



## Terms of Reference

<b>Consultancy:</b>	Consultancy to develop data analytical dashboards and engage on improving disclosure of infrastructure with government systems.
<b>Client:</b>	Africa Freedom of Information Centre on behalf of CoST Uganda
<b>Reporting to:</b>	CoST Programme Coordinator
<b>Duration:</b>	One Month (Spread through March – April 2023)

### 1. Introduction

CoST – an Infrastructure Transparency Initiative is aimed at improving citizen’s lives through promoting the use of the Infrastructure Data Standard (IDS) and the Open Contracting for Infrastructure Data Standard (OC4IDS) for information Disclosure, conducting independent Assurance processes on infrastructure projects, promoting dialogue, trust and stakeholder participation in the delivery of infrastructure projects using the Multi-Stakeholder working and Social Accountability arrangements.

CoST Uganda is a National Chapter of CoST International, a charity based in the United Kingdom. The initiative is built on a tripartite partnership between Government, Private Sector and Civil Society to address the challenges in the construction sector in Uganda. CoST Uganda is Championed by the Ministry of Works and Transport and managed by a National Secretariat hosted by the Africa Freedom of Information Centre (AFIC).

Under its intervention, “Deepening transparency to influence infrastructure performance” CoST Uganda seeks to engage an experienced and highly skilled consultant (s) to conduct an assignment that will include; establishing analytical features on existing infrastructure dashboards and platforms; analyse performance of selected entities on disclosure against set indicators, identify use cases to share with stakeholders for consideration and; work with MoFPED and PPDA to integrate the OC4IDS into the EGP. The exercises will integrate Key Informant Interviews with stakeholders to provide experiences, validation of analyses and recommendations. The analysis will be based on the set indicators (See annex), the CoST [Infrastructure Data Standard](#) and the [Open Contracting for Infrastructure Data Standard](#).

## **2. Background**

Elsewhere like in Ukraine, CoST has been a stimulus on how to improve data management, developing info-graphics, turning complex infrastructure data into compelling management decisions. CoST is not about duplicating but about strengthening performance by facilitating better use by (all) stakeholders of existing accountability mechanisms. In a bid to realize smart procurement, enhance transparency and accountability in the delivery of public projects, in Uganda, the Public Procurement and Disposal of Public Assets Authority (PPDA) and the Ministry of Finance, Planning and Economic Development have embraced the work of CoST, specifically the Assurance process, and the adoption of the disclosure standards to facilitate disclosure of infrastructure procurement data using internationally recognized standard. Government has already integrated the OC4IDS in the [Government Procurement Portal](#) (GPP), with a total of 124 infrastructure projects disclosed in the CoST standard. Government is yet to integrate the standard into the design of the Electronic Procurement Portal (EGP), although, its integration approval has already been secured.

CoST is not about duplicating but about strengthening performance by facilitating better use of infrastructure projects procurement data by (all) stakeholders, and existing accountability mechanisms. To inform decision making processes on how infrastructure are planned, procured, implemented and maintained, stakeholders need to know, understand the available data, this can ably be achieved through an in depth analysis of data including procurement plans, reports, to identify red flags and concerns for stakeholders to be used as evidence for decision-making and further planning, in the advocacy for increased infrastructure transparency and fair business practices between Government and Private Sector. In addition, the analysis and data analytical tools would help identify scenarios or tools to ensure that infrastructure projects delivery processes are being done in compliance within the legal and policy framework. These would help identify critical problems in the sector, and provide evidence based framework to address the challenges.

## **3. Objectives of the assignment**

The purpose of this consultancy is to strengthen transparency and disclosure of infrastructure data. Specifically, the assignment is anticipated;

1. To establish analytical features on existing infrastructure dashboards and platforms such as the infra-data, ITI using data from the GPP and EGP.
2. To identify use cases to share with stakeholders for consideration.
3. To analyse performance of selected entities on disclosure against set indicators.
4. To work with MoFPED and PPDA to integrate the OC4IDS into the EGP.

#### 4. Tasks to be performed by the consultant

The consultant will be primarily responsible for the following tasks:

The consultant in regards to data analysis, engagements on the integration of the OC4IDS, development of the analytical dashboards and identification of use cases will explore whether and what statistical relationships exist between access to infrastructure project information (proactive and reactive data, user ability, completeness, and accuracy of information) and contract/project performance, issues raised on projects, start and end date, scope variations, stakeholder participation and social and economic development of the beneficiary communities among other indicators. As well as what experiences, challenges and recommendations do key stakeholders have in regards to data use, access to infrastructure data and infrastructure performance.

