

## Key steps

## UGANDA

## Key Tasks

# PROJECT PREPARATION/ DEVELOPMENT

### PHASE I

### PROJECT IDENTIFICATION

Integrate the identification of project ideas into the planning process. Sources of project ideas may include;

- (i) The National Development Plan (NDP);
- (ii) Sector Investment Plans (SIPs);
- (iii) Ministry, Agency or State Owned enterprises strategic plans;
- (iv) Regional Integration Policy/ Strategy;
- (v) Political Manifestos;
- (vi) District and Local governments, City Authority District development plan;
- (vii) Development Partners and ;
- (viii) Engagements with communities.

#### Role of Ministries Departments and Agencies (MDAs)

1. Head of a department develops a project idea and submits it to the planning unit of the MDA.
2. The planning unit convenes an internal meeting to discuss the project idea (in line with national and sector priorities).
3. After approval of the idea, a concept note<sup>1</sup> is developed.
4. Submit the concept note to Sector Working Groups (SWGs) for consideration.

#### Role of Sector Working Groups (SWGs)

1. Convene (SWGs) meetings on a regular basis to consider the project concept notes submitted by MDAs.
2. Authorize MDAs to submit the concept note to MoFPED.

#### Role of National Planning Authority (NPA) and Ministry of Finance, Planning and Economic Development (MoFPED)

1. Participate in the consideration of concept note as members of the SWGs.
2. As members of DC, reviews the concept note approved by SWGs and authorize MDA to undertake a profile study.

### PHASE II

### PRE INVESTMENT

Project idea approved by the SWGs is appraised by conducting (i) Project Profile Study (ii) Pre-feasibility study & (iii) Feasibility study.

- A profile study is to be based on the Logical Framework Approach (LFA) applying problem and solution tree to identify project goals, outcomes, outputs, activities and inputs with associated key performance indicators and risks.
- Prefeasibility study evaluates options identified as part of the profile study and should be built around the 9 modules<sup>2</sup>.
- Feasibility study involves a detailed appraisal of the best option chosen from the feasibility study and should be built around 9 modules<sup>2</sup>.

#### Role of Ministries Departments and Agencies (MDAs)

1. Develop project profile study using LFA and submit to MoFPED for consideration.
2. Following approval of the profile study, MDAs undertake prefeasibility study evaluating all alternative and possible options including the Public Private Partnership (PPP) approach and submit to MoFPED for consideration.
3. The approved PPP options are channeled to the PPP Unit in line with the PPP Act.
4. MDAs undertake a detailed feasibility study for the non PPP projects and submit to MoFPED for consideration.
5. MDAs establish a sustainability plan for the investment program.
6. Participate in the Development Committee meetings.

#### Role of Ministry of Finance, Planning and Economic Development (MoFPED)

1. Convene the Development Committee (DC) on at least a monthly basis to consider the studies submitted by MDAs.
2. Maintain the project database including project profiles, bankable projects, existing projects, pipeline and completed projects.
3. Monitoring on-going projects.
4. Analyze the studies and make recommendations to DC.

#### Role of National Planning Authority (NPA) and Office of the Prime Minister (OPM)

1. Participate in the Appraisal process as part of the Development Committee.
2. Monitoring on-going projects.

### PHASE III

### INVESTMENT

At this stage designs undertaken as part of the technical analysis of the detailed feasibility study are reviewed and finalized. It also covers all aspects of project implementation including:

- Identification of financing.
- Procurement.
- Budget execution.
- Project execution and control.

#### Role of Ministries Departments and Agencies (MDAs)

1. Identify savings from exited/completed projects and notify MoFPED.
2. Finalize the detailed project designs.
3. Establish project management teams.
4. Procure contractor/inputs.
5. Finalize Multi year commitments for the project and submit to MoFPED.
6. Develop a monitoring framework to undertake monitoring to ensure the targeted deliverables are achieved.

#### Role of Ministry of Finance, Planning and Economic Development (MoFPED)

1. Identify financing from various sources including domestic resources, loans and grants from development partners.
2. In consultation with MDAs select from the projects database, projects for inclusion in the next fiscal budget or Public Investment Plan (PIP).
3. Release resources in line with project work plans.
4. Develop a monitoring framework to establish that projects do not deviate from plan.
5. Review the PIP in adherence to the PIM framework.

### PHASE IV

### OPERATION AND EXPOST EVALUATION

At this stage the project is assessed in terms of Value For Money (VFM) and achievement of intended outcome and impact on the development goals that the object was intended to contribute to:

- VFM performance Audits.
- Impact assessment.

1. MDAs develop an asset management strategy to support the operation and maintenance of the public asset created by the project.
2. MDAs produce project completion reports and submit them to the Development Committee (DC).
3. Auditor General undertakes performance audits.
4. OPM and NPA undertake performance evaluation and ex-post analysis and produce project evaluation report.
5. MoFPED undertakes monitoring and evaluation.

### CRITICAL SUCCESS FACTORS/TOOLS FOR THE PIMS

1. Improving coordination and accountability by establishing an IT based Integrated Bank of Projects (IBP).
2. Create a critical mass of PIMS experts through relevant capacity building/training.
3. Establish national parameters in support of project appraisal.
4. Establish a project facilitation fund to finance preparation of project profiles, pre-feasibility and feasibility studies.
5. Develop relevant manuals to aid project development.
6. Establish compendium measurable indicators for monitoring.

<sup>1</sup> The project concept note includes: - (problem, objectives, estimated budget and link to the national and sector strategies).

<sup>2</sup> The different types of modules include; - (demand, technical, legal, human resource, environmental, financial, economic, stakeholder and risk analyses).