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United Nations Development Programme
Uganda Country Office
- Project Document -



PS/SA



Project Title

Support to the preparation of the NDP 2015/16-2019/20 ('SPNDP Project')

UNDAF Outcomes:

1. Capacity of selected Government Institutions and the Civil Society improved to bring about good governance and realization of human rights that lead to reducing geographic, socio- economic and demographic disparities in attainment of Millennium Declaration and Goals by 2014.
 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.
 3. Vulnerable populations in Uganda, especially in the north, of Uganda increasingly benefit from sustainable and quality social services by 2014.
- CPAP Outcome 5: Improved management and coordination of aid flows for achievement of development results.

Expected Outcomes:

(Those linked to the project and extracted from the CPD)

CPD

- CPAP Outcome 6: National/local institutions able to develop and implement pro-poor policies/strategies for inclusive economic growth and poverty reduction.
- CPAP Outcome 7: Coordinated, harmonized policies for inclusive growth and prosperity.

Expected Outputs:

(Those that will result from the project)

1. National capacities for strategic planning strengthened
2. Background reports on priority topics for national development drafted
3. National Development Plan, 2015/16-2019/20, effectively completed.

Executing Entity:

Ministry of Finance, Planning and Economic Development

Implementing Agencies:

National Planning Authority of the Republic of Uganda

Brief Description:

The 'Support to the preparation of the NDP 2015/16-2019/20' (SPNDP) project aims at providing financial and technical support to the preparation of Government of Uganda's National Development Plan (NDP) 2015/16-2019/20 in a number of selected areas. The project is implemented under National Implementation (NIM) modality by the National Planning Authority (NPA) between 2013 and 2014. Support is directed to the achievement of 5 main project outputs: (1) The development of the NPD-II macroeconomic framework; (2) the production of selected NDP-II cross-cutting papers; (3) the localisation of the NDP-II plan; (4) the production of a spatial reflection/mapping of the NDP-II; and (5) the development of the NDP-II Monitoring and Evaluation Framework. The total cost of the project is estimated at USD 1,139,797, to be executed over the 18 month period of project implementation

Programme Period:	2013-2014
Key Result Area:	Growth & Poverty Reduction
Atlas Award ID:	
Start date:	Q4 2013
End Date:	Q4 2014
PAC Meeting Date:	14 November 2013
Management Arrangements:	National Implementation (NIM)

Total resources required:	USD 1,139,797
Total allocated resources:	
o Regular	
o Donor	
o Government	



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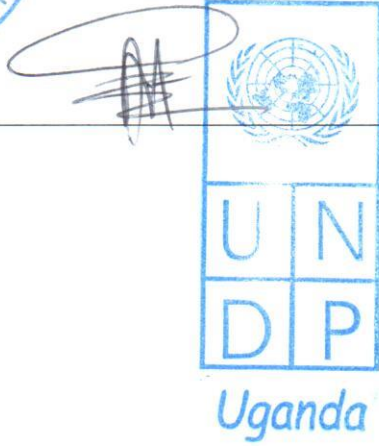
M. Subhaniz

Agreed by Ministry of Finance, Planning and Economic Development (Government Coordinating Agency):



Agreed by National Planning Authority (Implementing Partner)

Agreed by UNDP (Senior Supplier):



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I. SITUATION ANALYSIS

During the past 25 years Uganda has made significant development progress, successfully moving from a situation of Post-conflict recovery to one of growth and broad-based socioeconomic development. GDP growth over this period, from 1988 to 2012, has averaged 6.8%, one of the fastest growth rates in the world, leading to a doubling of real per capita income, from USD 178 in 1987 (measured in 2005 USD) to USD 342 in 2012, and a sharp drop in poverty rates, enabling Uganda to achieve its MDG1 target of halving the incidence of absolute poverty in the country from the levels prevailing in the early 1990s, in 2010, five years ahead of the set MDG deadline of 2015. A number of national policies and programs, such as the Structural Adjustment Programs (SAPs), Economic Recovery Program (ERP), Poverty Eradication Action Plan (PEAP) have greatly contributed to this development success, helping boost economic growth and broad-based socioeconomic development.

In order to consolidate and accelerate these growth and development achievements, Government approved in 2007 the Comprehensive National Development Planning Framework (CNDPF) policy. This policy provides for the development of a 30 year national Vision to be implemented through three 10-year plans, six 5-year National Development Plans (NDPs), Sector Investment Plans (SIPs), Local Government Development Plans (LGDPs), annual work plans and the corresponding national budgets. Following the approval of the CNDPF framework in 2007, Cabinet approved the National Vision Statement "*A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years*". Since then, the National Planning Authority (NPA), tasked under the National Planning Authority Act 15 of 2002 to produce comprehensive and integrated development plans for the country, has produced the first of the six National Development Plans contemplated in the CNDPF, covering the 2010/11-2014/15 period, as well as the *Uganda Vision 2040* document, which provides the overarching strategic planning framework that is to guide government interventions in the next 30 years.

In late 2012 NPA initiated a mid-term review (MTR) exercise of the current NDP 2010/11-2014/15 with technical and financial support from UNDP. This review sought to assess progress in the implementation of this planning tool since 2010 and make recommendations for corrective implementation measures over the remaining NDP implementation period that can help increase the likelihood of achieving the targets set out in the current plan. The MTR is also expected to inform the preparation of the next NDP for the period 2015/16-2019/20, by informing policy makers in Uganda and, in particular NPA, about areas of attention that the next national development plan should focus on, in order to achieve Uganda's long terms goals of prosperity and socioeconomic transformation.

Key preliminary findings and recommendations arising from the MTR that the NDP 2010/11-2014/15 will seek to address include the following:

1. The preparation and implementation of the next NDP should rest on a comprehensive consultation and communications process that ensures full national ownership of this strategic planning document.
2. The next NDP needs to include a well-defined sequencing plan with clear milestones for each year, linked particularly to the implementation of core projects to ensure its full and effective implementation.
3. The successful implementation of the next NDP will require full alignment of all institutional element affecting its implementation, including the need to fully synchronise sector investment plans and local government development plans with the NDP, as well improvements on the output based tool, the Public Investment Plan and other mechanisms to align financial resources behind national priorities, as defined in the NDP.
4. Likewise, the implementation of the next NDP will call for national institutions to work together effectively to ensure its success. Achieving this will require efforts to strengthen capacities to deliver on key coordination roles within government and to address existing overlaps.

5. Going forward, there needs to be a continued focus on the transformation of the economy from subsistence agriculture to value added agriculture and the development of new industry alongside the development of the service sector.
6. Significant investments are needed to realise Uganda's ambitious development goals, as presented in Vision 2040 and there is some scope for more accommodating fiscal policy to support this at the same time maintaining a stable macro economy..
7. The next NDP needs to ensure that the benefits of development are more equally distributed around the country and that there is inclusive growth

As Uganda moves into the second phase of the implementation of the NDP 2010/11-2014/15 NPA is seeking to initiate the preparation of the next planning cycle, which will lead to the production of the next National Development plan, 2015/16-2019/20. NPA considers it is critical that a first full draft of this document is completed by the second half of 2014, so that it can inform the preparation of the 2015/16 budget, process which is due to start in September 2014, as this will be the first budget of the 2015/16-2019/20 planning cycle.

Ever since the adoption of the Paris Declaration on Aid Effectiveness in 2005, development partners have sought to align Overseas Development Assistance (ODA) with developing countries' national priorities, as a way of strengthening country ownership of development processes. This is also the case of United Nations agencies working in development, including the United Nations Development Programme (UNDP), which, under the umbrella of the United Nations Development Group (UNDG), were a Participating Organisation in the formulation and formal adoption of both the 2005 *Paris Declaration on Aid Effectiveness* and the 2008 *Accra Agenda for Action declaration*.

In Uganda, these efforts by the international development community to enhance aid effectiveness have translated into the adoption of the National Development Plan (NDP) by most development partners as the guiding framework in the preparation of their respective country programmes. In the case of the United Nations, its operations have been aligned with national priorities and plans since at the least 2010, with the current United Nations Development Framework (UNDAF) fully aligned to the NDP 2010/11- 2014/5 document. The same applies to UNDP's Country Programme Document (CPD) 2010-2014 and Country Programme Action Plan (CPAP) 2010-2014, both which are aligned to the UNDAF and, therefore, the National Development Plan, 2010/11- 2014/5. In its commitment to support Uganda's development ambitions and to the principles of aid effectiveness enshrined in the Paris and Accra declarations, UNDP and, more broadly, the UN Country Team in Uganda, wish to ensure that their programmes in Uganda continue to be aligned with national priorities and, in particular, with the NDP, for the next planning cycle.

It is against this background that UNDP intends to provide support to the National Planning Authority (NPA) in the preparation of the 2015/6-2019/20 National Development Plan. UNDP's support to this exercise follows and is a continuation of the assistance provided by UNDP to NPA to undertake the Medium Term Review of the current NDP. This assistance was provided under a UNDP Project Initiation Document (PID), which was created to help undertake preparatory activities, such as the MTR, necessary to enable the provision of the programmatic support outlined in the present project document, as well as the successful completion of project outputs.

In providing this support UNDP seeks to enhance NPA's capacity to undertake this critical strategic planning document, as part of a broad-based consultative process that helps define Government's strategic policy priorities for the medium term. UNDP also hopes that the results of this process can also be used to inform its own medium-term programming needs and the preparation of the next round of UNDAF, CPD and CPAP documents.

