) Retain an Information Scientist to support researchers and maintain RMIS	X	X	X	X		
	Result Area 5: EDPR has the necessary research tools and softwares for effective EBAR work					EDPR	28,500
	a) Procure statistical/modelling softwares	X					
	b) Subscribe to databases and journals	X					
	c) Procure items identified in needs assessment	X					
Result Area 6: Project managed efficiently and results attained as planned					EDPR	58,000	
d) Contract Project Assistant for Project	X	X	X	X			
e) Contract research assistants	X	X	X	X			
Output 2: Evidence-based Analytical Studies for informing policy carried out Baseline: Limited evidence-based research being carried out and irregularly Indicators: <ul style="list-style-type: none"> • Nb. of requests for research and research products • Nb. researches conducted • Nb. of research generated 	Result Area 1: EDPR implements its mandate effectively					EDPR	83,000
	a) Identify priority research issues in AWP	X					
	b) Conduct research in areas identified	X	X	X			
	Result Area 2: EBAS project supports the production of mandatory reports, which are increasingly used for advocacy, lobbying and resource allocation/mobilization for enhancing socioeconomic transformation.					EDPR/UNDP	200,000
	a) Carryout background studies and produce NHD report	X	X	X	X		
b) Provide strategic support to the implementation of the MDG and Human development agenda	X	X	X	X			
Output 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public Baseline: Limited dissemination of evidence-based analytical studies to	Result Area 1: Access to Ugandan research products and necessary feedback to researchers and policy makers enhanced					UNDP	14,000
	a) Develop a dissemination and communication strategy	X	X				
	b) Contract a consultant to develop a web-based portal	X	X				
	c) Support the maintenance, updating and monitoring the usage of the web-based portal	X	X	X	X		
	Result Area 2: Inputs from public solicited for informing EBAR for informing policy and					UNDP	10,000

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INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
policy makers	decision making						
Limited engagement of general public in research and policy making processes Indicators: • Web-based portal on macro-economy established • Number of research products disseminated to policy makers • Number of public engagements in research and policy processes	a) Facilitate platforms (e.g. Radio, TV, mobile phone etc) for open discussions and soliciting feedback on evidence-based analytical study processes and products at national and district levels	X	X	X			
Output 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects	Result Area 1: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects						
	a) Conduct audit of the project				X	EDPR	4,000
	b) UNDP project management costs	X	X	X	X	UNDP	129,284
TOTAL							802,784

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YEAR 2013

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
Output 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened Baseline: Weak individual, organization and institutional capacities exist for research at EDPR Indicators: <ul style="list-style-type: none"> • Number of individuals trained • Procedures and systems for research established • Institutional mechanism for research functional 	Result Area 1: EDPR and MOFED equipped with knowledge and skills for evidence-based analytical research					EDPR	110,000
	d) Training on modelling and simulations using MAMS and similar packages	X	X	X	X		
	e) Conduct training in statistical analysis (e.g. econometrics)	X	X	X	X		
	f) Support staff from EDPR/MOFED staff to attend local and international conferences and trainings	X	X	X	X		
	Result Area 3: A team of experts support EDPR in EBAR processes					EDPR	10,000
	a) Convene quarterly meetings of RRP	X	X	X	X		
	Result Area 4: Information produced on EBAR by EDPR readily available					EDPR	24,000
	a) Retain an Information Scientist to support researchers and maintain RMIS	X	X	X	X		
	Result Area 5: EDPR has the research tools and softwares for effective EBAR work					EDPR	2,500
	a) Subscribe to databases and journals	X					
Result Area 6: Project managed efficiently and results attained as planned					EDPR	58,000	
a) Contract Project Assistant for Project	X	X	X	X			
b) Contract research assistants	X	X	X	X			
Output 2: Evidence-based research for informing policy carried out by EDPR Baseline: Limited evidence-based analytical studies being carried out and irregularly Indicators: <ul style="list-style-type: none"> • Number of requests for research and research products • Number of researches conducted • Number of researches generated 	Result Area 1: EDPR implements its mandate effectively					EDPR	90,000
	a) Identify priority research issues in AWP	X					
	b) Conduct research in areas identified	X	X	X	X		
	Result Area 2: EBAS project supports the production of mandatory reports, which are increasingly used for advocacy, lobbying and resource allocation/mobilization for enhancing socioeconomic transformation.					EDPR/UNDP	50,000
a) Provide strategic support to the implementation of the MDG and Human development agenda	X	X	X	X			
Output 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public Baseline: Limited dissemination of evidence-based analytical studies to policy makers Limited engagement of general public in research and policy making processes Indicators: <ul style="list-style-type: none"> • Web-based portal on macro- 	Result Area 1: Access to Ugandan research products and necessary feedback to researchers and policy makers enhanced					UNDP	1,500
	a) Support the maintenance, updating and monitoring of the web-based portal	X	X	X	X		
	Result Area 2: Inputs from public solicited for informing EBAR for informing policy and decision making					UNDP	10,000
	a) Facilitate platforms (e.g. Radio, TV, mobile phone etc) for open discussions and soliciting feedback on evidence-based analytical study processes and products at national and district levels	X	X	X	X		

