



NATIONAL INFORMATION TECHNOLOGY AUTHORITY - UGANDA (NITA-U)

**UGANDA DIGITAL ACCELERATION PROJECT – GOVERNMENT NETWORK
(UDAP - GOVNET)**

TERMS OF REFERENCE FOR THE PROJECT COORDINATOR

MARCH 2023

1.0 Background

The Government of Uganda received Credit/Grant from the World Bank/International Development Association towards the implementation of the Uganda Digital Acceleration Project (UDAP). The Project Development Objectives (PDO) are to (a) expand access to high-speed internet in selected areas, (b) improve the efficiency of digital service delivery in selected public sectors, and (c) strengthen the digital inclusion of selected host communities and refugees. The National Information Technology Authority of Uganda (NITA-U) is the Implementing Entity (PIE) for all components. The Ministry of Information, Communications Technology and National Guidance (MoICT&NG) and the Office of the Prime Minister (OPM) as major Implementing Partners (IP). The procurement processing will be conducted in accordance with the World Bank Procurement Regulations July 2016; revised November 2017, July 2018 and November 2020.

The NITA-U now invites suitably qualified individuals, with qualifications and experience as detailed below to apply for the position of Project Coordinator under the Project Implementing Entity (PIE). The preparations for the effectiveness of the UDAP - GovNet is already underway and the successful candidate will be required to assume office as soon as possible.

2.0 Objective of Assignment

To ensure UDAP - GovNet objectives are accomplished through planning, coordinating and management of all Project activities and resources with support from the NITA-U

3.0 Reporting

The Project Coordinator will report to the Executive Director, NITA-U.

4.0 Responsibilities and Tasks

The main responsibilities and duties of the Project Coordinator shall be as outlined below:

- I. **Review, update and track UDAP - GovNet Uganda Master Project Implementation Plan (MPIP)** comprising of a detailed budgeted work plan for the entire project lifetime and ensuring that it is approved by NITA-U Senior Management.

This will include the following main activities:

- a) Complying with all applicable World Bank procedural guidelines including regular updating of procurement documentation in Systematic Tracking of Exchanges in Procurement (STEP)
- b) Coordinate and supervise the works of all consultants, contractors, and service providers employed by the Project
- c) Regular and frequent coordination of project activities with the WB project task team via meetings and missions

- d) Facilitate the review and update of the individual components or sub-component of the Project Implementation Plans (PIPs)
- e) Update and consolidate the individual component and sub-component PIPs into Master Project Implementation Plan (MPIP) for UDAP based on the approved Project Appraisal Document (PAD)
- f) Ensure approval of the MPIP and have it baselined
- g) Develop annual work plans and budgets as well as oversee its implementation
- h) Oversee the implementation of MPIP

Deliverables:

- a) Updated and approved UDAP Uganda MPIP
- b) Approved budgeted work plans (by month, quarter, annual etc.) for the Project
- c) Procurement Plan and Tracker

II. Strengthening coordination and Mobilization of the Project Implementation Unit (PIU) Secretariat required to manage the project as defined within the PAD.

This will include the following main activities:

- a) Implementation of the Project mobilization as specified within the PAD;
- b) Ensure that the Project is adequately resourced to deliver the MPIP
- c) Strengthening of the Project Secretariat office including support requirements and equipment

Deliverables:

- a) Project Coordination Team strengthened and maintained as specified in the PAD
- b) Project Secretariat office fully established and maintained

III. Implementation of UDAP-GovNet MPIP comprising on-going coordination of the MPIP implementation to achieve the project deliverables on time to specification and within budget, including budget control, contract administration, monthly coordination, quality control, risk management, monitoring and reporting, etc.

This will include the following main activities:

- a) Oversee the implementation of the MPIP
- b) Ensure all Project milestones are delivered
- c) Maintain UDAP Project schedules to ensure deliverables are on track in terms of time, cost and quality
- d) Provide technical and analytical guidance and work direction to project teams, including scheduling, assignment of work, review of project efforts, and manage roadblocks which inhibit project success.
- e) Supervise the contracts management process

- f) Issue regular UDAP - GovNet progress report to EXCO and World Bank and ensure deadlines are met in a timely and efficient manner
- g) Schedule the handover of projects and the handover process;
- h) Manage the commissioning of the projects to ensure that they are handed over effectively to the operation & maintenance unit

Deliverables:

- a) All milestones are completed on time
- b) All project deliverables are delivered within scope, time and budget
- c) Monthly, quarterly and annual progress reports on time covering all project components;
- d) Projects completed and handed over to NITA-U
- e) Projects commissioned and responsibility handed over to the Operation & Maintenance units.