II. PROJECT IMPLEMENTATION STRATEGY



CONTRIBUTION TO THE IMPLEMENTATION OF THE CPAP, 2010-2014

The 'Support to the preparation of the NDP, 2015/16-2019/20' project, 'SPNDP project' in its abbreviated form, directly contributes to the achievement of the following outcomes under the current UNDP-GOU Country Programme Action Plan (CPAP):

- ❖ **CPAP Outcome 5:** Improved management and coordination of aid flows for achievement of development results.
- ❖ **CPAP Outcome 6:** National/local institutions able to develop and implement pro-poor policies/strategies for inclusive economic growth and poverty reduction.
- ❖ **CPAP Outcome 7:** Coordinated, harmonized policies for inclusive growth and prosperity.

The SPNDP project will contribute to CPAP Outcome 5 by assisting NPA with the preparation of the next NDP document, which constitutes the overarching programmatic framework used by most development partners in Uganda to align their country programmes to Government's national priorities, including UNDP and UNCT agencies. On the other hand, the project will contribute to CPAP Outcome 6 by assisting government in the formulation of its main strategic development planning document, the NDP, and a key tool with which to ensure inclusive growth, poverty reduction and socioeconomic transformation. It is worth noting in this sense that the overarching vision of the CNDPF framework, of which the NDP is part of, is to achieve 'a Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years', theme which precisely underscores these three elements: inclusive growth, poverty reduction and socioeconomic transformation. Finally, the SPNDP Project will also contribute CPAP Outcome 7, by supporting the preparation of the next National Development Plan, which by its very nature, is a multi-sector planning instrument that seeks to provide an overarching strategic framework that ensures a coordinated and harmonized approach to policy-making and implementation, which helps attain the CNDPF's overall goal of prosperity and socioeconomic transformation within the next 30 years.

PROJECT OUTPUTS

The project will contribute to these CPAP outcomes and to the overall objective of assisting the National Planning Authority (NPA) to develop the next National Development Plan (NDP, 2015/6-2019/20) through the completion of the following project outputs:

❖ **Output 1: Development of the NDP-II Macroeconomic Framework**

A key input into the preparation of the National Development Plan is the development of a macroeconomic framework that ensures consistency between the implementation of NDP interventions with the overarching principles of maintaining macroeconomic stability and balanced economic growth. The macroeconomic framework is expected to provide macroeconomic projections on the basis of which the desired growth rate in the NDPII period will be achieved.

In support of this objective, a *NDP-II Macroeconomic Framework* will be produced under the SPNDP project. This framework guides the process of analysis need (i) explore possible/feasible levels of economic growth, and (ii) derive the consistent macroeconomic picture in terms of sectoral composition of growth, savings, investment, the balance of payments. In order to produce robust macroeconomic projections, getting right the drivers of growth over the 5 year period is very important and this may be dependent on the theme and objectives selected for that period. Therefore understanding the primary causes of growth in the past 2 ½ years of the NDP based on the performance assessment reports and the likely causes in the remaining 2 ½ years, the prospects over the next five years should be assessed.

The background papers prepared under this output should elaborate on the macroeconomic fundamentals. These include changes in investment rates, private sector savings, private corporate investment (direct investment – which may affect the assumptions regarding certainty about international economic environment for business, world market performance, domestic inflation, and

population growth), government savings / government revenue surplus / reserves (which are affected by changes in taxation to foster growth, fiscal discipline, subsidies on key economic inputs). There is need to understand, for the past, the feasible investment and saving rates and the current account deficit, and for the future, the rates required for the target growth rates, while avoiding high inflation. This means appraising the savings-investment prospects in the NDPII period.

Specific deliverables

The process of developing the NDP-II Macroeconomic Framework will involve the production of the following specific deliverables:

1. A background paper providing the conceptual framework and defining drivers of growth;
2. A robust integrated macroeconomic model for policy simulation and forecasting;
3. Macroeconomic projections for the five-year NDPII implementation period and for the 10 year perspective.
4. A report documenting the methodology used for the entire task providing a review of existing models, justification for choices made and explaining any alterations made on models used

Approach/ Method of Work

In support of this output, NPA will constitute a team of 12 persons comprising of Technical Officers, the NDPII Macroeconomics Taskforce. This taskforce will operate as a sub-committee of the Core Technical Committee, and will be comprised of two members from each of the following institutions: (i) National Planning Authority; (ii) Ministry of Finance, Planning and Economic Development; (iii) Bank of Uganda; (iv) Uganda Bureau of Statistics; (v) Parliamentary Commission (Budget Office); (vi) NGO forum; and (vii) Economic Policy Research Centre (EPRC). The task force will be guided by a local consultant in generating the expected deliverables. The members of the taskforce will form the technical link with their parent organizations in regard to data collection, collation, and analysis or any other technical needs. The taskforce members will officially be nominated by the Accounting Officers of their respective organizations, based on their knowledge and experience in macroeconomics.

By the end of the task, Taskforce members will have developed full capabilities in the MAMS associated computer coding and analysis. In regard to CGE Modelling they will specifically be technically knowledgeable of the following: the code and software utilised; CGE database structure; running the dynamic CGE Model; and theoretical basis of the outputs of the analysis and forecasting, and macro-micro simulations. All the software, analysis work and output files will be installed on existing computers in the macroeconomics department of the National Planning Authority.

Planned activities

- i. Identifying macroeconomic issues for medium term growth and development and production of a NDP-II macroeconomics background paper

As part of the work done under this area, a background paper providing the conceptual framework and defining drivers of growth will be done under the SPNDP project. The production of this paper will require the review of key background material, including the NDP1, the NDP Midterm Review report, Vision 2040, Background to the Budget for the financial year 2013/14, the National Development Reports (2010/11, and 2011/12), Pulse of the Economy July 2013, and the East African Community Macroeconomic Convergence Report, among others. It will also require building consensus on the major drivers for Uganda's growth in the next five years. To this end, consultations will be undertaken through discussions at meetings with technical people at institutions level. A consultant will be hired and work with NPA together with other key stakeholders for the purpose of soliciting views on key macroeconomic drivers of growth and development. The policy issues relevant to the Country's Development will be analyzed. This should be followed by the determination of the appropriate macroeconomic model alterations and undertakings on the requisite data.

- ii. Testing the existing macro-econometric and the dynamic computable general equilibrium models and introduction of Models

The models used for the development of the NDP Macroeconomic Framework need to be tested in terms of their structural design and parameter estimates, before they can be used for the policy simulations and forecasting. These models will be run in EViews for the macro econometric analysis and Marquette for MDG Simulations (MAMS) for CGE. MAMS is a dynamic recursive CGE (Computable General Equilibrium) model developed by the World Bank whose computer code is written in GAMS and Microsoft Excel. The model has a level of disaggregation suitable for analyzing human development indicators, and thus can be used to carry out macro-micro simulations on poverty, employment and other human development indicators. Disaggregation of public sector functions such as health, education, public administration, water and sanitation, and others, provides MAMS with a powerful edge over the integrated macroeconomic model currently under development. In order to maximise the robustness, more than one model will be used for these assignments.

- iii. Conducting policy simulations and Indicator forecasting

This activity will involve constructing a consistent dataset, the Social Accounting Matrix for the general equilibrium analysis, and a consistent set of time series for the macro econometric analysis of the financial sector and monetary policy variables. The Social Accounting Matrix will use Supply and Use Tables updated in 2009/10 financial year to provide more disaggregated set of input-output information across the economic sectors. The latest data on national accounts, taxes, and income and expenditure from 2012/3 on quarterly basis will be used for the macro econometric analysis. The activity will involve collection in line with anticipated alternative policy instruments and strategies that are likely to induce changes from baselines. Consistent computer simulations and forecasting using available periodic data and providing explanations for multiple alternative policy options will follow. Analysis will be undertaken to delineate effects of stated changes macro level changes on poverty, consumption patterns, the labour market, and employment situations.

- iv. Validation of analytical results and reports

The results from the assignment should be presented to stakeholders at different levels. The first level will have wider representation of the areas responsible for delivery of services in the areas expected to drive the economy, particularly functional sectors. A committee comprised of representatives of sectors such as energy, agriculture, labour and social development, health, education, mineral development, oil and gas, industry (manufacturing), Tourism, Trade and ICT among others will be reported to by the NDP Macroeconomics Task force. At these meetings the methodology and results should be explained and discussed. The technical team will validate the NDP-II macro-framework chapter.

- v. Technical support and quality assurance

Throughout this process the NDP-II Macroeconomic Modelling Taskforce will benefit from the technical and quality assurance support provided by the United Nations Department for Economics and Social Affairs, UN-DESA, who have been working in Uganda with UNDP since 2009 in capacity development projects to extend the use of the MAMS economy-wide modelling tool for evidence-based policy analysis and decision making. UN-DESA support will be focused on the following deliverables: (1) developing a Social Accounting Matrix (SAM) suitable to be used by MAMS and making use of the latest available data by UBOS; (2) assisting with the testing, simulation and validation of the model; (3) undertaking the necessary trainings to ensure that the NDP-II Macroeconomic Modelling Taskforce is able to develop the NDP-II macroeconomic framework, on aspects relating to the economy-wide CGE modelling component of this framework; (4) provide quality assurance assistance as per when requested.