The results aim to provide a basis for formulating hypotheses about interventions to accelerate the positive effects of public infrastructure projects and their effects on social and economic development improvement standards of living for citizens in Uganda. This withstanding, the consultant is expected to;

1. Develop analytical dashboards with guidance from the CoST International GitHub, and experiences from the dashboards developed by CoST Ukraine, providing for live feeds/geo-mapping of infrastructure projects, and an aspect of community/citizen interaction/feedback mechanism. The platform will be peer reviewed by the CoST International Secretariat before its publication to ensure compliance and consistence.
2. Identify/develop use cases scenarios or tools to ensure that infrastructure projects delivery processes are being done in compliance within the legal and policy framework. These would help identify critical problems in the sector, and provide evidence based frameworks/solutions to address the challenges.
3. Work with MoFPED, PPDA to initiate processes of integrating the OC4IDS into the EGP development processes. Working together with the OC4IDS help desk, undertake engagements to introduce the EGP team to the standard, and provide technical support to enable them integrate the standard into the platform.
4. Working in partnership with PPDA, MoFPED and the CoST Uganda Secretariat, agree on specific indicators/red flags to consider, and analyze selected procuring entities disclosed data. The consultant will also be required to provide an in-depth interpretation of the analysis. This report would inform stakeholder discussions and advocacy for improved disclosure, and evidence based policy reforms. As part of this analysis, the consultant will be required to conduct Key Informant Interviews to validate the findings, and solicit for experiences, recommendations from stakeholders.
5. As part of the assignment, the consultant should be able to guide through with data regarding, number of unique visitors on the dashboard/analytics, number of projects disclosed on the EGP and GPP.

6. Produce clean datasets from raw data. This will involve working with CoST Uganda National secretariat and selected PEs for clarifications and corrections, creating and merging various sources of data. It may require programming matching algorithms, linking up with CoST Uganda Secretariat and PE staff for additional information, and performing manual matching.

The consultant will document her/his work electronically and share the following files:

- Data queries provided to CoST Uganda Secretariat staff and PEs, responses received, and actions taken;
- Data cleaning in one do file, (a working master do file when multiple clean files are produced);
- Merging data and constructing variables in one do file;
- All data analysis will be documented in a do-file or multiple clearly labeled sub-files that would be called in one master file; all tables will be automatically created from the analysis do files;
- An index will be prepared linking do files with output files (dta and table xls files).

#### 5. **Assignment Deliverables**

- Inception report stipulating methodology and approach to the task.
- A total of four use cases
- A designed and approved analytical platform
- Disclosure performance report developed against agreed-upon indicators
- Status report on the integration of the OC4IDS into the EGP
- End of task report

#### 6. **Skills required:**

The consultant should meet the following requirements:

- Post graduate studies in data science, computer science, development economics, statistics, mathematics or other related fields.
- Training, expertise and experience in open data, info graphics design and presentation, understanding of the OC4IDS/IDS, GPP, EGP and open data portals and analytics is a highly considerable advantage.
- Working experience and relationship with PPDA, MofPED and with government systems is an added advantage.
- Knowledge of evaluation and building statistics that compel decision makers to account
- Previous research assistance or data analysis work using large datasets and administrative data
- Advanced statistical programming skills in Stata are required

The consultant(s) who meet these requirements should submit a maximum of 3 pages expression of interest including one pager updated resume with related work include the following:

- A one pager suitability statement, about the proposed task methodology including a detailed work plan including commitment and availability for the entire assignment, spelling out qualifications and experiences.
- A detailed financial proposal, including daily cost per major activity

**The deadline for expression of interest is on the 13<sup>th</sup> March 2023**

Please email expression of interest to, the Executive Director AFIC through the Programme Coordinator - CoST via [info@cost.or.ug](mailto:info@cost.or.ug) and [info@africafoicentre.org](mailto:info@africafoicentre.org)

**Annex: Indicators (Please refer to additional details on the dash board)**

<b>Proactive Disclosure</b>	<ol style="list-style-type: none"> <li>1. Number of data points disclosed of the OC4IDS</li> <li>2. Percentage of key new data points disclosed</li> <li>3. Percentage of projects disclosed proactively</li> <li>4. Percentage PDEs disclosing proactively</li> <li>5. Percentage of completeness of disclosed data</li> </ol>
<b>Reactive disclosure</b>	<ol style="list-style-type: none"> <li>1. Number of data points disclosed of the OC4IDS</li> <li>2. Percentage of projects disclosed</li> <li>3. Percentage of PDEs disclosing reactively</li> </ol>
<b>Time Overruns</b>	<ol style="list-style-type: none"> <li>1. Percentage of projects with time overruns</li> <li>2. Percentage of projects completed on time</li> </ol>
<b>Cost Overruns</b>	<ol style="list-style-type: none"> <li>1. Percentage of projects with cost overruns</li> <li>2. Percentage of projects whose contract price is higher than the bid price</li> <li>3. Percentage of projects completed on an estimated budget</li> </ol>
<b>Tender Management</b>	<ol style="list-style-type: none"> <li>1. Average number of bids per tender by government procuring entities.</li> <li>2. Percentage of projects under administrative review</li> <li>3. Percentage of projects that have lower than 3 bidders</li> <li>4. Percentage of tenders won by local and international bidders</li> <li>5. Percentage of contracts going to local firms</li> <li>6. Percentage of projects under the various methods of procurement</li> <li>7. Percentage of projects linked with procurement plans</li> </ol>
<b>Transparency in procurement and project delivery</b>	<ol style="list-style-type: none"> <li>1. Percentage of data points disclosed on the procurement process</li> <li>2. Accuracy of disclosed data both reactively and proactively.</li> <li>3. Completeness of disclosed data both proactively and reactively.</li> <li>4. Number of companies participating in procurement of infrastructure projects disaggregated by origin.</li> <li>5. Percentage of projects awarded to suspended providers</li> </ol>

