TERMS OF REFERENCE

Place of Assignment: Kampala, Uganda  
Agency: UNCDF  
Assignment Description: Consultant to conduct a diagnostic study on the digital transformation programme to support the mid-term review of Uganda's third national development plan (NDP III) and evaluation of NDP II

Post level: National Consultant  
Type of Contract: Individual Consultant  
Languages Required: English  
Starting date: September 1, 2022  
Expected Duration of Assignment: 90 days

Background of the Assignment

The National Planning Authority (NPA) has kick started the process of conducting a Mid-Term Review (MTR) of NDP III (FY2020/21 – FY2024/25) as provided for within the Plan, and as required under the Comprehensive National Development Planning Framework (CNDPF) and the Uganda Vision 2040. The MTR is structured along six thematic areas of: i) Policy and Strategic Direction; ii) Programme Design and Institutional framework; iii) Economic Management; iv) M&E Framework; v) Partnerships; and vi) Local Economic Development. The NDPs are designed to achieve the Uganda’s Vision 2040 aspiration of “transforming Ugandans from peasantry to modernity and prosperity within 30 years”. As such, the implementation of the NDP III marks a half year journey to realise the Vision 2040 targets.

The Digital Transformation Programme is among the 20 programmes that were identified in the NDP III. It aims to increase ICT penetration and use of ICT services for social and economic development by: Increasing the national ICT infrastructure coverage; Enhancing usage of ICT in national development and service delivery; Promoting ICT research, innovation and commercialization of indigenous knowledge products; Increasing the ICT human resource capital and strengthening the policy, legal and regulatory framework. In addition, Digitalization was identified as an NDP focus area which was mainstreamed across all NDP programmes, with support from the United Nations Capital Development Fund (UNCDF).

Whereas the MTR will cover these key focus areas, there is need to comprehensively assess the extent of integration of digital technology across the economy for purposes of identifying challenges and emerging issues, generating recommendations and possible reforms that could be addressed in the remaining period of the NDP III implementation, as well as inform the design of NDP IV (2025/26-2029/30).

UNCDF therefore seeks to support the Authority to undertake an in-depth diagnostic study on the Digital Transformation Programme that will provide additional and complementary analysis and insights for the MTR of the NDP III, and the end evaluation of the NDP II with regards to the digital transformation of the country.

Project Description

UNCDF is the UN’s capital investment agency for the world’s 47 least developed countries. With its capital mandate and instruments, UNCDF offers “last mile” finance models that unlock public and private resources, especially at the domestic level, to reduce poverty and support local economic development. UNCDF has been active in the area of financial inclusion over the past 25 years, through a market development approach combining support to governments and regulators, as well as to the private sector in order to develop scalable products and services for under-served and un-banked populations.

UNCDF mission 2030 is to accelerate the development of services leveraging digital finance & innovation by providing the right balance of technical expertise and financial support to government, private & non-profit sectors & academia. UNCDF 2024 goal is to empower millions of people to use services leveraging innovation and technology that contribute to achieving the Sustainable Development Goals.

Recently, UNCDF strategy ‘Leaving no one behind in the digital era’ is based on over a decade of experience in digital finance in Africa, Asia and the Pacific. UNCDF recognizes that reaching the full potential of digital financial
inclusion in support of the Sustainable Development Goals aligns with the vision of promoting digital economies that leave no one behind. The vision of UNCDF is to empower millions of people by 2024 to use services daily that leverage innovation and technology and contribute to the Sustainable Development Goals. Please refer to the link for further information: https://www.uncdf.org/article/4931/global-strategy-leaving-no-one-behind-in-the-digital-era.

UNCDF in Uganda

UNCDF has been present in Uganda since 1982, supporting the Government to create a functional planning and financial system for sustainable and inclusive local development. Today, together with the larger UN Country Team, UNCDF in Uganda has supported the Government to mainstream digitization and to effectively implement the Third National Development Plan and realize its vision of a Ugandan society transformed from a peasant to a modern and prosperous country within 30 years and achieve the Sustainable Development Goals by 2030.

UNCDF uses its financial tools and technical expertise in public financial management, SME development, and financial services development to incentivize actors across different economic value chains to think differently, break from their silos, and incubate new ways of serving the “last-mile”. Together we look for and invest in high-impact opportunities that can boost productivity, economies of scale, and above all development impact especially for women and youth.