- vi. Sharing international experiences on development planning and global development trends

In order to learn from international experiences with economic planning NPA will organize, under the SPNDP project, a limited number of engagements with renowned international experts. These experts will share with members of the NDP-II Macroeconomic Modelling Taskforce and the DP-II Core Technical Team lessons and experiences from similar planning exercises. They will also advice on how global trends may shape Uganda's development prospects in the short and medium terms. In addition to working with the teams responsible for the preparation of the NDP-II, NPA will organize public events with these experts so that they can share their views and experiences with a broader audience. This will also help raise the profile and visibility of the NDP-II preparation process.

❖ **Output 2: Production of NDP-II Cross-Cutting Papers**

Cross-cutting themes are defined as those that cannot be addressed in totality by a single sector. They include themes that may not be the core mandate of a sector but affect service delivery and outcomes in that particular sector, thus requiring mainstreaming across programme areas in the relevant sectors. Given their nature, cross-cutting issues are likely to be ignored by many sectors in the name of not being part of sector mandates and yet they quietly but significantly affect socio-economic progress across sectors and nationally

Mainstreaming of cross-cutting themes, first and foremost, entails identifying the issues around a particular theme, undertaking an analysis of how the issues manifest in the various sectors of the economy and how they affect socio-economic, political and environmental progress and then prescribing the remedy by way of identifying priority areas of focus and integrating them across the sector programs. For effective mainstreaming to take place, the prioritized issues and remedies must be integrated into the plans, allocated resources in the budgets, and indicators identified to facilitate measuring progress of implementation and results.

The current NDP focused mainly on gender, environment and HIV/AIDS as the key cross-cutting themes. This conceptualization entailed taking stock and analysis of how the issues manifest, how they affect the various sectors of the economy and what needs to be done. While consensus was built on the conceptualization and the need to address the issues in the plan, the remedy part got lost in most of the sectors save for a few. This was the case for gender and HIV/AIDS themes. The mainstreaming of environment issues in the relevant sectors in the NDP was, on the other hand, a success, to a large extent.

For NDP II, the cross-cutting themes will be expanded to include, population, gender, social protection, human rights, environment and climate change, research and development, culture and national values, child welfare, HIV/AIDS, nutrition, labour and employment, and democracy and governance.

Specific deliverables

In support of the NDP II's work to mainstream cross-cutting issues, the SPNDP Project will produce the following deliverables:

1. An NDP-II cross-cutting theme paper on the topic of '*Democratic governance and the NDP-II*'.
2. An NDP-II cross-cutting theme paper on the topic of '*Sustainability, environmental management and the NDP-II*'
3. An NDP-II cross-cutting theme paper on the topic of "*Mainstreaming Non-State Actors participation in the implementation of the NDP-II*".

Approach and Methodology

The completion of these SPNDP project deliverables will benefit from the structures and systems set up by NPA to support the preparation of the NDP-II, including those specifically addressing cross-cutting issues. Among others, the approach taken by NPA to ensure the effective completion of its work to mainstream cross-cutting themes in the NDP-II includes the following structures and systems: (a)

Constituting a Technical Committee on cross-cutting themes to oversee and provide technical guidance and oversight; (b) Establishing and operationalize technical working groups in each thematic area; (c) Hiring consultancy services as and when required; (d) Organizing stakeholder consultation meetings, workshops, retreats; (e) Establishing and operationalizing a synthesis and drafting team.

Planned activities

Each of the three deliverables indicated above to be undertaken as part of the SPNDP project's support in the area of cross-cutting themes will entail undertaking the following activities:

- i. Recruitment of consultancy services to facilitate process and prepare the cross-cutting theme paper in question.
- ii. Initial consultation process with relevant stakeholders
- iii. Preparation of Cross-Cutting themepaper
- iv. Presentation and validation of findings and recommendation arising from corss-cutting issues reports.

❖ **Output 3: Localisation of NDP-II**

The NDP II will be developed through a highly participatory and consultative process that will enable local governments (LGs) to generate development issues that can influence government policy and be integrated in the NDPII. The work undertaken to 'localize' the NDPII is also expected to eventually inform and guide the preparation of 5-year District Development Plans for all Higher Level Local Government, including districts, municipal councils and cities in the country.

Specific deliverables

1. Three (3) Issues Papers for LGs to be incorporated into the second NDP.

Approach and Methodology

The issues papers will provide analytical information on key areas of development that would need focus in the NDPII. Higher Level Local Governments (HLGs) comprise all 111 districts, 22 municipal councils and Kampala City Council Authority (KCCA). The HLGs will be grouped into clusters (Urban Authorities; hard to reach districts; Post Recovery (PRDP) districts; the rest of the districts and KCCA). This clustering will help to capture development issues from different categories of LGs and reduce the number of papers from LGs from 134 to 3 (including KCCA as a special case) which are manageable in terms of quality assurance and integration in the NDP.

The above clustering will further help to capture development issues from different categories of LGs and reduce the number of papers from LGs since most of the challenges are uniform across the districts. KCCA will be treated as a special case and handled as a case study. There will therefore be three papers (one for districts taking into consideration the differences among districts (hard to reach, new, PRDP etc.), the municipal authorities and KCCA) which will be manageable in terms of quality assurance and integration in the NDP.

Planned activities

The production and dissemination of these issues papers and their subsequent integration in the NDP-II document will entail the following interventions:

- i. An initial consultative process to mobilize Local Governments and ensure participation of all districts/municipal councils. NPA is proposing, in this sense, holding 7 initial regional meetings with CAOs/MC Town Clerks, District/MC Planners and few representatives from Sub counties, preferably CDOs, to start the process. These meetings would, among others, discuss and agree on the TORs for the Consultant and Taskforce and the overall process.
- ii. Study Mid-term review reports of District Development Plans. This will provide valuable information in the development of issues papers;

- iii. Recruitment of a consultant/expert for each of the three clusters to develop the investment /development issues papers. The role of the consultant would be to get issues from LGs, analyze and develop an issues paper. In the process of developing the paper, the consultant will consult with the LGs within that cluster including some lower local governments. Districts/Municipal Councils or KCCA will also be required to get issues from the lower local governments using their administrative mechanisms;
- iv. A taskforce composed of 5 technical officers (selected LG planners) will be formed for each cluster to work with the consultant, provide quality assurance and assist the consultant in getting issues from the different LGs within the cluster; In addition, quality assurance and technical backstopping will be provided by the NDPII core technical team;
- v. Issues papers developed through the above process will then be used to consult all districts/municipal councils where one day meetings will be held in each district involving all district, municipal council and sub county leadership to validate the issues paper;
- vi. Finally, papers incorporating comments from the LGs will then feed into the draft NDP.

❖ **Output 4: Spatial Reflection of the NDP-II**

In preparing the National Development Plan for 2015/16-2019/20, NPA wants to make sure that the NDP investment programme is reflected in a spatial plan, in order to ensure that core infrastructure projects contemplated under the NDP are geographically mapped out, and present a sound and coherent plan from an economic geography perspective.

A spatial plan is a long-term sustainable framework for social, territorial and economic development in the country. It is a written statement giving strategic policies which are accompanied by indicative plans detailing specific action areas such as agriculture, tourism, conservation, human settlements and transportation areas. Its major purpose is to provide a framework to facilitate the achievement of an integrated and sustainable land use pattern in the country. The spatial context of the plan will influence the demographic and population trends, natural resources use, socio-economic activities and infrastructural development in order to develop in a mutually interactive and complementary manner to guide the country's economic development process.

During the development process of Uganda's first NDP, the spatial context of the plan was not considered. The NDPI, however, will have its spatial dimensions effectively displayed and integrated. Thus, the NDPII development process will require that all sector plans should have spatial dimensions clearly elaborated. This is expected to (i) contribute to ensure that economic development and human settlement patterns (both urban and rural) evolve in a spatially harmonious way that contributes to organized, equitable and balanced development; (ii) allow for the efficient, effective and sustainable use of infrastructure networks and utilities; (iii) safeguard private and public interest in land acquisition and ownership, whilst observing the principles of protection and conservation of natural resources; (iv) create an enabling environment for both economic and social development; and (v) establish an efficient and effective geospatial information system for spatial planning. The proposed spatial illustration in NDPII will be in line with the long-term National Spatial Plan that will cover the Vision period till 2040.

In support of these efforts a spatial mapping of the NDP investment programme will be produced under the SPNDP project. This exercise, which constitutes a core activity for the NDP, will mainly focus on proposed infrastructure development projects contemplated under the NDP, including roads, railways, or energy infrastructures, such as power plants and transmission lines. This mapping work will require compiling background information on key investments during the initial stages of NDP preparation and, with the assistance of a national consultant, begin putting together and mapping out the relevant data. As a key input to the NDP preparation process, the completion of this project output will have to be fast-tracked to ensure that core investment plans being defined by different sectors during the preparation of the NDP are geographically consistent and sound. The final maps, however, will only be produced once sectors and NPA have agreed on NDP core investment interventions.

Some of the work necessary to complete this output has already been undertaken in Uganda, or is in the process of being completed by other agencies in government. The undertaking of the Spatial Reflection of the NDP-II, will therefore build on this existing work, which is expected to contribute to its timely completion for the NDP-II process.

Specific deliverables:

The main output will be spatial layouts for the different NDPII interventions taking into account key corresponding spatial dimensions. Specifically;

1. Report on the Status of spatial data;
2. Guidelines for the development of spatial data; and
3. Spatially illustrated National, Sector, City, District and Municipal Development Plans.