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
economy established <ul style="list-style-type: none"> Number of research products disseminated to policy makers Number of public engagements in research and policy processes 							
Output 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects	Result Area 1: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects					UNDP	
	a) UNDP project management costs				x		
TOTAL							356,000

Q17


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YEAR 2014

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
Output 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened Baseline: Weak individual, organization and institutional capacities exist for research at EDPR Indicators: <ul style="list-style-type: none"> • Number of individuals trained • Procedures and systems for research established • Institutional mechanism for research functional 	Result Area 1: EDPR and MOFPEP equipped with knowledge and skills for evidence-based analytical research					EDPR	65,000
	a) Training on modelling and simulations using MAMS and similar packages	X	X	X	X		
	b) Conduct training in statistical analysis (e.g. econometrics)	X	X	X	X		
	c) Support staff from EDPR/MOFED staff to attend local and international conferences and trainings	X	X	X	X		
	Result Area 3: A team of experts support EDPR in EBAR processes					EDPR	10,000
	a) Convene quarterly meetings of RRP	X	X	X	X		
	Result Area 4: Information produced on EBAR by EDPR readily available					EDPR	24,000
	a) Retain an Information Scientist to support researchers and maintain RMIS	X	X	X	X		
	Result Area 5: EDPR has the research tools and software for effective EBAR work					EDPR	2,500
	a) Subscription to databases and journals	X					
	Result Area 6: Project managed efficiently and results attained as planned					EDPR	58,000
	a) Contract Project Assistant for Project	X	X	X	X		
b) Contract research assistants	X	X	X	X			
Output 2: Evidence-based research for informing policy carried out by EDPR Baseline: Limited evidence-based analytical studies being carried out and irregularly Indicators: <ul style="list-style-type: none"> • Number of requests for research and research products • Number of researches conducted • Number of researches generated 	Result Area 1: EDPR implements its mandate effectively					EDPR	94,000
	a) Identify priority research issues in AWP	X					
	b) Conduct research in areas identified	X	X	X	X		
	Result Area 2: EBAS project supports the production of mandatory reports, which are increasingly used for advocacy, lobbying and resource allocation/mobilization for enhancing socioeconomic transformation.					EDPR/UNDP	100,000
a) Carryout background studies and produce MDG report	X	X	X	X			
b) Provide strategic support to the implementation of the MDG and Human development agenda	X	X	X	X			
Output 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public Baseline: Limited dissemination of evidence-based analytical studies to policy makers Limited engagement of general public in research and policy making processes Indicators: <ul style="list-style-type: none"> • Web-based 	Result Area 1: Access to Ugandan research products and necessary feedback to researchers and policy makers enhanced					UNDP	1,500
	a) Support the maintenance, updating and monitoring the usage of the web-based portal	X	X	X	X		
	Result Area 2: Inputs from public solicited for informing EBAR for informing policy and decision making					UNDP	10,000
a) Facilitate platforms (e.g. Radio, TV, mobile phone etc) for open discussions and soliciting feedback on evidence-based analytical study processes and products at national and district levels	X	X	X	X			

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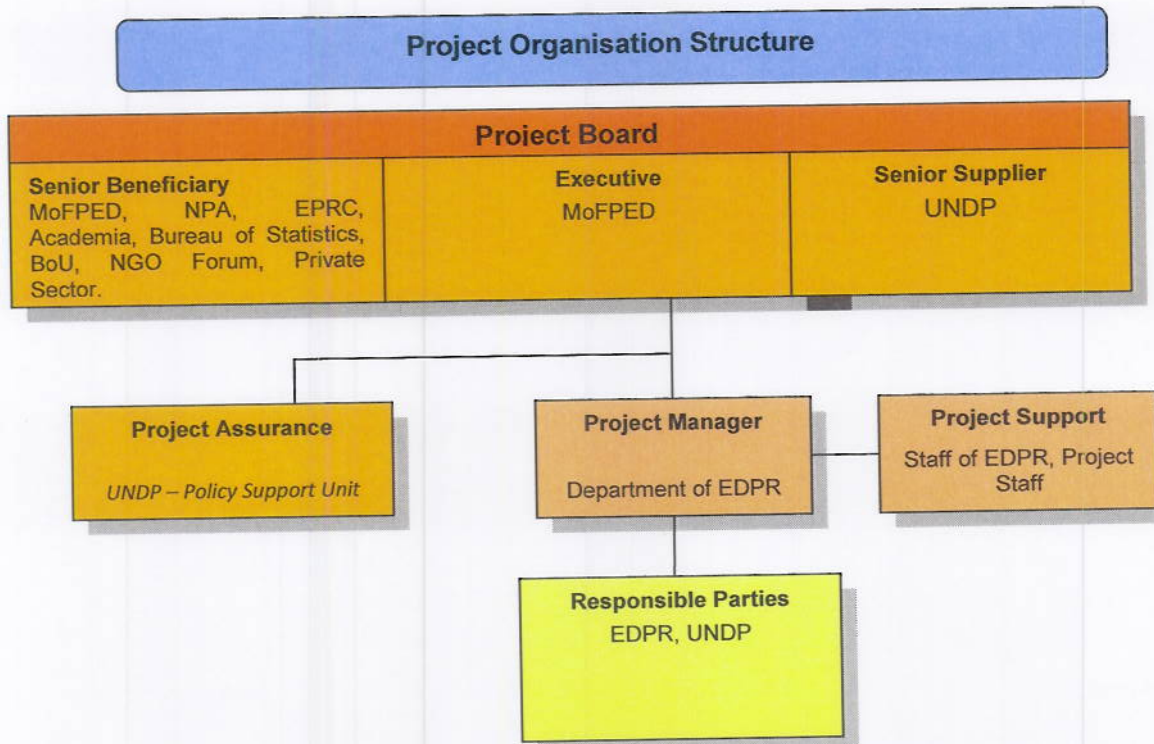
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INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
portal on macro-economy established • Number of research products disseminated to policy makers • Number of public engagements in research and policy processes							
Output 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects	Result Area 1: Project audit and evaluation carried out to inform project review					EDPR	11,500
	a) Conduct audit of the project				X		
	b) Undertake end-of-project evaluation			X	X		
	c) Project management costs					UNDP	
TOTAL							376,500

