

**Competitiveness and Enterprise Development Project (CEDP)**  
**Terms of Reference for Consultancy services to prepare the Implementation Completion Report (ICR)**

**1.0 Introduction and Background**

**1.1 Introduction**

According to the provisions in the Project Financing Agreement (FA) between the International Development Association (IDA) of the World Bank and the Government of Uganda (GoU), the GoU is required to prepare an Implementation Completion Report (ICR) for the project. The GoU, represented by the Private Sector Foundation Uganda (PSFU), seeks to engage a qualified and competent consultant to prepare the ICR for the project as outlined in the purpose and scope of work below.

**1.2 Background**

The Government of Uganda received two credits from the World Bank for the implementation of the Competitive and Enterprise Development Project (CEDP). The Project Development Objective (PDO) is to improve the competitiveness of enterprises in Uganda by providing support for (i) the implementation of business environment reforms, including land administration reform; and (ii) the development of priority productive and service sectors. The government scaled up the operations through the provision of the CEDP -Additional Financing (AF) with a PDO of supporting measures that facilitate increased private sector investment in the tourism sector and strengthen the effectiveness of the land administration system. The AF intended to complete the implementation of the land and tourism components while consolidating and enhancing the achievements realized and scaling up activities under these components. The project is being implemented by eight agencies. However, the overall coordination of the Project is with the Private Sector Foundation Uganda (PSFU) through a Project Coordination Unit (PCU). More details on the project can be found at [www.cedp.go.ug](http://www.cedp.go.ug).

**1.3 Project Components:**

The CEDP is comprised of five (5) components namely; i) Land Administration Reform, ii) Business Registration and Licensing Reforms, iii) Tourism Competitiveness Development, iv) Matching Grant Facility (MGF), v) Project Implementation.

**2.0 OBJECTIVES OF THE ASSIGNMENT**

The objective of this assignment is to prepare an implementation Completion Report (ICR) for CEDP which will provide a complete and systematic account of the performance, results, experience, and lessons learned during project implementation.

**3.0 SCOPE OF WORK**

The assignment will cover the entire project scope.

**3.1. Major Tasks for the Consultant**

This will be conducted using the following criteria: -

### **3.1.1 Relevance of the Project**

- i. Assess the extent to which the Project has met the requirements identified during the project design.
- ii. Assess the adequacy of the project design for the achievement of the Project Development Objectives (PDOs).
- iii. Assess the extent to which the project complemented, duplicated, and or competed with other development initiatives.

### **3.1.2 Effectiveness**

- i. Undertake a quantitative and qualitative evaluation of the achievements of the project
- ii. Review the status and performance of the project activities at project completion.
- iii. Determine the immediate, short, medium, long-term, intended, and unintended effects of the project.
- iv. Establish the visible impacts of the project, and its effects on respective Ministries, Departments, and Agencies (MDAs) and their relationship with their external stakeholders.
- v. Assess the adequacy of implementation arrangements i.e. governance, contracts management, executing agencies arrangements, etc.) towards achieving the project results.
- vi. Assess the compliance with provisions in the project covenants including the Project Agreement, Subsidiary Agreement, Financing Agreement, Project Operations Manual, Environment, and Social Safeguards policies, and the Project Appraisal Document (PAD).
- vii. Assess the extent to which the recommendations made during the respective Implementation Support Missions (ISMs) were implemented.
- viii. Any emerging effect of the project on beneficiaries that may include aspects on household income generation, assets formation; behavioral changes, employment, etc. due to project interventions
- ix. Asses the project Communication Strategy in meeting the stakeholders' communication needs and requirements.

### **3.1.3 Efficiency**

- i. Assess the relevance, capacity, and adequacy of the Project's setup, strategies, and internal systems.
- ii. Assess the timeliness within which the activities were undertaken.
- iii. Evaluate the effectiveness of the respective functions including; Project Coordination, Financial Management, Internal audit, Communications, Monitoring and Evaluation, Procurement, Environmental and Social safeguards, and Business Advisor Tourism.
- iv. Determine the level of utilization of allocated resources
- v. Identify factors, challenges, and constraints that could have affected project implementation including technical, managerial, institutional, and socio-economic policy issues among other external factors unforeseen during the project design.