Planned Activities:

The process of ensuring that the NDPII is developed in a spatial context will entail:

- i. Review of different proposals/ interventions in reference to their spatial location;
- ii. Review existing spatial data to ensure adequacy and harmonization for planning needs;
- iii. Develop a cross-referencing network of the various spatial dimensions likely to influence the planned interventions such as roads, human settlement and energy;
- iv. Development of issue papers for the whole range of planning units to be incorporated into NDPII;
- v. Conduct extensive consultations with major stakeholders at all levels (national, government sectors, civil society, private sector and academia) as well as hold validation meetings to agree on proposed spatial layouts.

❖ **Output 5: Development of the NDP-II Monitoring and Evaluation Framework**

In addition to the project outputs outlined above, a detailed Monitoring and Evaluation framework for the NDP will be developed under the SPNDP and presented as an Appendix to the NDP. Having a fully developed monitoring and evaluation framework will be critical to ensure the internal logic of the National Development Plan and its consistency with the overarching Vision 2040. It will also enable the effective management of NDP implementation throughout the life of the plan. Among other things, the NDP M&E framework should clearly state how monitoring and evaluation of the NDP will be done, specify with clearly developed indicators and targets to be achieved by the end year of 2019/20.

Specific deliverables:

The main deliverable for this output will be a report outlining the Monitoring and Evaluation Framework for the NDP-II document. Among others, this report will outline the indicators systems to be used to monitor the implementation of the NDP-II, the M&E methodology to be followed throughout this process – in terms of timelines, means of verification, roles and responsibilities of different actors involved in this process, etc. – and how the NDPII M&E framework relates to other similar frameworks in place elsewhere in government.

Planned Activities:

The development of the NDP-II M&E framework will involve the following activities:

- i. Recruitment of consultancy services to facilitate process and prepare the NDPII M&E report.
- ii. Initial consultation process with relevant stakeholders
- iii. Preparation of NDP-II M&E report
- iv. Presentation and validation of proposals coming out from the NDP-II M&E report.

TIMELINES AND IMPLEMENTATION STRATEGY



The 'Support to the preparation of the NDP, 2015/16-2019/20' project will be implemented between July 2013 and December 2014, with core activities scheduled to be finalized by September 2014. This will allow NPA enough time to finalize the NDP document before it is officially launched in April 2015. The last two (2) months of the project, between September and December 2014, will be devoted to the completion of project activities and to the financial and operational closure of the project, as per UNDP's Programme and Operations Policies and Procedures (POPPs) guidelines. This will include conducting a final project review to assess the performance and success of the project and its contribution to related project outcomes. The Gantt table below lays out the timelines for the implementation of core interventions throughout the life of the project.

Table 1: Project timelines for core project interventions

	2013		2014			
	Q3	Q4	Q1	Q2	Q3	Q4
1. Project set up	X	X				
2. Macroeconomic framework		X	X			
3. Cross-cutting papers		X	X			
4. NDP Localisation		X	X	X		
4. Spatial reflection of NDP		X	X	X	X	
6. NDP M&E Framework			X	X	X	
7. Project finalization and closure						X

As indicated above, the main objective of the SPNDP project is to support the preparation of the National Development Plan (NDP) 2015/16-2019/20. However, whilst clearly linked, these are two separate projects (i.e. the SPNDP project and the NDP) with somewhat different operational, management and reporting requirements, as well as scopes and implementation timelines. This will require of a carefully articulated management structure for the SPNDP project that ensures that project implementation is harmonized with the management of the NDP process and minimizes unnecessary duplication of efforts and resources, in line with the principles established for UNDP projects executed under National Implementation (NIM) modality, whilst at the same time meets UNDP's own Programme and Operations Policies and Procedures (POPPs) guidelines and requirements. To this end, the SPNDP project will recruit a number of project staff to support NPA and the Project Management Board in the effective, timely and coordinated implementation of project interventions. This will include a Project Assistant, and an Assistant Research Economist.

Partnership strategy and UNDP's comparative advantage

The National Planning Authority (NPA) intends to undertake the development of the next National Development Plan as an open process, in order to engage the participation of key stakeholders in the preparation of this key planning document. This is in line with Vision 2040, which establishes that 'government will regularly engage the private sector, the civil society and the media in the planning, implementation and monitoring and reporting of the progress in the realization of the Vision targets' (vision 2040, pp.116, Paragraph 350). This is also in line with NPA's own mandate and organization structure, which includes an Expanded NPA Board/Authority, defined as the forum that brings together the Full Time Board and ex-officio members, including the NGO Forum, the Private Sector Foundation of Uganda (PSFU), the Economic and Policy Research Centre (EPRC), the Uganda Manufacturers Association (UMA), the Population Secretariat, the National Council for Science and Technology (UNCST) and the Uganda National Farmers' Federation (UNFFE), among others.

In addition to UNDP, the National Planning Authority is seeking to engage other development partners in Uganda to assist it in the preparation of the National Development Plan. This includes the World Bank, which manages a dedicated Trust Fund financed by the UK's Department for International Development (DfID) to support the implementation of the Government of Uganda's (GoU) five-year National Development Plan. Established in 2009, this trust fund has a budget of £7,500,000 and a lifespan of five years: July 2009 - June 2014. NPA is also working closely with researchers at the Universities of Manchester (UK) and Harvard (US) to apply the Growth Diagnostics and Product

Space Frameworks developed by Professor Ricardo Hausman, from the Kennedy School of Governance at Harvard University, to the case of Uganda. This framework is expected to provide critical insights into Uganda's growth and development potential, and comparative advantages. In liaising with its development partners in the preparation of the NDP 2015/6-2019/20, NPA will establish strong coordination mechanisms to avoid the duplication of resources and efforts, and maximize synergies for the support provided by different development partners, including UN agencies operating under the UNDAF.

UNDP, on the other hand, has a long history of supporting national strategic development planning efforts across Sub Saharan Africa and elsewhere in the developing world (e.g. in Mozambique or Vietnam, among others). The same applies to the wider UN system. A case in point is the seminal work by the UN Department for Economic and Social Affairs (UN-DESA), which in collaboration with UNDP developed in 2010 the '*National Development Strategies Policy Notes*' series, with contributions from Professors Jomo K.S., Ha Joon Chang, Mushtaq Khan and Nobel Laureate Professor Joseph Stiglitz.

In Uganda, UNDP has also been actively involved in the past in the support of national strategic planning processes. For the current National Development Plan, for instance, UNDP assisted NPA in the preparation of the NDP Monitoring and Evaluation framework. In addition It is currently supporting oversight of NDP implementation through its '*Strengthening Oversight Functions*' Project, working on these issues with NPA, Parliament of Uganda and the NGO Forum, among other project partners. It is also implementing the '*Strengthening Institutional Frameworks for Service Delivery*' NIM project, where NPA is a Responsible Party leading the work to strengthening the legal and policy framework for LG development planning and management. In the area of economics, on the other hand, UNDP CO Uganda, in collaboration with the UN Department of Social and Economic Affairs (UN-DESA), is working with the Ministry of Finance to strengthen national capacities for strategic macroeconomic modeling, using tools similar to those required to develop NDP-type macroeconomic and growth frameworks. Finally, UNDP has been the main development partner for the NDP mid-term review, providing both funding and technical expertise in support of this exercise.

Exit Strategy

The exit strategy for this project, in terms of ensuring the sustainability of project outcomes, largely rests on the fact that assistance is being directed to a clearly defined policy output, the National Development Plan 2015/16-2019/20, the preparation of which has well established timelines, which are themselves set against a clear legal, policy and institutional framework, articulated in Uganda's Comprehensive National Development Planning Framework policy (CNDPF) and national budget process, amongst others. Still, the SPNDP project is part of a wider process, the preparation of the NDP, which involves activities that will take place both before and after the SPNDP project has been approved and completed. Therefore, the successful implementation of the project will ultimately depend on these other stages of NDP development, those preceding the SPNDP project and those coming after its completion, being implemented in a timely and effective manner. To this end, UNDP and NPA will maintain a close engagement throughout the whole NDP preparation exercise.

Beyond these considerations regarding the successful implementation and completion of the SPNDP project, this programmatic intervention is expected to strengthen NPA's overall planning capacities, so as to reduce the need to resort in the future to the financial and technical support from development partners in undertaking similar national planning exercises.