6. MANAGEMENT ARRANGEMENTS

As identified in the CPAP, the Ministry of Finance, Planning and Economic Development (MOFPED), through the department of Economic Development Policy and Research, will be the Executing Agency.

The project management organogram as informed by UNDP POPP guidelines is presented below and described accordingly.



BOARD

There will be Project Board comprising of MOFPED, NPA, EPRC, Bank of Uganda, Bureau of Statistics, NGO Forum, Private Sector Foundation and academia and project executive. It will be chaired by MOFPED. The Project Board will be the highest policy organ of the project management structure responsible for overseeing the implementation of project. Specifically, the board will, among other things,

- 1) Provide policy, strategic and functional direction and guidance to the project (including making all the necessary policy-level decisions and approvals)
- 2) Be responsible for overall coordination among all national stakeholders, with respect to project matters
- 3) Approve the procedures, mechanisms, tools, memoranda of Understanding, research outputs etc that are produced by the project
- 4) Ensure integrity and ethics in conducting research.

Research Review Panel

The Research Review Panel (RRP) will ensure that the research team produces professional work based on integrity, objectivity in using scientific methods of enquiries. In particular, the panel will

- 1) Review and make recommendations on the technical quality and contents of the research agenda, evidence-based outputs for submission to the Board for approval
- 2) Be the technical reference group for providing inputs regarding the evidence-based studies being carried out
- 3) Support the research coordinator and Commissioner of EDPR in identification of potential external reviewers, key note speakers from within and outside Uganda

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- 4) Review calls for proposal
- 5) Identify members of research sub-committees or task force to support specific studies as deemed fit.

Members of the panel will be eminent and technical persons with a good track record of either research or effective involvement in dissemination of research findings and/or policy dialogue. The members will include the Commissioner- EDPR department and representatives from EPRC, NPA, Bank of Uganda, Bureau of Statistics, Academia, NGO, Media and Private Sector.

The Project Manager

The EDPR department shall, accordingly, host and oversee the day to day implementation of the project and will sub-contract project work and other requirements to Responsible Parties as necessary, in accordance with the legal framework of UNDP and Government of Uganda. On an annual basis, the project manager i.e. the Commissioner of EDPR department in close consultation with the RPs will prepare and submit one annual work plan to UNDP which will be the basis for annual financial allocations.

Specific responsibilities will include:

1. Manage and ensure the realization of project activities and achieve project outputs.
2. Coordinate closely with key relevant stakeholders.
3. Provide guidance and direction to the project support team and consultants.
4. Responsible for the overall project administration and managing risks.
5. Monitor financial resources and accounting to ensure accuracy and reliability of finance reports and also prepare quarterly progress reports as well as end of project reports.
6. Participate in relevant UNDP planning and progress reporting events/activities for purposes of establishing synergy with other projects.
7. Prepare quarterly and annual planning and review reports and submit to the project steering committee.
8. At the closing stage, prepare final project review report and undertake the mandatory closure processes as stipulated by UNDP.

Responsible Parties

As identified above, a civil society organization will act as responsible party for implementation of output 3 of the project. UNDP POPP guidelines will be followed in deriving working relationships between the IP and RP.

UNDP Project Assurance functions

The UNDP will provide technical assistance when needed and requested for. In addition, the UNDP will provide periodic monitoring and evaluation of the project implementation, to ensure that the project is on track and secondly to ensure that the project is contributing to the CPAP outputs and UNDAF outcomes.

Specific responsibilities will include:

1. Maintenance of thorough liaison throughout the project amongst the different members of the project and ensure information flow to the PSC on quality of implementation.
2. Risks are controlled and monitored and activities implemented in a timely manner.
3. Project fits into the overall National Development Plan and Country Programme.
4. Quality management procedures as stipulated in the project documents are followed.
5. Project Steering Committee decisions are followed.
6. Project Output decisions and activity definitions including description and quality criteria are recorded in ATLAS project management module to facilitate monitoring and reporting.
7. Ensure project quarterly and annual reports are prepared in accordance with the standards of UNDP.
8. Performing Monitoring and on-spot visits.
9. On closure of the project, ensure project is operationally closed in ATLAS, ensure all financial transactions are in ATLAS and accounts closed financially in ATLAS.