SCOPE OF WORK

The primary objective of the diagnostic study is to contribute to the successful completion of the MTR of the NDPIII and the end evaluation of the NDPII.

The specific objectives are follows:

i. To assess progress made against the results of the NDPII and NDPIII under the Digital Transformation Programme and to identify the corresponding lessons learned.
   - Analyze the current situation, progress made against the DTP targets and public and private financing against the plan projections.
   - Assess community-level experiences and perceptions.
   - Analyze the main drivers and opportunities therein.
   - Identify the factors that have proved critical or hindered progress with regards to the digital transformation in both NDP II and NDP III.
   - Assess the extent to which the NDP II and NDP III have guided policies, strategic planning, budgeting and actions.
   - Assess the impacts (positive and negative) of policy, planning and budget actions under the NDPII and NDPIII periods.
   - Assess the institutional functions under programme-based planning and budgeting approach and provide the necessary adjustments to facilitate and enhance compliance between the plan and the programme-based approaches.

ii. To identify evidence-based, justified and detailed short-term (NDPIII), medium-term (NDPIV) and long-term adjustments and actions.
   - Assess the efficiency, effectiveness and sustainability of the implementation mechanisms for both the NDPII and NDPIII and outline the necessary improvements.
   - Analyze lessons learned during the implementation of the DTP.
   - Identify international best practices in ICT implementation and digitalization relevant to Uganda.
   - Identify and justify priority lessons learned and recommendations in ICT implementation and digitalization for the medium-term (NDPIV).
   - Provide evidence/ best practices-based guidance on alternative policies, strategic priorities and actions in furthering ICT use and penetration to achieve better results within Uganda’s setting.
   - Assess the NDPII and NDPIII governance and make recommendations for greater efficiency and effectiveness.
## Expected Outputs and Deliverables

<table>
<thead>
<tr>
<th>Activities</th>
<th>Deliverables</th>
<th>Payment as a percentage of the total contract price</th>
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<tbody>
<tr>
<td>Finalize and validate the specific methodology to be utilized, including</td>
<td>Inception report and workplan approved</td>
<td>20%</td>
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<tr>
<td>workplan, during the inception phase. Identify, review and analyze reference</td>
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<tr>
<td>documents that are relevant to the NDPIII MTR and the NDPII end evaluation</td>
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<tr>
<td>Undertake fieldwork to collect data and carry out data analysis to inform</td>
<td>Data Analysis Report highlighting the findings and recommendations</td>
<td>40%</td>
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<td>the respective assessment.</td>
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<tr>
<td>Hold consultations and validation workshops with key stakeholders</td>
<td>Minutes (including presentations, discussions recaps, list of participants) of stakeholder consultations and validation workshop Book of Annexes containing: report on fieldwork activities, utilized data, list of references, list of consulted stakeholders, minutes of stakeholder workshops. Final report approved</td>
<td>40%</td>
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## Institutional Arrangement

Provision of Monitoring, Progress Controls & Payments:

- The Consultant will work under the supervision of the UNCDF Digital Country Lead
- Close coordination and communication with the Executive Director and the Head of ICT of the National Planning Authority (NPA) shall be required at all stages of the assignment.
- Bi-weekly progress meetings will be held
- Payments shall be made only upon satisfactory completion and UNCDF’s written acceptance of each deliverable duly approved by the Executive Director and the Head of ICT of the National Planning Authority (NPA) and Digital Lead at UNCDF
- Disbursement of the final payment shall require a signed performance evaluation of the consultant.

### Duration of the Work
90 days over a period of 3 months

### Duty Station
The Consultant will be based in Kampala, Uganda – National Planning Authority Office

### Travel
There is no travel required for this assignment

## EXPERIENCE, COMPETENCE AND QUALIFICATIONS

### Academic qualifications:
A minimum of a Master's degree or equivalent in ICT engineering or related fields.

### Skills & Experience:
• At least 10 years of successful national and or international working experience in the area of technical consulting support in the ICT sector.
• Profound working experience in the design, review and/or evaluation of medium –term ICT sector strategic plans and/or ICT sector investment plans.
• Profound knowledge about how ICT can foster and catalyze sustainable development and improve lives through enhanced education-, health-, innovation and infrastructure development.
• Profound knowledge of ICT infrastructure and ICT governance in Uganda.
• Extensive experience in research and policy-related analysis;
• Fluency in both spoken and written English is mandatory

Competencies
Personal Competencies:

• Demonstrates integrity by modeling the UN’s values and ethical standards.
• Advocates and promotes the vision, mission, and strategic goals of the UN.
• Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
• Treats all people fairly without favoritism.
• Demonstrates and promotes the values of the UN in actions and decisions and acts in accordance with the standard of conduct for international civil servants.
• Shows willingness to work without bias with all persons regardless of gender, nationality, religion, or culture.
• Contributes effectively to team-based activities, working collaboratively and sharing information openly; works effectively with colleagues inside the UN as well as its partners and other stakeholders to pursue common goals.