III. RESULTS AND RESOURCES FRAMEWORK

- ❖ CPAP Outcome 5: Improved management and coordination of aid flows for achievement of development results.
- ❖ CPAP Outcome 6: National/local institutions able to develop and implement pro-poor policies/strategies for inclusive economic growth and poverty reduction.
- ❖ CPAP Outcome 7: Coordinated, harmonized policies for inclusive growth and prosperity.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable Key Result Area:

Partnership Strategy

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET (USD)
<p>Output 1: Development of NDP-II macroeconomic framework</p> <p>Baseline: Current NDP rests on a fully fledged macroeconomic framework which has been recognised by IFIs as robust and sound. However, this framework is time-bound and only covers the present NDP planning cycle: 2010/11-2014/15</p> <p>Indicators:</p>	<p>2014:</p> <ul style="list-style-type: none"> - A background paper providing the conceptual framework and defining drivers of growth completed - A robust integrated macroeconomic model for policy simulation and forecasting developed and operational - Five and ten year Macroeconomic projections undertaken 	<p>Activity Result 1.1: Identifying macroeconomic issues for medium term growth and development and production of an NDP-II macroeconomics background paper</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Recruit consultant - Hold meetings - Produce NDP-II macroeconomics background paper <p>Activity Result 1.2: Testing the existing macro-econometric and the dynamic computable general equilibrium models and introduction of Models</p> <p><u>Activity Actions:</u></p>	NPA	5,210
			NPA	33,325

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET (USD)
<ul style="list-style-type: none"> - New macroeconomic framework for NDP-II developed 	<ul style="list-style-type: none"> - Report documenting the development of the NDP-II macroeconomic framework completed. 	<ul style="list-style-type: none"> - Recruit consultant - Hold training and testing meetings 		
		<p>Activity Result 1.3: Conducting policy simulations and Indicator forecasting</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Recruit consultant - Undertake policy simulations - Write up report documenting the development of the NDP-II macroeconomic framework completed 	NPA	69,575
		<p>Activity Result 1.4: Validation of analytical results and reports</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Hold Validation workshop - Revise report documenting the development of the NDP-II macroeconomic framework completed 	NPA	21,780
		<p>Activity Result 1.5: Technical support and quality assurance</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Develop a Social Accounting Matrix (SAM) for MAMS 	UN-DESA UNDP	76,786

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET (USD)
		<p>Activity Result 1.6: Sharing international experiences on development planning an global development trends</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Organize knowledge sharing workshops with international experts and NDP-II teams - Hold public events with keynote international experts 	NPA/UNDP	98,300
SUB-TOTAL				304,976
<p>Output 2: Production of NDP-II Cross-Cutting papers</p> <p>Baseline: Significant literature is already available in cross-cutting areas relevant to NDP preparation. NPA is in the process of completing a mid-term review of current NDP, which is expected to generate significant amounts of information relevant for the preparation of the next NDP.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Selected NDP-II Cross-cutting Theme Papers 	<p><u>2014:</u></p> <ul style="list-style-type: none"> - NDP-II cross-cutting theme paper on the topic of 'Democratic governance and the NDP-II' completed - NDP-II cross-cutting theme paper on the topic of 'Sustainability, environmental management and the NDP-II' completed - NDP-II Cross-cutting theme paper on the topic of "Mainstreaming Non-State Actors participation in the NDP" completed 	<p>Activity Result 2.1: NDP-II cross-cutting theme paper on the topic of 'Democracy and Governance' completed</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Consultant hired - Consultations held - Draft report produced - Draft report validated <p>Activity Result 2.2: NDP-II cross-cutting theme paper on the topic of 'Sustainability, environmental management and the NDP-II' completed</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Consultant hired - Consultations held - Draft report produced - Draft report validated 	NPA	50,000

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET (USD)
		<p>Activity Result 2.3: NDP-II Cross-cutting theme paper on the topic of "Mainstreaming Non-State Actors participation in the NDP completed</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Consultant hired - Consultations held - Draft report produced - Draft report validated 	NPA	59,000
SUB-TOTAL				
<p>Output 3: Localisation of NDP-II</p> <p>Baseline: Local governments are an integral part of the CNDPF planning framework and their planning capacities have been strengthened</p> <p>Indicators: - NDP-II LG Issues papers</p>	<p>2014:</p> <ul style="list-style-type: none"> - LG issues papers developed and incorporated in NDP-II - District Planning guidelines developed 	<p>Activity Result 3.1: LG Issues papers developed and incorporated in NDP-II</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Initial consultations with LGs - Review of DDP's MTR reports - Recruitment of consultant - Draft LG Issues papers produced - LG Issues papers validated with all local governments 	NPA	275,330
SUB-TOTAL				
262,000				
275,330				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET (USD)
<p>Output 4: Spatial reflection of the NDP-II</p> <p>Baseline: The current NDP lacks a detailed mapping of NDP investment projects. However, developing one for the NDP2 is considered critical in order to ensure its spatial soundness.</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Spatial mapping report and associated maps completed 	<p><u>2014:</u></p> <ul style="list-style-type: none"> - Report on the status of spatial data finalised - Guidelines for the development of spatial data produced - Spatial mapping of NDP-II completed. 	<p>Activity Result 4.1: Report on the status of spatial data finalised</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Recruit consultant to assist with this assignment. - Review existing spatial data to ensure adequacy and harmonisation for planning needs; - Conduct extensive consultations with major stakeholders at all levels - Undertake spatial mapping of NDP. - Produce draft spatial data status report - Validate spatial data status report to agree on proposed spatial layouts 	NPA	209,000
SUB-TOTAL				
<p>Output 5: Development of the NDP-II Monitoring and evaluation framework</p> <p>Baseline: M&E framework of current NDP was developed by NPA, with assistance from UNDP</p> <p>Indicators: NDP M&E framework report produced</p>	<p><u>2014:</u></p> <ul style="list-style-type: none"> - NDP M&E framework completed 	<p>Activity Result 5.1: UNDP M&E framework developed and fully incorporated/embedded into NDP plan.</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Recruitment of consultancy services to facilitate process and prepare the NDPII M&E report. - Initial consultation process with relevant stakeholders - Preparation of NDP-II M&E report - Presentation and validation of proposals coming out from the NDP-II M&E report 	NPA	50,000
SUB-TOTAL				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	BUDGET (USD)
<p>Output 6: Project management support</p>	<p><u>2013:</u> - Work plan implemented</p>	<p>Activity Result 6.1: Project operations and management implemented according to work plan</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Project staff recruited and in place 	NPA	95,730
<p>Baseline: SPNDP project is approved to be implemented under NIM modality, following UNDP POPP guidelines for such projects.</p> <p>The complexity of the SPNDP project and the limited and constrained timeframe for its implementation requires of dedicated staff for its successful implementation and that of the NDP-II preparation process</p>	<p><u>2014:</u> - Work plan implemented - End of project report completed</p>	<ul style="list-style-type: none"> - Regular project operations conducted with a view of ensuring timely and quality project implementation. - Regular project operations conducted with a view of ensuring timely and quality project implementation. 	UNDP	45,761
<p>Indicators: Work plan End of project report</p>		<p>Activity Results 6.2.: Project operations and management implemented following standard government and UNDP policy, procedures and guidelines for NIM projects</p> <p><u>Activity Actions:</u></p> <ul style="list-style-type: none"> - Standard audits and M&E activities implemented - UNDP project implementation service charges: Implementation support services (ISS, 3%), and Communication support services (1%) 	UNDP	141,491
SUB-TOTAL				1,139,797
TOTAL USD				1,139,797

IV. ANNUAL WORK PLAN

Year: 2013

INTENDED OUTPUTS <i>And baseline, indicators including annual targets</i>	INDICATIVE ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME				RESPONSIBLE PARTIES	PLANNED BUDGET Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4			
Output 1: Development of the NDP underlying macroeconomic framework Baseline: See RFF Indicators: See RFF Targets: See RFF Related CPAP outcome: CPAP Outcome 5, 6 and 7	Activity Result 1.5: Technical support and quality assurance (a) Develop a Social Accounting Matrix (SAM) for MAMS			*		UN-DESA/UNDP	71200 International Consultant 71300_Local Consultant	14,440 5,000
	Activity Result 1.2: Testing the existing-econometric and the dynamic computable general equilibrium models and introduction of Models (a) Recruit consultant							SUB TOTAL 19,440
	Activity Result 1.3: Conducting policy simulations and Indicator forecasting (a) Recruit consultant				*	NPA	74220 other Media costs	2700
	Activity Result 2.1: NDP-II cross-cutting theme paper on the topic of 'Democracy and Governance' completed (a) Consultant hired				*	NPA		
Output 2: Production of NDP Cross-Cutting papers. Baseline: See RFF Indicators: See RFF Related CPAP outcome: CPAP Outcome 5, 6 and 7	Activity Result 2.2: NDP-II cross-cutting theme paper on 'Sustainability, environmental management and the NDP-II' completed. (a) Consultant hired							
	Activity Result 2.3: NDP-II Cross-cutting theme paper on the topic of "Mainstreaming Non-State Actors participation in the NDP completed				*	NPA		

INTENDED OUTPUTS <i>And baseline, indicators including annual targets</i>	INDICATIVE ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME				RESPONSIBLE PARTIES	PLANNED BUDGET Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4			
	(a) Consultant hired				*	NPA		
Output 3: Localisation of NDP-II Baseline: See RFF Indicators: See RFF Targets: See RFF	Activity Result 3.1: LG Issues papers developed and incorporated in NDP-II (c) Recruitment of consultant				*			
Related CPAP outcome: CPAP Outcome 5, 6 and 7								
Output 4: Spatial reflection of the NDP-II Baseline: See RFF Indicators: See RFF Targets: See RFF Related CPAP outcome: CPAP Outcome 5, 6 and 7	Activity Result 4.1: Report on the status of spatial data finalised (a) Recruit consultant to assist with this assignment.				*	NPA		
Output 5: Development of the NDP Monitoring and evaluation framework Baseline: See RFF Indicators: See RFF Target : See RFF Related CPAP Outcome: Outcome 5	Activity Result 5.1: UNDP M&E framework developed and fully incorporated/embedded into NDP plan. (a)Recruitment of consultancy services to facilitate process and prepare the NDPII M&E report.				*	NPA		
Output 6: Project management support Baseline: See RFF Indicators: See RFF Target: See RFF Related CPAP Outcome: Outcome 5 , 6 and 7	Activity Result 6.1: Project operations and management implemented according to work plan. (a) Project staff recruited and in place					NPA		
SUB TOTAL							2700	
GRAND TOTAL							22,140	