Audit arrangements

The audit will be conducted by Auditor General of Government, or by a private Auditor engaged by Government and UNDP. The Audit will be conducted on an annual basis.

Financial Accountability

The MoFPED will be responsible for ensuring that all the resources allocated for project implementation against Annual Work Plan (AWPs) are effectively and efficiently utilized for funding approved project activities. In executing its role as the Implementing Partner/Agency, EDPR department will also be responsible for maintaining up-to-date records and necessary controls for ensuring the accuracy and reliability of all financial information with regard to the implementation of the Annual Work Plan. This will require, inter alia, that MoFPED's accounting system shall ensure that all disbursements are within approved budgets and shall track all advances received and disbursed, as well as all other related project financial transactions.

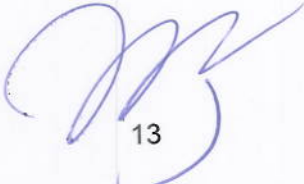
Reporting

Subsequent upon requesting for and receiving project funds from UNDP, EDPR department shall regularly submit to UNDP quarterly reports of progress with regard to activities, achievements, results and challenges, in accordance with UNDP guidelines and formats.

Similarly, with respect to financial reporting and auditing, EDPR department shall regularly submit to UNDP financial reports in formats to be provided by UNDP as per the HACT & FACE guidelines, and in accordance with UNDP financial regulations.

EDPR Department will prepare a final financial report and submit it to the UNDP within a maximum of one month after completion/termination of the project, including a complete inventory of project equipment and other supplies.

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7. MONITORING FRAMEWORK AND EVALUATION

Monitoring

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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Quality Management for Project Activity Results

OUTPUT 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened		
Activity Result 1 (Atlas Activity ID)	EDPR and MOFPED equipped with knowledge and skills for evidence-based analytical research	Start Date: Dec-11 End Date: Dec-14
Purpose	Build the capacity of a critical mass of staff in EDPR and MOFPED so that they are able to carry out evidence-based analytical research	
Description	It will involve recruiting local consultants to conduct a capacity needs assessment and thereafter engaging both local and international consultants to develop the necessary training modules. Using the modules developed, the staff will be trained.	
Quality Criteria	Quality Method	Date of Assessment
a) Capacity development needs of EDPR and MOFPED identified	Review the Needs Assessment report	December 2014
b) Number of EDPR staff trained in computer modelling and simulations using MAMS and other packages	Review training including evaluation report	December 2014
c) Number of EDPR staff trained in statistical analysis	Review training including evaluation report	December 2014
d) Number of staff from EDPR/MOFPED that attend local and international conferences and trainings	Review back to office report and highlights of internal seminar for sharing experiences from the conference	December 2014

OUTPUT 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened		
Activity Result 2 (Atlas Activity ID)	Functional mechanism and system put in place for processing EBAR work	Start Date: Dec-11 End Date: Dec-12
Purpose	To develop standard operations procedures for carrying out evidence-based analytical research and enhancing efficient ways of accessing the evidence generated	
Description	Standard procedures for conducting EBAR in the department and how to handle common requests (e.g. policy briefs) for research products will be developed by the staff at EDPR with the help of local and international consultants and approved by the Research Review Panel before dissemination	
Quality Criteria	Quality Method	Date of Assessment
a) Procedures for conducting EBAR in Department of EDPR in place	Review procedures developed for conducting EBAR	Dec-12

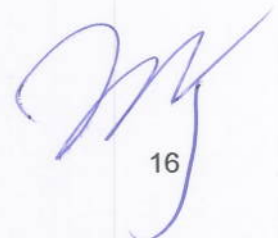
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OUTPUT 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened		
Activity Result 3 (Atlas Activity ID)	A team of experts support EDPR in evidence-based analytical research processes	Start Date: Dec-11 End Date: Dec-14
Purpose	To have in place a group of technical people that can objectively and professionally review research priorities, research	
Description	A criteria will be developed for selecting a team of technical and professionally sound individuals with a reputable track record of experience in research; their terms of reference and appointment will be approved by the board accordingly. This group will then meet from time to time to review the proposed research program and agenda from EDPR staff, approve proposed members of a task force/individuals to be co-opted for technical oversight over a given research project being undertaken by EDPR or contracted outside EDPR. They will also review all standard operations producers and research products generated before dissemination.	
Quality Criteria	Quality Method	Date of Assessment
a) Research Review Panel established and quarterly meetings held	Review approved Terms of Reference of Research Review Panel, the CVs of the members appointed and minutes of RRP meetings	Dec-12