Language requirements
Fluent command of written and spoken English is mandatory.

APPLICATION PROCESS AND EVALUATION METHOD

Interested individuals must submit the following documents as proposals to demonstrate their qualifications.

Application Procedure
Interested consultants are required to submit an electronic application via http://jobs.undp.org.

The application should include the following documents/information:

a) Letter of Interest
b) Personal CV indicating all past experience from similar projects, as well as the contact details (email and telephone number) and at least three (3) professional references.
c) Brief description of why the Consultant considers her/himself as the most suitable for the assignment, and a methodology on how to approach and accomplish the assignment.
d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

Financial proposal (in template provided in Annex 2) stating an all-inclusive fixed lump-sum fee for this assignment in Ugandan Shillings, supported by a breakdown of costs/ fee per working day. Such total lump sum price must include professional fee, and costs necessary to conduct the assignment such as communication costs, etc. The consultant will be paid against the completion of specific, measurable deliverables as identified in this TOR.

Qualified women and members of social minorities are encouraged to apply. Interested applicants for any inquiries should send an email to: ug.procurement@undp.org

EVALUATION METHOD

Cumulative Analysis
Applications will be scored based on technical and financial submissions. The following selection method will be used: Highest rated proposal using the combined scoring method, which assigns the weight distribution between the technical and financial proposals. The weight distribution shall be 70% technical and 30% financial. Only candidates obtaining a minimum of 49 points (70% of the total technical points) will be considered as technically qualified and will be reviewed further for the Financial Evaluation.

**Technical Criteria – 70%**

The technical criteria will comprise of two parts:

Part 1 - will contribute 50% to the technical evaluation. Candidates scoring a minimum of 70 points will be considered for the oral interview. The following will be considered:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Scoring</th>
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<tbody>
<tr>
<td>1. Academic qualifications of the consultant</td>
<td>10 points</td>
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<tr>
<td>- A minimum of a Master’s degree or equivalent in ICT engineering or related fields.</td>
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<td>2. Experience of the consultant</td>
<td>25 points</td>
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<tr>
<td>- At least 10 years of successful national and or international working experience in the area of technical consulting support in the ICT sector.</td>
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<tr>
<td>- Profound working experience in the design, review and/or evaluation of medium –term ICT sector strategic plans and/or ICT sector investment plans.</td>
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<td>- Profound knowledge about how ICT can foster and catalyze sustainable development and improve lives through enhanced education-, health-, innovation and infrastructure development.</td>
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<tr>
<td>- Profound knowledge of ICT infrastructure and ICT governance in Uganda. Extensive experience in research and policy-related analysis</td>
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<td>3. Quality of the technical proposal</td>
<td>35 points</td>
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<td>- The proposed approach and methodology to the study</td>
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<td>- The proposed workplan</td>
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Part 2 – the oral interview will contribute 50% to the technical evaluation. Candidates that pass the technical assessment will be invited to the oral interview.

**Financial Criteria – 30%**

The following formula will be used to evaluate financial proposal:

- Lowest priced proposal/price of the proposal being evaluated x 30. All financial proposals shall be submitted along with the applications, and no modification shall be made on the proposals unless requested by UNCDF.

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as:

a) responsive/compliant/acceptable, and
b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. Example 70%-30%.

Individual consultants and persons employed by a company or institution are invited to apply. Any individual employed by a company or institution who would like to submit an offer in response to a Procurement Notice for individual consultant must do so in their individual capacity by providing a CV so that their qualifications may be judged accordingly.
Women candidates or women-owned businesses are strongly encouraged to apply.

UNCDF is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

Any request for clarification must be sent in writing, or by standard electronic communication to the address or email Uncdf.procurement@uncdf.org. UNCDF will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

References