Year 2014 work plan

INTENDED OUTPUTS <i>And baseline, indicators including annual targets</i>	INDICATIVE ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME				RESPONSIBLE PARTIES	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount (USD)
Output 1: Development of the underlying macroeconomic framework Baseline: See RFF Indicators: See RFF Targets: See RFF Related outcome: CPAP CPAP Outcome 5, 6 and 7	Activity Result 1.1: Identifying macroeconomic issues for medium term growth and development and production of an NDP-II macroeconomics background paper (b) Hold meetings (c) Produce NDP-II macroeconomics background paper	*	*			NPA	71200 International consultant 71600 DSA and travel TOTAL	3500 1620 5,120
	Activity Result 1.2: Testing the existing-econometric and the dynamic computable general equilibrium models and introduction of Models (b) Hold training and testing meetings	*	*			NPA	71200 International consultant 75700 Accommodation and meals 75700 DSA and travel 74225 Communication TOTAL	7500 20,000 5800 25 33,325
	Activity Result 1.3: Conducting policy simulations and Indicator forecasting (a) Undertake policy simulations (b) Write up report documenting the development of the NDP-II macroeconomic framework completed		*			NPA	75700 Accommodation and Meals 71300, 71200 : International and National Consultants 75700 Honoraria, DSA & travel TOTAL	25,000 35,000 9,575 69,575
	Activity Result 1.4: Validation of analytical results and reports (a) Hold Validation workshop (b) Revise report documenting the development of the NDP-II macroeconomic framework completed		*			NPA	Venue and Conference facilities 71300, 71200 Consultants 71600 DSA, travel & honoraria TOTAL	8,250 3,000 10,530 21,780
	Activity Result 1.5: Technical support and quality assurance							

INTENDED OUTPUTS And baseline, indicators including annual targets	INDICATIVE ACTIVITIES List activity results and associated actions	TIME FRAME				RESPONSIBLE PARTIES	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount (USD)
	(a) Develop a Social Accounting Matrix (SAM) for MAMS	*				UN-DESA/UNDP	71200 International Consultant 71600- (Tickets and DSA) 71300_Local Consultant 71600_DSA (full)	0 61,446 0 7920 69,336
	Activity Result 1.6: Sharing international experiences on development planning on global development trends							
	(a) Organize knowledge sharing workshops with international experts and NDP-II teams	*		*		NPA	71600 Travel costs for experts 71200 Technical fees for experts	12000 25000
	(b) Hold public events with keynote international experts	*		*			71300 Fees for discussants 75700 Venue, Accommodation and Meals 74200 Publicity	800 20,500 40,000
							TOTAL	98,300
							SUB TOTAL	304,976
Output 2: Production of NDP Cross-Cutting papers.	Activity Result 2.1: NDP-II cross-cutting theme paper on the topic of 'Democracy and Governance' completed							
Baseline: See RFF	(a) Consultations held	*				NPA	71300 Local Consultant	50,000
Indicators: See RFF	(b) Draft report produced		*				75700 Venue and conference facilities	
Related outcome: Outcome 5, 6 and 7	(c) Draft report validated		*				TOTAL	50,000
	Activity Result 2.2: NDP-II cross-cutting theme paper on 'Sustainability, environmental management and the NDP-II' completed.							
	(a) Consultations held	*				NPA	71300 Local consultant	50,000
	(b) Draft report produced		*				75700 Venue, travel and DSA	
	(c) Draft report validated		*				TOTAL	50,000

INTENDED OUTPUTS And baseline, indicators including annual targets	INDICATIVE ACTIVITIES List activity results and associated actions	TIME FRAME				RESPONSIBLE PARTIES	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount (USD)
	Activity Result 2.3: NDP-II Cross-cutting theme paper on the topic of "Mainstreaming Non-State Actors participation in the NDP completed"							
	(a) Consultations held	*				NPA	71300 Local consultant	59,000
	(b) Draft report produced		*				75700 Venue, travel and DSA	
	(c) Draft report validated		*					
							TOTAL	59,000
							SUB TOTAL	159,000
Output 3: Localisation of NDP-II Baseline: See RFF Indicators: See RFF Targets: See RFF	Activity Result 3.1: LG Issues papers developed and incorporated in NDP-II (a) Initial consultations with LGs (b) Review of DDP's MTR reports (c) Draft LG Issues papers produced	*	*	*	*		75700, 74220 (DSA, transport and conference facilities for 8 Regional workshops) 71300, 74220 Consultancy costs and adverts 71300 , 75700 Costs for task team 75700, 74200 (DSA, venue, conference facilities and transport refund for the validation meetings	47,400 51,300 12,540 164,090
Related outcome: CPAP CPAP Outcome 5, 6 and 7							TOTAL	275,330
							SUB TOTAL	275,330
Output 4: Spatial reflection of the NDP-II Baseline: See RFF Indicators: See RFF Targets: See RFF Related outcome: CPAP CPAP	Activity Result 4.1: Report on the status of spatial data finalised (a) Review existing spatial data to ensure adequacy and harmonisation for planning needs; (b) Conduct extensive consultations with major stakeholders at all levels (c) Undertake spatial mapping of NDP. (d) Produce draft spatial data status report (e) Validate spatial data status report to agree on proposed spatial layouts	*	*			NPA	71300 Local Consultants 75700 Venues, conference facilities and DSAs for participants 71300 Technical fees/ honoraria 74200 Printing and Publications	78,000 75,000 31,000 25,000
							TOTAL	209,000

INTENDED OUTPUTS And baseline, indicators including annual targets	INDICATIVE ACTIVITIES List activity results and associated actions	TIME FRAME				RESPONSIBLE PARTIES	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount (USD)
Outcome 5, 6 & 7								
Output 5: Development of the NDP Monitoring and evaluation framework	Activity Result 5.1: UNDP M&E framework developed and fully incorporated/embedded into NDP plan. (a) Initial consultation process with relevant stakeholders (b) Preparation of NDP-II M&E report (c) Presentation and validation of proposals coming out from the NDP-II M&E report		*	*	*	NPA		209,000
Baseline: See RFF Indicators: See RFF Target : See RFF								
Related CPAP Outcome: Outcome 5								50,000
Output 6: Project management support	Activity Result 6.1: Project operations and management implemented according to work plan. (a) Regular project operations conducted with a view of ensuring timely and quality project implementation.	*	*	*	*	NPA		55,130
Baseline: See RFF Indicators: See RFF Target: See RFF								23,900
Related CPAP Outcome: Outcome 5, 6 and 7	Activity Results 6.2.: Project operations and management implemented following standard government and UNDP policy, procedures and guidelines for NIM projects (a) Standard audits and M&E activities implemented (b) UNDP project implementation service charges: Implementation support services (ISS, 3%), and Communication support services (1%).		*	*	*	UNDP		14,000
								95,730
								45,761
								45,761
								141,491
								1,116,657

V. PROJECT MANAGEMENT ARRANGEMENTS

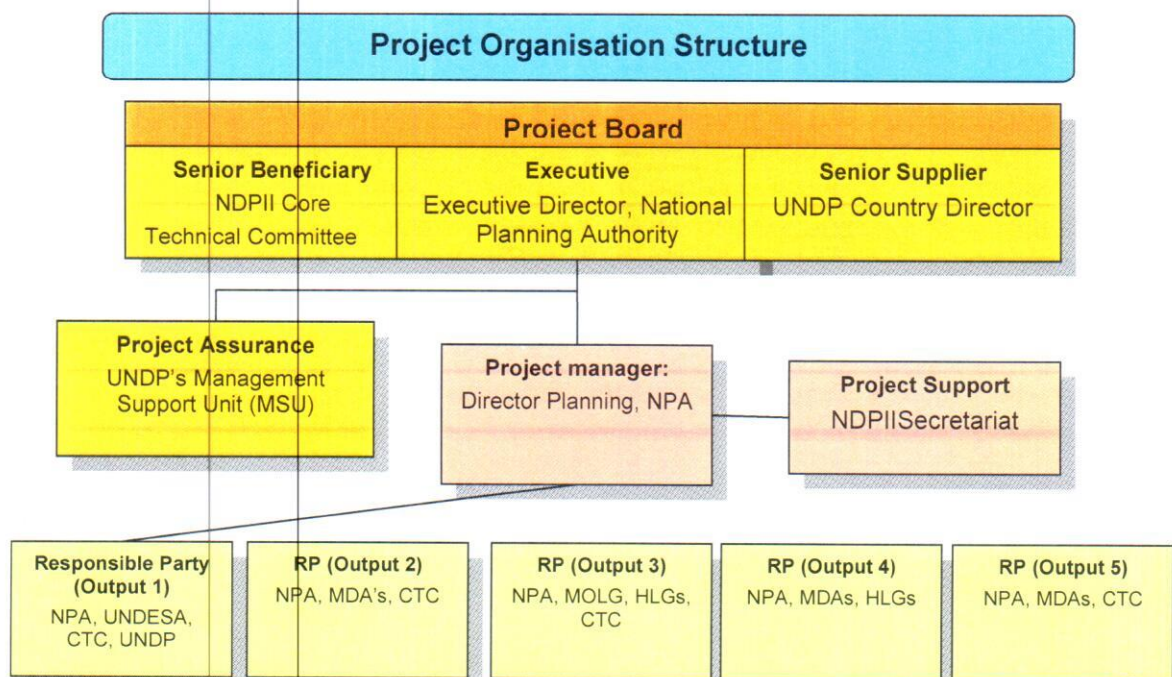
The 'Support to the Preparation of the NDP, 2015/16-2019/20' project will be managed under National Implementation (NIM) modality. It will follow the management guidelines established for NIM projects in UNDP's Programme and Operations Policies and Procedures (POPPs) guidelines.

