

Section 3

TERMS OF REFERENCE

Support to the Prime Minister's Delivery Unit (PMDU) in Uganda

Introduction

The Department for International Development (DFID) leads the UK government's effort to promote stability and sustainable development and to end extreme poverty and aid dependency through growth and jobs.

The support to the Prime Minister's Delivery Unit (PMDU) is part of DFID Uganda's Uganda Accountability Programme (UAP) and support for a service provider to provide 9 month bridging technical assistance to the PMDU has been approved under a recent Business Case Addendum. UAP's aim is to achieve the provision of better quality public services for men and women in Uganda.

DFID Uganda is seeking a Service Provider for the short-term implementation of a programme of technical assistance support to the PMDU. This will be a high profile role, requiring a unique and high quality skillset, in particular experience working at the top of government to implement reforms against tight timeframes across a range of sectors.

Objective

The objective of this Technical Assistance (TA) is to support the establishment and implementation of the PMDU in Uganda, ensuring it is informed by international evidence, lessons learned and good practice.

The recipient

The recipient of this support will be the Government of Uganda, in particular the PMDU.

Scope

DFID Uganda is seeking a Service Provider to work with the Government of Uganda to manage and implement a programme of support to the PMDU for a period of nine months. The Service Provider will be required to effectively coordinate and handover this work to a DFID appointed Service Provider identified through a separate tendering exercise who will be responsible for delivering future work in this area from c.April 2016 and beyond.

The requirements

The below table provides a summary of the scope, objective and deliverables expected from the Service Provider's work.

SCOPE	OBJECTIVE	DELIVERABLE
1. Strengthening PMDU capacity to deliver	<ul style="list-style-type: none"> • Provide support to define routines and establish a rigorous culture of weekly, monthly, quarterly and annual routines in work planning • Provide support for the development of a communication strategy for strategic management of delivery communications • Provide support for the design of a real time data system 	<ul style="list-style-type: none"> • Routines clarified with detailed reporting mechanism for monitoring team performance and evaluation of the work plans • A clear communication strategy for engaging stakeholders and reporting performance to the respective audiences across the value chains • A data system able to collect and relay real time data set up
2. Prioritising	<ul style="list-style-type: none"> • Support the establishment of a baseline and set targets for Education and Health sectors • Design and provide support for stake holder meetings including a pre-lab for Health and Education sectors 	<ul style="list-style-type: none"> • Stakeholder pre-lab meetings held for Health and Education sectors with preliminary outcomes of proposed priorities • Ministerial teams feel they have clear priorities and direction
3. Delivery Planning	<ul style="list-style-type: none"> • Facilitate mapping delivery chains and trajectories in the priority areas • Support convening and facilitation of stakeholder workshops on delivery planning • Role model and on-the-job training of delivery approach 	<ul style="list-style-type: none"> • A training on delivery planning for stakeholders in the priority sectors, buy-in obtained • Mapping of delivery chains for the priority areas as identified and agreed with PMDU; indicators, baselines and targets • Fulltime hands-on mentoring provided for PMDU personnel
4. Problem Solving	<ul style="list-style-type: none"> • Develop analytical capacity to monitor performance and plan timely interventions to drive impact • Support capacity building of sector leadership on the delivery approach and tools • Establish data collection and analysis routines 	<ul style="list-style-type: none"> • Ongoing capacity building sessions conducted on delivery methodology to key stakeholders • Engagement in situ with stakeholders in problem solving meetings across ministries • Data analysis routines to flag emerging problems established
5. Push for Results	<ul style="list-style-type: none"> • Drive implementation of delivery of priorities for Education and Health sectors • Facilitate intense engagement with Ministries and other actors along delivery chain 	<ul style="list-style-type: none"> • Trajectories indicative of progress towards achievement of priorities in Health and Education • Fulltime hands-on mentoring provided for PMDU personnel

	<ul style="list-style-type: none"> • Support transfer of good practices to improve results in selected poor performing districts 	
6. Progress Tracking	<ul style="list-style-type: none"> • Plan and Support the management of periodic stock takes or progress review 	<ul style="list-style-type: none"> • Support in planning and execution of 4-6 Stock takes

The support to the PMDU will require specialised and knowledgeable technical advice from a leading figure in the 'deliverology space'. This support should align to the key PMDU objectives (see table above), with the ultimate objective that by the end of the programme of support the PMDU should be able to function as a self-standing and sustainable Unit.

The external assistance to the SMU will be required for an initial period of nine months, as set out above, in the following areas:

- Strengthening PMDU capacity to deliver
- Prioritising
- Delivery Planning
- Problem solving
- Push for results
- Progress tracking

Exit strategy: the long term goal by 2019 is for the PMDU to be able to function as a self-sufficient delivery unit, capable of holding departments to account for the implementation of sector roadmaps and delivery plans. As part of this nine month contract the Service Provider will be required to effectively coordinate with the PMDU to enhance its capacities, along with other existing Service Providers. The Service Provider will also be expected to coordinate with and handover this work to a DFID appointed Service Provider (identified through a separate tender).

Transfer of knowledge and skills: this will require the Government (through the PMDU and Government departments) and DFID working together, specifically within the education and health sectors, to strengthen and deepen the transfer of skills and knowledge to the relevant departments. The final outcome of this work, done in line with the capacity development of the PMDU, will be departmental teams fully capable of implementing roadmap reforms and delivery plans.