OUTPUT 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened		
Activity Result 4 (Atlas Activity ID)	Information produced on EBAR by EDPR readily available	Start Date: Jan-12 End Date: Dec-14
Purpose	To support EDPR to electronically document all their research efforts and also be able to access any information and on-line literature relevant to the research efforts of the department	
Description	A consultant will be recruited to develop a Research Management Information System (RMIS) based on an appraisal of the information needs of the staff. Secondly, an information scientist will be recruited to support and maintain the RMIS while also effectively exploiting the different search engines to provide the necessary research information to the scientists as and when they need them. It will also be the responsibility of the Information scientist to oversee the maintenance of the web portal to be developed for the department.	
Quality Criteria	Quality Method	Date of Assessment
a) Consultant recruited and develops a RMIS for the department	Review information needs assessment report and report on the performance of the Research Management Information System established	Dec-12
b) An Information Scientist in place to support researchers and maintain RMIS	Review CV, contract, remuneration, work plans and reports of the information scientist	Dec-12

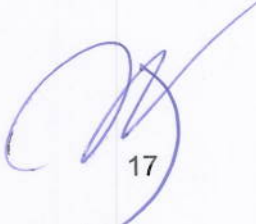
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OUTPUT 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened		
Activity Result 5 (Atlas Activity ID)	EDPR has the necessary research tools and softwares for effective EBAR work	Start Date: Dec-11 End Date: March-12
Purpose	To provide the research team with the necessary logistical support for carrying out research efficiently	
Description	The project will procure appropriate statistical and modelling computer software packages to support research. Secondly, the project will provide subscription to databases and journals that will be identified by the scientists. Other logistical support will also be made available based on the capacity needs assessment study that will have been carried out at the beginning of the project	
Quality Criteria	Quality Method	Date of Assessment
a) Software packages in place	Review of procurement records	Dec-12
b) Databases and journals accessed by researchers	Review list of databases and journals subscribed	Dec-12
c) Procure items identified by needs assessment	Review of the logistical support required and procured	Dec-12

OUTPUT 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened		
Activity Result 6 (Atlas Activity ID)	Project managed efficiently and results attained as planned	Start Date: Jan-12 End Date: Dec-14
Purpose	To support EDPR department so that it can implement the project according to the procedures of NEX. develop the necessary materials for carrying out capacity building in various priority areas identified during the training needs assessment on evidence-based analytical research	
Description	A project assistant will be recruited to support in the management of the project and liaison with Policy Support Unit at UNDP and the finance department at MOFPED. Secondly, economists will be recruited to support research activities of the department. Develop and/or adapt appropriate training modules	
Quality Criteria	Quality Method	Date of Assessment
a) Project Assistant in place	Review the project quarterly reports	Dec-12
b) Economists in place	Review the work plans and quarterly reports	Dec-12

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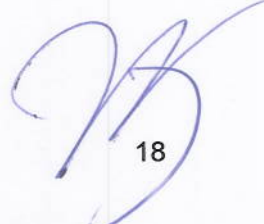

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OUTPUT 2: Evidence-based Analytical Studies for informing policy carried out by EDPR		
Activity Result 1 (Atlas Activity ID)	EDPR implements its mandate effectively	Start Date: Dec-11 End Date: Dec-14
Purpose	To support EDPR to carryout evidence-based analytical research and generate the necessary evidence to inform policy and decision making	
Description	Through the Research Review Panel, priority research issues will be identified from the EDPR staff, MOFPED staff, key stakeholders and the public. These will be prioritized and accordingly scientists requested to submit concept note/proposals for screening again by the RRP. Successful proposals will be supported for implementation by the staff at the department or contracted to other research institutions/individuals to implement alone or jointly with the EDPR department. The project will also support postgraduate students to carry out their research for thesis in collaboration with staff at EDPR.	
Quality Criteria	Quality Method	Date of Assessment
a) Priority research issues in place	Review proceedings of the process for soliciting and selecting research issues	Dec-12, 13, 14
b) Research conducted by staff of EDPR, local/international researches	Review work plan and report of research staff in EDPR	Dec-12, 13, 14

OUTPUT 2: Evidence-based Analytical Studies for informing policy carried out by EDPR		
Activity Result 2 (Atlas Activity ID)	EBAS project supports the production of mandatory reports, which are increasingly used for advocacy, lobbying and resource allocation/mobilization for enhancing socioeconomic transformation.	Start Date: Jan-11 End Date: Dec-12
Purpose	To develop the capacity of EDPR and other national institutions to produce mandatory and other reports periodically as required.	
Description	The project will support the production of background information that is required for producing the various mandatory and other reports. The staff at EDPR will also be oriented/sensitized on standard procedures for producing such reports. Thereafter, support will be given for writing the respective report and disseminating it to the policy makers and general public. In the process, the involvement of EDPR will continue to increase annually so that by the end of the project EDPR will be able to produce the reports and disseminated with minimum backstopping from UNDP	
Quality Criteria	Quality Method	Date of Assessment
a) Background study reports and MDG report in place	Review background study & MDG reports	Jan-13
b) Background study reports and NHDR in place	Review background study & NHDR reports	Jun-12
c) Support provided for implementation of MDG and human development agenda	Review the reports on support provided	Dec-14