To avoid the overlap and duplication of management structures, the project will use the same management arrangements established by the National Planning Authority (NPA) to manage the national NDP preparation process to which the SPNDP project will be contributing. This will also help maximise synergies and complementarities between different strands of support NPA is expecting to receive from other development partners in Uganda. As indicated below, this approach does not contravene, in any way, the project management principles established for NIM projects in UNDP's POPPs guidelines.

Thus, NPA has established a multi-sectoral technical team, the NDPII Core Technical Committee, to provide technical guidance for the production of the NDPII. The NDPII Core Technical Committee (CTC) is composed of 25 senior technical Officers, from NPA; Office of Prime Minister; Office of the President; Ministry of Finance, Planning and Economic Development; Uganda Bureau of Statistics; Economic Policy Research Centre; Bank of Uganda; KCCA; and Ministry of Local Government; CSOs and the Private Sector. For matters relating to the SPNDP project UNDP will be invited to participate in the CTC meetings. NPA has also formed an NDPII Secretariat, in charge of coordinating the NDPII preparation process.

The NDPII preparation process is to be coordinated by the Director Planning or the Head, Economic and Strategic Planning, under the overall guidance of the Executive Director. The NPA Expanded Board, on the other hand, serves as the Steering Committee of the NDPII project. The NPA Expanded Board brings together representatives from NPA, various government MDAs, civil society, Uganda's research community and the private sector, among others, representing therefore a broad range of stakeholder and beneficiaries.

The following organogram lays out the management structure for the SPNDP project, as per the standard project management arrangements set out in the POPP guidelines, indicating how different components of the national NDPII management structure described in the previous paragraph relates to the standard management arrangements established for NIM projects. Annex 2 of this project document contains extracts and definitions as well as a full description of the functions, roles and responsibilities of each of the parties involved in the management of this project.



1

PROJECT BOARD

As indicated in the organogram the NDPII Core Technical Committee will de facto act as the Project Board of the SPNDP project. The NPA Executive Director, who is the chair of this Technical Committee will act as Executive of the SPNDP project board, representing the Implementing Partner, NPA. The rest of the NDPII Core Technical Committee, which as indicated above brings together a wide spectrum of stakeholders, will represent the SPNDP project beneficiaries. On the other hand, UNDP's Country Director, or whomever is he/she delegates, will be invited to participate in the NDPII Core Technical Committee on matters relating to the SPNDP project, in his/her capacity of Senior Supplier to the SPNP project.

As per UNDP POPP guidelines for NIM projects, the Project Board will be the highest policy organ of the project management structure and will be responsible for the following:

1. Providing policy, strategic and functional direction and guidance to the project, including making all the necessary policy-level decisions and approvals.
2. Ensuring overall coordination among all national project stakeholders, with respect to project matters.
3. Approving the procedures, mechanisms, tools that will guide project implementation.
4. Approve project work plans and implementation reviews.
5. Ensuring integrity in project implementation.

THE PROJECT MANAGER

The National Planning Authority (NPA) department shall 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, and as outlined in the project's work plans. Within NPA, the project will be managed by the Head of Economic and Strategic Planning, NPA, who is also the person responsible for managing the National NDPII preparation process. The SPNDP project manager will be appointed by the Project Board and will be responsible for overseeing the execution of project activities by Responsible Parties, as per the annual work plans approved by the project board. The project manager will be assisted in his/her duties by staff from NPA that are part of the NDPII Secretariat, as well as by dedicated project Staff to be recruited under the SPNDP project, as stipulated in this project document.

On an annual basis, the project manager will prepare and submit in close consultation with all Responsible Parties to the project an annual work plan, which will be the basis for annual financial allocations. In addition, the project manager will be responsible for the following:

1. 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 them to the Project Board.
8. At the closing stage, prepare final project review report and undertake the mandatory closure processes as stipulated by UNDP.

PROJECT SUPPORT

As a project implemented under National Implementation (NIM) modality, the SPNDP project will benefit from the institutional and organisational support provided by the implementing partner where the project is embedded in, in this case the National Planning Authority (NPA) and its NDP-II Secretariat. In addition, a number of dedicated staff will be hired to assist with the implementation of the SPNDP project and, more generally, the NDP-II preparation process. This necessary, given the complexity of the SPNDP project – which will be implemented concurrently with the NDP-II preparation process, which itself involves a number of additional complementary interventions and a large variety of stakeholders – and the limited and constrained timeframe for its implementation. This will include, but not necessarily be limited to, a Project Assistant and an Assistant Research Economist.

The Assistant Research Economist will work under the direct supervision of the SPNDP Project Manager and will be responsible for:

1. Coordinating analytical inputs being prepared for the NDP-II preparation process.
2. Providing analytical inputs that inform the NDP-II preparation process, especially, but not limited to those areas of focus of the SPNDP Project.
3. Assist the project manager to manage the timely and quality completion of NDP-II substantive outputs, including the drafting ToRs for consultancy inputs, managing the timely submission of consultancy deliverables, etc.
4. Providing quality assurance support of background reports and other document prepared for the NDP-II document.
5. Assisting with the drafting of the NDP-II document.
6. In addition, the Assistant Research Economist will provide general assistance with the coordination and implementation of interventions and activities contemplated under the SPNDP project and, more generally, the NDP-II preparation process.

The Project Assistant, on the other hand, will work under the direct supervision of the Project Activity Coordinator and, indirectly, of the Project Manager, in the completion of the following tasks:

1. Assist the Project manager in the effective implementation of project and, more generally, NDP-II preparation activities.
2. Assist the project manager in liaising with key NDP-II stakeholders to ensure their effective participation and contribution to the preparation of the NDP-II.
3. Assist the project with the monitoring and accounting of financial resources allocated to the SPNDP project, to ensure accuracy and reliability of finance reports.
4. Assist with the preparation of quarterly progress reports as well as end of project reports.
5. Coordinate with the UNDP Country Office in Uganda to ensure compliance with UNDP Programme and Operations Policy and Procedures (POPPs) for NIM project.
6. Regularly liaise with UNDP CO on operational matters relating to financial accountability and reporting, procurement, M&E, etc.
7. Assist the project with general administrative support.

UNDP PROJECT ASSURANCE FUNCTIONS

Project assurance is the responsibility of each Project Board member. However, the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance is independent of the Project Manager. Therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer, or M&E Officer, typically holds the Project Assurance role on behalf of UNDP.

Under the SPNDP project assurance arrangements, UNDP's Management Support Unit (MSU) will support the Project Board by ensuring project assurance and compliance, providing technical assistance when needed and requested for by the Project Manager and/or the Project Board. In addition, UNDP will provide periodic monitoring and evaluation of project implementation, to ensure that the project is on track and that it is contributing to project, CPAP and UNDAF Outcomes, as outlined in Section II above.

Specific responsibilities for UNDP's MSU unit in the implementation of its Project Assurance role will include:

1. Maintenance of thorough liaison throughout the project amongst the different members of the project and ensure information flow to the Project Board 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 document, are followed.
5. Project Board decisions are followed.
6. Project Output decisions and activity definitions, including description and quality criteria are recorded in ATLAS¹ project management module to facilitate monitoring and reporting.
7. Ensure that project quarterly and annual reports are prepared in accordance with POPPs guidelines.
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

Project audits will be conducted by Auditor General, or by a private auditor engaged by the Auditor General's Office and UNDP. Audits will be conducted as per UNDP POPPs requirements.

FINANCIAL ACCOUNTABILITY

The National Planning Authority (NPA) will be responsible for ensuring that all the resources allocated for project implementation are effectively and efficiently utilized for the implementation of approved project activities, as reflected in the project's annual work plans. In executing its role as Implementing Partner, NPA will also be responsible for maintaining fully updated records and other necessary controls for ensuring the accuracy and reliability of all financial information with regard to the implementation of annual work plans. This will require, inter alia, that NPA accounting systems ensure that all project disbursements are within approved budgets, and are able to track all advances received and disbursed, as well as all other related project financial transactions.

REPORTING

Pursuant to the UN General Assembly Resolution 56/201 on the triennial policy review of operational activities for development of the United Nations system, UNDP, UNICEF, UNFPA and WFP (UNDG ExCom Agencies) adopted a common operational framework for transferring cash to government and non-government Implementing Partners. Its implementation seeks to significantly reduce transaction costs and lessen the burden that the multiplicity of UN procedures and rules creates for its partners.

In the context of this General Assembly Resolution, Implementing Partners (IPs) are requested to use common forms and procedures for requesting cash and reporting on its utilization, as per the principles established in the 'Harmonized Approach to Cash Transfers to Implementing Partners' (HACT), launched in April 2005. Under this framework, UNDP is required to adopt a risk management approach and select specific procedures for transferring cash on the basis of a joint assessment of the financial management capacity of its Implementing Partners. UNDP and its implementing partners are also required to agree on

¹ATLAS is an internal UNDP Financial Management System (ERP) intended to provide all the financial management functionalities. This system will be the basis for also maintain issues log, risk log within the UNDP system

and coordinate activities to maintain assurance over the utilization of the provided cash. Such jointly conducted assessments and assurance activities will further contribute to the reduction of costs.