IV. Monitoring Environment and social safeguards for the UDAP Project in line with the PAD, Environment Social Management Framework (ESMF), Resettlement Policy Framework (RPF), Indigenous People Policy Framework (IPPF)

This will include the following:

- a) Develop and monitor the Environment and Social Management Plans (ESMP)
- b) Preparation of Environment and Social Management reports and submission to NITA-U and World Bank
- c) Establish a mechanism for continuously identifying, assigning and quantifying risks through the Project lifecycle

Deliverables

- a) Environmental and Social Management Plans in place
- b) Monthly, Quarterly and Annual Environment and social Management reports
- c) Master Risk Register

IV. Financial Management and Reporting

This will include undertaking the following:

- a) Preparation of Financial statements with actual costs compared to budget
- b) Special Account Reconciliation
- c) Preparation of progress report against Work Plan forecast with matching costs based on key performance indicators
- d) Preparation of six (6) month disbursement report and expenditure forecasts.

Deliverables

- a) Quarterly Interim Financial Report (IFR) submitted to the World Bank
- b) Financial Management Reports submitted to NITA-U EXCO and Board
- c) Disbursement Plan and Expenditure Forecast

V. Monitoring, Evaluation and Reporting

This will entail the following:

- a) Ensure the technical committees and steering committees are regularly informed/apprised about the project progress, challenges, and risks
- b) Consolidate Project Performance and monitoring reports of the UDAP - GovNet Project
- c) Effective Tracking of Progress implementation of UDAP -GovNet and assessment of achievement of intended results and Monitoring and Evaluation Framework updated.
- d) Produce an Implementation Completion Report (ICR)
- e) Produce Project terminal evaluation Report
- f) Conduct impact assessment of the Project upon completion.

Deliverables

- a) Monthly, Quarterly and Annual Performance Reports
- b) Updated Results Framework
- c) Implementation Completion Report
- d) Terminal Evaluation Report
- e) Project Impact Assessment

VI. Stakeholder Engagement and Awareness comprising of planning and coordination of stakeholder engagements throughout the project life span.

This includes the following among others:

- a) Build capacity within IA/PIE to implement project activities and to bring diverse stakeholders into a whole-of-government approach
- b) Ensure the technical committees and steering committees are regularly informed/apprised about the project progress, challenges, and risks
- c) Develop the stakeholder management plan and ensure its implementation
- d) Ensure all stakeholder meeting take place as required, e.g., Project Implementation Team (PIT) and Steering Committee meetings
- e) Ensure that all the relevant stakeholders are effectively engaged about the status, progress and challenges of the Project, in line with the stakeholders' management plan

- f) Coordinate the organisation of meetings and workshops for stakeholders
- g) Ensure that all stakeholders' expectations and requirements are well documented, validated and disseminated
- h) Create effective awareness about UDAP - GovNet, its purpose and its benefits to the country.

Deliverables:

- a) Stakeholders management plan
- b) Workshops and meetings reports
- c) Stakeholder engagement reports

5.0 Person Specifications

Candidates should have the following qualifications, competencies and experience:

5.1 Qualifications

- a) Bachelor's degree in Computer Science/Telecommunications Engineering /Information Technology/Electrical Engineering/Business Administration/Bachelor of Commerce or a related Science/Business degree.
- b) Master's degree in Computer Science, Business Administration, Public Policy and Management or an Information Technology related area
- c) Professional Project Management qualification such as PMP, PRINCE2 practitioner or Project Management Certificate from a recognized University is mandatory
- d) A professional qualification in CPA or ACCA is an added advantage
- e) Previous experience in Project Coordination, especially of a World Bank financed or other relevant Project

5.2 Competencies

- a) Strong and effective communicator
- b) Capacity to establish the focus for developing and communicating UDAP – GovNet goals to support NITA-U and her partners' business missions.
- c) Capacity to provide motivational support to team members to enhance their commitment to work.
- d) Ability to foster teamwork with other team members.
- e) Strong report writing and presentation skills.
- f) Ability to work with minimum supervision
- g) Ability to demonstrate support for innovation and organizational changes needed to improve the effectiveness

5.3 Experience

- a) Minimum five (5) years of overall Project Coordination or Project Management experience on large-scale ICT-related projects.

- b) Three (3) years of which should be with projects of the World Bank and other similar international funding agencies and the Government of Uganda

6.0 Duration of Assignment

The assignment shall be for a period of **three (3) years** and may be renewed subject to satisfactory performance

7.0 Other Required Skills and Competences

- a) **Communications:** Very good communication skills (spoken and written), including the ability to communicate effectively with diverse audiences on environmental related matters, good negotiation skills and capacity to prepare a variety of written documents, contracts, reports, etc. in a clear, concise style.
- b) **Teamwork:** Very good interpersonal skills and ability to establish and maintain effective working relations with people in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.
- c) **Integrity:** Must be a person of proven honesty and does not tolerate corruption and unethical behaviors in all its forms and manifestations.
- d) **Innovation:** Must be a person with ability to seek new ways of doing things efficiently to deliver value to our customers.
- e) **Customer Centricity:** Must be a person who strives to satisfy customers and clients. Should be able to understand what the customer wants and delivering it flawlessly.
- f) **Quality:** Must be a person who thinks of quality and continuous improvement in his/she our work.