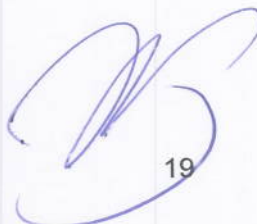
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OUTPUT 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public		
Activity Result 1 (Atlas Activity ID)	Access to Ugandan research products and necessary feedback to researchers and policy makers enhanced through a web-based portal	Start Date: Jan-12 End Date: Dec-14
Purpose	To provide an information gate-way on the economy and evidence-based analytical research in Uganda	
Description	The project will develop a communication and dissemination strategy for EBAR. Secondly, a web page designer will be recruited to conduct a rapid assessment of the situation as a basis for designing the web-based portal. Once developed, the Development Information Portal will be maintained by the information scientist who will also monitor and report on the usage of the facility.	
Quality Criteria	Quality Method	Date of Assessment
a) Communication and dissemination strategy in place	Review of the communication and dissemination strategy	Dec-12
b) Contract a consultant to develop a web-based portal	Functional web-based portal	Dec-12
c) Support the maintenance, updating and monitoring the usage of the web-based portal	Up-to date materials on the web-based portal and report on its access and utilization	Dec-14

OUTPUT 3: Evidence-based analytical study findings disseminated to the policy makers, other key stakeholders and the general public		
Activity Result 2 (Atlas Activity ID)	Public provides inputs into EBAR processes that inform policy and decision making	Start Date: Jan-12 End Date: Dec-14
Purpose	To engage the public in the evidence-based analytical research process so that their input, opinions and views are integrated into research	
Description	A platform will be arranged for the public to give inputs into the research and policy processes; the public audience will include members of parliament, CSOs, media, other researchers and academia. The platforms will include roundtable meetings and media activities. NGOs will also be encouraged to repackage the research information for dissemination to the different target audiences using appropriate media.	
Quality Criteria	Quality Method	Date of Assessment
a) Platforms (e.g. roundtable, media, etc) for open discussions and soliciting feedback on evidence-based analytical study processes and products at national and district levels facilitated	Review report on the platforms that have been facilitated	Dec-14

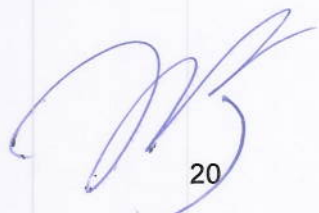
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OUTPUT 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects		
Activity Result 1 (Atlas Activity ID)	Project audit and evaluation carried out to inform project review	Start Date: Dec-11 End Date: Dec-14
Purpose	To ensure that the project implementation conforms to the requirements of nationally executed projects	
Description	A local firm will be hired to audit the project annually. Similarly, a consultant will be contracted to carry out an end-of-project evaluation.	
Quality Criteria	Quality Method	Date of Assessment
a) Audit conducted annually	Review audit report	Dec-14
b) End-of-project evaluation conducted	Review evaluation report	Dec-14

OUTPUT 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects		
Activity Result 2 (Atlas Activity ID)	UNDP staff ensure that project is implemented following approved policies and procedure and provide necessary project management support	Start Date: Jan-12 End Date: Dec-14
Purpose	To ensure that the project implementation conforms to the requirements of nationally executed projects and that is effectively implemented	
Description	UNDP CO Uganda Staff will work with EDPR and project staff to ensure smooth implementation of the project and compliance with relevant guidelines	
Quality Criteria	Quality Method	Date of Assessment
a) Staff performance reviewed annually	RCA	Feb-12, 13, 14

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8. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP, which is incorporated by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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9. ANNEXES

Annex I: Offline Risk Logo

#	Description	Date Identified	Type	Impact	Probability/Magnitude	Countermeasures / Mgt response	Owner	Submitted, updated by	Last Update	Status
1	Interference by government on the research process or outcomes	Jul-11	Political	Low because mechanism will be put in place for prioritization; impact may be medium if research is on non-priority issues	Medium/High	The Project Board and overall CPAP Board will advocate for impartiality of Research Review Panel and research process	Project Board	Consultant during consultations	Jul-11	To be worked on during project implementation
2	Policy makers might use the evidence generated selectively	Jul-11	Political	Low as research findings will be presented to top management but impact may be grave as researchers may be demoralized and populations negated benefits of better informed policies & decisions	Medium/High	Engagement of many public and non-public stakeholders will put pressure on government to take and interpret research holistically	Project Board	Consultant during consultations	Jul-11	To be worked on during project implementation
3	Inability to keep staff in research due to re-assignment to non-research activities, attrition to greener pastures, lack of motivation etc	Jul-11	Operational	High as remuneration of civil servants is not commensurate with ever increasing cost of living; impact will be high as capacity developed may be lost	Medium/High	EDPR department will increasingly integrate interventions including staff supported by the project into the normal budgetary provisions of the department	Project Board and Manager	Consultant during consultations	Jul-11	To be worked on during project implementation

3	Sustainability of some project activities after the end	11-Jul	Administrative	Limited resources for running and maintenance	Medium/High	EDPR should allocate a budget for maintenance since the beginning of the project in order to internalize these costs before the end of the project	ALD	ALD	11-Oct
5	Brain drain of trained staff to other ministries or the private sector	11-Jul	Management	Continued shortage of competent and skilled staff	High/High	Create a system of knowledge sharing at EDPR to assure that the skills are passed on to new staff	ALD	ALD	11-Oct
6	Change in Management at EDPR	11-Oct	Management	Delays in implementation, change of strategy, loss of relevance of the project for new management	Medium/High	Improve the level of communication about the project with Senior Officials, disseminate early achievements of the project, build an strong technical team	ALD	ALD	11-Oct