On-going coordination: between the PMDU, DFID, the Office of the Prime Minister (OPM), the Office of the President, MDAs and all other development partners and providers of support in the area of improved public service delivery. This will include PEMANDU- the Malaysian Delivery Unit organisation who have been engaging at different levels of the Uganda Government on public service delivery and also have a role to play in ensuring the success of the PMDU.

Key outputs

In addition to general capacity building, mentoring and stakeholder engagement the following outputs are expected from the contract:

- A clear communication strategy for engaging stakeholders and reporting performance to the respective audiences across the value chains
- A data system able to collect and relay real time data set up (that at least supports work in the Education and Health sectors)
- A training on delivery planning for stakeholders in the priority sectors, buy-in obtained
- Mapping of delivery chains for the priority areas as identified and agreed with PMDU; indicators, baselines and targets
- Data analysis routines to flag emerging problems established
- Support in planning and execution of 4-6 Stock takes modelled
- An exit plan to ensure a smooth hand-over to a DFID appointed Service Provider identified through a separate tender process

Reporting

The Service Provider will primarily report to the Head of the PMDU. Additionally, the Service Provider will need to provide:

- Coordination meetings between OPM, PMDU, DFID, and other key partners as identified by the PMDU;
- A monthly scorecard report on the inputs and achievements of the external assistance supporting the PMDU to be reviewed jointly by DFID and the PMDU Head;
- Clearly established communication channels and/or approval processes will be established within the first month;
- An end of contract report including 360 degree feedback on the outputs;
- The Service Provider will produce an end of project narrative report within a month after the end of the project. This report should confirm the results achieved, value for money, success of the programme in delivering outputs, lessons learnt and challenges encountered to ensure a smooth transition and exit plan.
- The Service Provider will provide information disclosure and full support to consultants and/or auditors that might be employed directly by DFID to undertake an evaluation and/or audit of the project.

Inputs and Timing

The engagement will run for nine months starting in November 2016 and ending in July 2017. This includes a two week inception phase to refine and agree key output indicators for the period of the contract.

DFID Coordination

This support will be coordinated by DFID Uganda.

Performance requirements

This will be a payment by results contract, with an initial set of key performance criteria identified by Service Provider during the bidding process, and further refined and agreed between the Government of Uganda and DFID during the negotiation phase. There will be three reviews of progress, after three months, after 6 months and at the end of the contract.

Draft modality and milestones for performance-based payment for the implementation phase must be submitted within the commercial proposal, with suggested key performance indicators where appropriate closely linked to the outcomes required by the programme. The proposal will include a hybrid approach to performance-based payment with clear rationale on the performance-based payment approach proposed for each part of the scope. This should be linked to the financial plan.

Furthermore the Service Provider will be required to submit financial forecast of expenditure (the budget) disaggregated monthly for the contract period. Invoices submitted to DFID and their values, monthly progress and financial reports, external audit reports on the annual financial statements, and mandatory financial reports (including input costs) according to a format to be agreed with DFID during the first three months of the contract. This information will enable DFID and the Supplier to report on value for money and maximise it where possible. The Service Provider must demonstrate that its technical and commercial capacity will deliver value for money in providing these services.

Duty of care

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Supplier on security status and developments in-country where appropriate. DFID will provide the following:

- All Supplier Personnel will be offered a security briefing by the British High Commission/DFID on arrival. All such Personnel must register with their respective Embassies to ensure that they are included in emergency procedures.
- A copy of the DFID visitor notes (and a further copy each time these are updated), which the Supplier may use to brief their Personnel on arrival.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section in Form E of the Pre-Qualification Questionnaire (PQQ).

Media, Communications and Branding

Transparency, value for money, and results are top priorities for the UK Government. DFID has a duty to show UK taxpayers where their money is being spent, its impact, and the results achieved.

All announcements/information given to the media by the Supplier must be pre-agreed with the Senior Responsible Officer of the programme and the British High Commission's communications team; there must be 'no surprises'.

The Supplier is required to:

- work with the British High Commission communications team to 'launch' the new project/programme, agreeing timescales, tactics (press notice, event, etc.), and messages.
- give appropriate recognition to the provision of funding by DFID Uganda in any other press notices or other contact with the media (including broadcast interviews and web-based media). The timing of any announcement and nature of such recognition must be agreed in advance with the British High Commission's communications team.
- provide DFID Uganda with a range of professional quality photography (containing UK aid branding), and video if possible, which demonstrate results and benefits to recipients.
- provide DFID Uganda with at least one case study suitable for media use (frequency to be agreed later) which shows results and benefits to recipients.
- work with and enable the British High Commission's communication team to develop media and communications plans to build support and proactively raise awareness of the results of the project, where feasible and appropriate, both in the UK and overseas.

DFID will have full rights to use all media materials provided on its website, in newsletters and publications, and in other public places. DFID has the right to veto any media or communications activity proposed by the Supplier.

'DFID', 'UK aid', or variants of, must not be used by partners in any publicity without prior consent. Security is paramount. UK aid branding should not be used in the field permanently where there are security concerns, where it poses a risk to staff or beneficiaries, or where it impairs the credibility of the programme. Where necessary, branding can be staged temporarily to capture photography and video footage.

15. Transparency Requirement

DFID has transformed its approach to transparency, reshaping our own working practices and pressuring others across the world to do the same. DFID requires Suppliers receiving and managing funds, to release open data on how this money is spent, in a common, standard, re-usable format and to require this level of information from immediate sub-contractors, sub-agencies and partners.

It is a contractual requirement for all Suppliers to comply with this, and to ensure they have the appropriate tools to enable routine financial reporting, publishing of accurate data and providing evidence of this DFID – further IATI information is available from;

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