### **3.1.4 Sustainability**

- i. Assess the adequacy of strategies to ensure the continued flow of benefits from the project to the beneficiaries.
- ii. Assess the extent to which the risks associated with the project were identified and effectively managed.

### **3.1.5 Impact**

- i. Assess preliminary indications of the project impact and whether the project's impact will be sustainable in the medium to long term.

### **3.1.6 Coherence**

- i. Review and confirm whether the project was implemented within the design and achieved the PDO.

### **3.1.7 Partnerships, linkages, and increased collaboration among implementing agencies:**

- i) Evaluate the level, degree, and representation by the beneficiaries and stakeholders, (government and implementing partners, etc.) in the implementation of the project with particular attention to the synergies and potential overlaps and propose a strategy to enhance complementarities.

### **3.2. Key lessons learned and recommendations for improvement in future project design**

- i) Document key lessons learned, and recommendations for future project designs and implementation.

## **4.0 METHODOLOGY AND TIMING**

### **4.1 Methodology:**

The consultant will undertake the following:

- (i) An in-depth review of all project documentation that includes but is not limited to the Financing Agreement, PAD, Project Operations manual, Aide Memoires, periodic reports, Minutes of the Project Steering Committee (PSC), Project Technical Committee (PTC), Audited financial reports, etc.
- (ii) Interview Project beneficiaries, staff, key Government officials in the respective implementing agencies; consultants/technical experts engaged by the project, and IDA staff involved.

### **4.2 Duration of the Assignment**

The consultancy will be for a maximum of 40 working days, effective from the date of contract signing. The contract will effectively expire upon presentation to, and acceptance of, the final report by the Client.

## **5.0 ROLES AND RESPONSIBILITIES OF PARTIES**

### **5.1 Obligations of the Consultant**

The expected deliverables are as follows:

<b>No</b>	<b>Output</b>	<b>Time</b>
1.	Inception Report including a detailed proposed methodology and implementation plan. The Consultant will present the inception report to the Client for review.	5 days after contract signing
2.	A Draft Implementation Completion Report (ICR)	30 days after the Contract signing
3.	Final implementation completion report after incorporating the comments from the Bank, and Project Manager.	40 days after contract signing

## **5.2 Obligations of the Client**

The client will provide the following:

- i. Provide key relevant documents to the consultant;
- ii. Facilitate review and dissemination meetings with key stakeholders;
- iii. Provide the Consultant with a list and contacts of key stakeholders;
- iv. Provide the Consultant with introductory letters to key stakeholders to facilitate engagement;
- v. Provide Project Technical staff who will be the Focal persons to facilitate liaison between the Consultant and the Client;
- vi. Prepare and make timely payments to the Consultant; and
- vii. Observe the timelines of activities as will be agreed upon in the work plan
- viii. Validation and approval of the final report.

## **6.0 CONSULTANTS QUALIFICATIONS AND COMPETENCE**

### **6.1 Qualifications of the Consultant:**

The consultant must have at least 10 years of experience in undertaking similar or related and will have successfully undertaken and written at least five (5) ICRs/ assessments similar in scope and type within the region out of which three (3) must be for IDA funded Projects. The consultant shall have the following qualifications;

- (a) A Master's degree in a business-related discipline from an internationally recognized institution with training/professional qualification and at least 8 years experience in project management.
- (b) A thorough understanding of Uganda's land reforms, and business environment, familiarity with models of developing market-driven and industry-led training programs; and experience in drawing up business and financial plans for implementation.
- (c) Ability to work with a team of multiple stakeholders.
- (d) A good understanding and a solid background in public policy, strategic planning, and development of action plans.

- (e) Proven analytical and strong quantitative aptitude with the ability to extract data, manipulate it, and formulate solutions.
- (f) Excellent oral and written communication skills, and the ability to communicate and negotiate with a variety of internal and external stakeholders in English

## **7.0 REPORTING ARRANGEMENTS**

The Consultant will report to the Project Coordinator CEDP.