Annex II: Capacity Assessment (Ministry of Finance Planning and Economic Development - Economic Development Policy and Research Department)

AREAS FOR ASSESSMENT	ASSESSMENT RESULTS
PART I. BACKGROUND INFORMATION	
1. History	The Ministry of Finance, Planning and Economic Development is one of the oldest government ministries in Uganda. The MOFPED is mandated by the Constitution of the Republic of Uganda to: <ol style="list-style-type: none"> i. Formulate policies that enhance stability and accelerate economic growth and development ii. Plan and design strategies for rapid economic growth and transformation iii. Mobilize domestic and external resources iv. Ensure efficient allocation and utilisation of public funds v. Monitor and account for the utilisation of public resources
2. Mandate and constituency	The department of Economic Development Policy and Research within MOFPED has the responsibility to generate and apply evidence-based analyses to Government decision-making on economic development policy, programs and projects and national development.
3. Legal status	The MOFPED which has the EDPR department is a Government of Uganda institution with the legal requirements for operation in the country
4. Funding	The MoFPED's main sources (s) of funds are: Central Government and Development Partners.
5. Certification	As a government ministry, the MOFPED is not certifiable under national or international procedures.
6. Proscribed organizations	MOFPED is not listed in any UN reference list of proscribed organizations.
PART II. PROJECT MANAGEMENT CAPACITY	
2.1 Managerial Capacity	
1. Leadership Commitment	The leaders of the MOFPED are ready and willing to implement the proposed project.
2. Management experience and qualifications	The project will be managed by the Commissioner, Department of Economic Development Policy and Research. He has a wide range of experience in managing Government and Development Partner programmes including those funded by UNDP
3. Planning and budgeting	The MOFPED apply a results-based management methodology evidenced by measurable outputs in its plan, the Budget Framework Paper as well as annual work plans.
4. Supervision, review, and reporting	On an annual basis, the MOFPED organises an annual assessment of its performance. The Office of the Prime Minister also conducts an assessment of the performance of each Ministry.
5. Networking	In executing its mandates, the MoFPED collaborates with most MDAs at both national and local government levels. Most active collaborative relationships between MOFPED and MDAs that are also relevant to this project include those with EPRC, NPA, etc. ..
2.2 Technical Capacity	
1. Technical knowledge and skills	The skills and experience of the organization's technical professionals match those required for the project and these professionals will be available to the project.
PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES	
3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project.	
1. Facilities, infrastructure and equipment	The organization possesses sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project. Further, the MOFPED can manage and maintain the administrative and technical equipment and infrastructure.
2. Procurement and contracting	The MOFPED have the legal authority to enter into contracts and agreements with other organizations. It has access to the Solicitor General and legal counsel through Ministry of Justice to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP. The MOFPED has a dedicated Procurement and Disposal of Public Assets Unit (PDPU) and the procurement personnel in the unit have skills and experience that are appropriate to the requirements of the project. They follow the PPDA procurement procedures and there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition. Further, the MoFPED has a system and procedures for asset management and inventory control.
3. Recruitment	The organization has the legal authority to enter into employment contracts with individuals.

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AREAS FOR ASSESSMENT	ASSESSMENT RESULTS
and personnel management	The MOFPED has a dedicated personnel capacity and the recruitment personnel have skills and experience that are appropriate to the requirements of the project. Based on recruitment made for other projects overseen by the AIDS Liaison Department in MOFPED funded by UNDP and other development partners, there is evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency.
3.2 Financial Management Capacity	
1. Financial management organization and personnel	<p>The organization has written rules and regulations for financial management that are consistent with international standards as they are being applied across all Government agencies. The MOFPED has a dedicated finance unit.</p> <p>The finance managers and personnel have skills and experience that are appropriate to the requirements of the project and hence the existing financial management capacity is adequate to meet the additional requirements of the project. In particular the finance personnel have experience in managing donor resources.</p>
2. Financial position	The MOFPED has a sustainable financial position. It is responsible for the entire national budget that is in trillions of shillings.
3. Internal control	<p>The Ministry maintains many bank accounts and has written rules and procedures on segregation of duties for receipt, handling and custody of funds. In addition, it ensures physical security of advances, cash and records.</p> <p>The GoU and hence MoFPED have clear written procedures and internal controls governing payments. Among others, it has a policy requiring two signatures for payments over a defined limit. Moreover, no evidence of non-compliance with financial rules and procedures was found.</p>
4. Accounting and financial reporting	<p>The accounts are established and maintained in accordance with national standards. On an annual basis, the MOFPED provides its financial statements to the Office of the Auditor General.</p> <p>The organization can track and report separately on the receipt and use of funds from individual donor organizations. There is no evidence of deficiencies in accounting or financial reporting.</p>
5. Audit	The organization is subject regularly to external audit and the audit is conducted in accordance with international audit standards. Whereas the audit findings are public, the organization's financial audits have not produced any significant recommendations for strengthening of financial systems and procedures.