Upon requesting and receiving project funds from UNDP, the National Planning Authority shall submit to UNDP quarterly progress reports with regard to activities, achievements, results and challenges, in accordance with UNDP guidelines and using UNDP standard reporting formats. With respect to financial reporting and auditing, NPA shall regularly submit to UNDP financial reports in formats to be provided by UNDP as per the HACT and FACE2 guidelines, and in accordance with UNDP financial regulations. NPA will prepare a final financial report and submit it to the UNDP within a maximum of one month after completion of the project, including a complete inventory of project equipment and other supplies.

VI. MONITORING FRAMEWORK AND EVALUATION

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.

²Funding Authorisation and Certificate of Expenditures (FACE) form.



Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:			
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID		Start Date: End Date:
Purpose	What is the purpose of the activity?		
Description	Planned actions to produce the activity result.		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner 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 implementing partner'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 the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]³.

The Implementing Partner 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/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

³ Use bracketed text only when IP is an NGO/IGO

VIII. ANNEXES



ANNEX 1: RISK ANALYSIS AND RISK LOG

#	Description	Date Identified	Type	Probability (P)/Impact (I)	Countermeasures / Management response	Owner
1	Changes in management at NPA; designated Implementing Partner for this project, delays implementation of planned project activities.	July 2013	Organizational	Delays in implementation P = 3; I = 1	- Ensure good communication with senior Officials at NPA on project progress. - Build a strong technical and project support team	NPA
2	Complexity of the project, with a number of interrelated outputs being implemented at the same time undermines timely implementation of project	July 2013	Operational	Delays in project implementation and quality of project outputs undermined P = 2; I = 2	- Ensure high quality planning of project activities, including a clear definition of roles and responsibilities of all parties involved. - Provide adequate administrative, technical and advisory support to project management. - Maintain strong, regular, communication between all parties involved in project implementation.	NPA/ UDNP/ Responsible parties
3	Need to ensure the timely and quality completion of pre- and post-project activities to ensure successful completion, launch, dissemination and uptake of NDP, 2015/16-2019/20.	July 2013	Financial/ Operational	Despite success of project in completing planned outputs and thus achieving its immediate objectives, other related activities planned ahead and, especially, following project completion are delayed or not of the expected quality, undermining the whole NDP exercise P = 2; I = 5	- Ensure strong coordination between different activities and projects feeding into the NDP process, including those supported by UNDP, those from other partners, and those driven entirely by government. - Maintain strong engagement of all parties involved throughout the NDP preparation process.	NPA
4	Outputs being implemented under the project do not meet required quality standards.	July 2013	Operational	P=2; I=4	- Ensure that project outputs undergo to rigorous quality assurance and peer-review processes. - Ensure that contract management under the SPNDP project outputs is linked to quality of project outputs.	NPA/ UNDP
5	Timely disbursement of Project advances	July 2013	Operational	P=2 and I=2	- Regular interaction with Project Manager in terms of following up on implementation of agreed activities; - Project assurance functionalities to reduce the risk further	UNDP

ANNEX 2: TERMS OF REFERENCE AND DEFINITIONS FOR PARTIES INVOLVED IN PROJECT IMPLEMENTATION

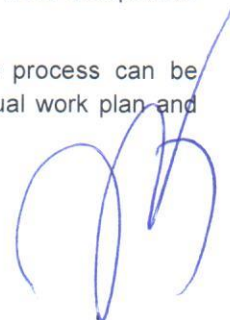
UNDP's Programme and Operations Policies and Procedures (POPPs) guidelines establish the following roles and responsibilities for the Implementing Partner, Responsible Parties, the Project Board, for individual Project Board Members and for the Project manager and his/her supporting team:

Implementing Partner

1. The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of interventions, achieving outputs, and for the effective use of UNDP resources.
2. A single Implementing Partner is designated to manage each UNDP-supported project.
3. The Implementing Partner may enter into agreements with other organisations or entities to assist in successfully delivering project outputs.
4. Possible Implementing Partners include Government institutions, other eligible UN Agencies and Inter-Governmental Organizations (IGOs), UNDP, and eligible Civil Society Organisations (CSOs).
5. Eligible CSOs are those that are legally registered in the country where they will be operating.
6. Proposed Implementing Partners must be identified based on an assessment of their legal, technical, financial, managerial and administrative capacities that will be needed for the project.
7. In addition, their ability to manage cash must be assessed in accordance with the Harmonized Approach to Cash Transfers (HACT).
8. The Implementing Partner may enter into agreements with other organisations or entities, namely Responsible Parties, to assist in successfully delivering project outputs.

Responsible Parties

1. A Responsible Party is defined as an entity that has been selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to purchase goods or provide services using the project budget.
2. The Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs.
3. All Responsible Parties are directly accountable to the Implementing Partner in accordance with
4. the terms of their agreement or contract with the Implementing Partner.
5. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.
6. The following types of organizations may act as Responsible Parties: UNDP, other UN agencies, Government agencies, IGOs, CSOs and private firms.
7. Firms and CSOs (except micro-capital grant recipients) shall be selected as Responsible Parties only on the basis of a competitive procurement process undertaken by the Implementing Partner. UNDP, UN agencies, IGOs,
8. Government agencies or CSOs as micro-capital grant recipients are exempted from competitive procurement process and shall be selected under programming modalities.
9. To the extent that Responsible Parties exempted from competitive procurement process can be identified or anticipated during project formulation, they should be listed in the annual work plan and draft terms of reference for their services attached to the project document.



The Project Board and Project Board members

1. The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.
2. To ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards of management for development results, best value money, fairness, integrity, transparency and effective international competition.
3. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.
4. The Project Board also plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning.
5. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager.
6. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility).
7. Based on the approved annual work plan (AWP), the Project Board may review and approve quarterly plans when required and authorizes any major deviation from these agreed plans.
8. The Project Board is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan.
9. The Project Board ensures that required resources are committed; it arbitrates on any conflicts within the project and negotiates solutions to problems between the project and external bodies.
10. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.
11. Potential members of the Project Board are reviewed and recommended for approval during the external Project Appraisal Committee meeting.
12. Representative of other stakeholders can be included in the Board as appropriate.
13. Ultimately the Project Board seeks to create a mechanism for effective project management.

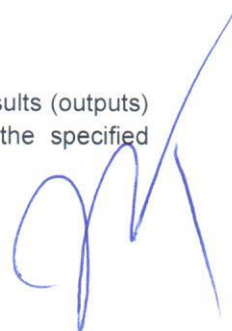
Project Executive: individual representing the project ownership to chair the group. There should be only one project executive, who should ideally be a national counterpart, normally from the Implementing Partner agency, ultimately responsible for implementing the project.

Senior Supplier individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project. Typically includes UNDP, other UN agencies, international multilateral organisations and bilateral donors.

Beneficiary Representative: Persons representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The SCM&O representative(s) will fulfil this role.

The Project Manager and Project Support

- i. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board.
- ii. He/she is responsible for day-to-day management and decision-making for the project.
- iii. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.



- iv. The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Project Board.
- v. Prior to the approval of the project, the UNDP staff member holding the Project Developer role is responsible for project management functions during formulation until the Project Manager from the Implementing Partner has been appointed and is effectively in place.

Specific responsibilities of the Project Manager include:

1. Manage and ensure the realization of project activities and achieve project outputs.
2. Coordinate closely with 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 to be submitted to the Project Management Board.
8. At the closing stage, prepare final project review report and undertake the mandatory closure processes as stipulated by UNDP.

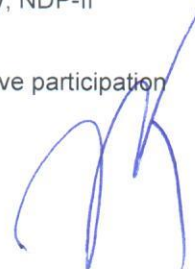
Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

The Assistant Research Economist will work under the direct supervision of the SPNDP Project Manager and will be responsible for:

1. Coordinating analytical inputs being prepared for the NDP-II preparation process.
2. Providing analytical inputs that inform the NDP-II preparation process, especially, but not limited to those areas of focus of the SPNDP Project.
3. Assist the project manager to manage the timely and quality completion of NDP-II substantive outputs, including the drafting ToRs for consultancy inputs, managing the timely submission of consultancy deliverables, etc.
4. Providing quality assurance support of background reports and other document prepared for the NDP-II document.
5. Assisting with the drafting of the NDP-II document.
6. In addition, the Assistant Research Economist will provide general assistance with the coordination and implementation of interventions and activities contemplated under the SPNDP project and, more generally, the NDP-II preparation process.

The Project Assistant, on the other hand, will work under the direct supervision of the Project Activity Coordinator and, indirectly, of the Project Manager, in the completion of the following tasks:

1. Assist the Project manager in the effective implementation of project and, more generally, NDP-II preparation activities.
2. Assist the project manager in liaising with key NDP-II stakeholders to ensure their effective participation and contribution to the preparation of the NDP-II.



3. Assist the project with the monitoring and accounting of financial resources allocated to the SPNDP project, to ensure accuracy and reliability of finance reports.
4. Assist with the preparation of quarterly progress reports as well as end of project reports.
5. Coordinate with the UNDP Country Office in Uganda to ensure compliance with UNDP Programme and Operations Policy and Procedures (POPPs) for NIM project.
6. Regularly liaise with UNDP CO on operational matters relating to financial accountability and reporting, procurement, M&E, etc.
7. Assist the project with general administrative support.

UNDP and the Project Assurance function

Responsibilities for UNDP under the project assurance arrangement established for this project will include:

1. Maintenance of thorough liaison throughout the project amongst the different members of the project and ensure information flow to the Project Board 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 Management Board 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 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.