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5. ANNUAL WORK PLAN BUDGET SHEET

YEAR 2011

INTENDED OUTPUTS	INDICATIVE ACTIVITIES	TIME FRAME				RESPONSIBLE PARTIES	INPUT (USD)
		Q1	Q2	Q3	Q4		
Output 1: Technical Capacity of EDPR to carry out evidence-based analytical studies strengthened Baseline: Insufficient individual, organization and institutional capacities exist for research at EDPR Indicators: <ul style="list-style-type: none"> • Number of individuals trained • Procedures and systems for research established • Institutional mechanism for research functional 	Result Area 1: EDPR and MOFPED equipped with knowledge and skills for evidence-based analytical research					EDPR	
	a) Conduct a needs assessment study for short-term training on evidence-based analytical studies and dialogue				X		
	b) Training on modelling and simulations using MAMS and similar packages				X		13,000
	c) Conduct training in statistical analysis (e.g. econometrics)				X		
	d) Support staff from EDPR/MOFED staff to attend local and international conferences and trainings				X		
	Result Area 3: A team of experts support EDPR in EBAR processes					EDPR	
	a) Constitute and sensitize RRP members				X		
	Result Area 5: EDPR has the necessary research tools and softwares for effective EBAR work					EDPR	
	a) Procure specialised statistical and modelling software				X		
	Output 2: Evidence-based research for informing policy carried out by EDPR Baseline: Limited evidence-based research being carried out and irregularly Indicators: <ul style="list-style-type: none"> • Number of requests for research and research products 	Result Area 1: EDPR implements its mandate effectively					EDPR
a) Identify priority research issues in AWP				X			
b) Conduct research in areas identified				X			
Output 4: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects	Result Area 1: Project managed following UNDP's policies and procedures for nationally executed (NEX) projects					UNDP	
a) UNDP project management costs				X			
TOTAL							13,000

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AREAS FOR ASSESSMENT	ASSESSMENT RESULTS
	<p>In addition MoFPED networks with non-state actors active in the LG sector notably the LG Associations. MoFPED also networks public and private sector training institutions like Uganda Management institute, Makerere University etc.</p> <p>ALD networks with the departments of Infrastructure and Social Services, Budget Policy and Evaluation, Public Administration, Treasury Inspectorate, Internal audit, Treasury Officer of Accounts, Tax Policy, Economic Policy and Research and Macro Economic Policy departments of MoFPED.⁷</p>
2.2 Technical Capacity	
1. Technical knowledge and skills	The skills and experience of the organization's technical professionals match those required for the project and these professionals will be available to the project.
PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES	
3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project.	
1. Facilities, infrastructure and equipment	The organization possesses sufficient administrative facilities, infrastructure, some equipment and budget to carry out its activities, particularly in relation to the requirements of the project. Further, MoFPED shall provide and maintain the administrative and technical equipment and infrastructure with some minimal interventions from the project.
2. Procurement and contracting	<p>MoFPED has the legal authority to enter into contracts and agreements with other organizations. It has access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the Government of Uganda and UNDP.</p> <p>MoFPED has a dedicated Procurement and Disposal Unit (PDU) and the procurement personnel in the unit have skills and experience that are appropriate to the requirements of the project. They follow the PPDA procurement procedures and there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition. Further, the ministry has systems and procedures for asset management and inventory control as provided for by the Government of Uganda regulations.</p> <p>The ALD procures and contracts through the ministry structures and procedures.</p> <p>For this project UNDP country office will handle all procurements</p>
3. Recruitment and personnel management	<p>The ALD through the MoFPED has the legal authority and capacity to enter into employment contracts with both individuals and other entities.</p> <p>However, It should be noted that for purposes of this project, there shall be no recruitment of project staff.</p>
3.2 Financial Management Capacity	
1. Financial management organization and personnel	<p>MoFPED and thus the ALD has well documented rules and regulations for financial management that are consistent with international standards as they are being applied across all Government Ministries and Agencies.</p> <p>For purposes of this project, all costs shall be executed by the UNDP country office according to approved budgets for those expenditure items.</p> <p>The UNDP country office has adequate finance and other personnel with the relevant technical skills and experience for periodic financial and other reports required under this project.</p>
2. Financial position	Save for the requirements of this project, ALD has adequate funding to undertake their work from the Government of Uganda funding.
3. Internal control	<p>The Commissioner, ALD shall to the best extent possible, monitor and authorize the expenditure limits of the project in compliance with the approved project budget.</p> <p>While all expenses related to the project will be executed with her authority, actual expenditure will be undertaken by the UNDP country office. Within UNDP on the other hand, all other internal control procedures of the Country Office shall prevail.</p> <p>The Country office shall provide expenditure summary reports on a quarterly basis in order to guide the Commissioner's budget control function.</p>
4. Accounting and financial reporting	<p>The accounts are established at the UNDP Country Office and maintained in accordance with international standards and accounting principles.</p> <p>The Country Office shall track and report separately on the receipt and use of funds for the project.</p> <p>There is no evidence of deficiencies in accounting/ financial reporting.</p>
5. Audit	Audit of the project expenditure shall be in accordance with UNDP procedures since all expenditure shall be undertaken by the Country Office.

⁷ Source: Aid Management Manual, MoFPED, Figure 1.2, Pg 8.