	<ul style="list-style-type: none"> <li>6. Percentage of projects awarded to nonexistent bidders</li> <li>7. Percentage of projects delayed in procurement</li> <li>8. Percentage of projects completed on time in procurement</li> <li>9. Percentage of local bidder's vs foreign bidders</li> <li>10. Percentage of tenders closed for more than 30 days but whose basic award information is not disclosed</li> </ul>
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Possible data points per indicators as per OC4IDS

<b>Proactive Disclosure</b>	<b>Proposed Data Points</b>
Number of data points disclosed of the 41	procurement.budget.amount, planning.budget.year, planning.budget.description, tender.numberOfBids, award.criteria, tender.criteria, contract.description, contract.title, contract.period.endDate
Percentage of data points not disclosed	procurement.budget.amount, planning.budget.year, planning.budget.description, tender.numberOfBids, award.criteria, tender.criteria, contract.description, contract.title, contract.period.endDate
Percentage of projects disclosed proactively	planning.budget.year, planning.budget.amount, tender.numberOfBids, tender.criteria, award.criteria
Percentage PDEs disclosing proactively	planning.budget.year, planning.budget.amount, tender.numberOfBids, tender.criteria, award.criteria

<b>Reactive disclosure</b>	<b>Proposed Data Points</b>
Number of data points disclosed of the 27	contract.dateSigned, contract.description, contract.title, contract.period.endDate, contract.period.startDate, tender.numberOfBids

Percentage of data points not disclosed	contract.dateSigned, contract.description, contract.title, contract.period.endDate, contract.period.startDate, tender.numberOfBids
Percentage of projects disclosed	contract.dateSigned, contract.description, contract.title, contract.period.endDate, contract.period.startDate, tender.numberOfBids
Percentage of PDEs disclosing reactively	contract.dateSigned, contract.description, contract.title, contract.period.endDate, contract.period.startDate, tender.numberOfBids

<b>Time Overruns</b>	<b>Proposed Data Points</b>
Percentage of projects with time overruns	implementation.status
Percentage of projects completed on time	implementation.status
<b>Cost Overruns</b>	<b>Proposed Data Points</b>
Percentage of projects with cost overruns	planning.budget.amount, tender.value.amount, award.value.amount, contract.value.amount
Percentage of projects whose contract price is higher than the bid price	tender.value.amount, award.value.amount, contract.value.amount
Percentage of projects completed on an estimated budget	planning.budget.amount, tender.value.amount, award.value.amount, contract.value.amount

<b>Cost Overruns</b>	<b>Proposed Data Points</b>

Percentage of projects with cost overruns	planning.budget.amount, tender.value.amount, award.value.amount, contract.value.amount
Percentage of projects whose contract price is higher than the bid price	tender.value.amount, award.value.amount, contract.value.amount
Percentage of projects completed on an estimated budget	planning.budget.amount, tender.value.amount, award.value.amount, contract.value.amount

<b>Tender Management</b>	<b>Proposed Data Points</b>
Average number of bids per tender by government procuring entities	tender.numberOfBids
Percentage of projects under administrative review	tender.status
Percentage of projects that have lower than 3 bidders	tender.numberOfBids
Percentage of tenders won by local and international bidders	award.suppliers.id, award.suppliers.name, tender.criteria
Percentage of local bidders who have benefitted from beneficial preference	award.suppliers.id, award.suppliers.name
Percentage of projects under the various methods of procurement	tender.procurementMethod
Percentage of projects linked with procurement plans	tender.procurementPlan



<b>Transparency in procurement and project delivery</b>	<b>Proposed Data Points</b>
Percentage of data points disclosed on the procurement process	tender.description, tender.criteria, tender.status, award.status, award.description, award.criteria
Accuracy of disclosed data both reactively and proactively.	tender.description, tender.criteria, tender.status, award.status, award.description, award.criteria
Completeness of disclosed data both proactively and reactively.	tender.description, tender.criteria, tender.status, award.status, award.description, award.criteria
Number of companies participating in procurement of infrastructure projects disaggregated by origin.	award.suppliers.id, award.suppliers.name, tender.criteria
Percentage of projects awarded to suspended providers	award.suppliers.id, award.suppliers.name, award.status
Percentage of projects awarded to nonexistent bidders	award.suppliers.id, award.suppliers.name, award.status
Percentage of projects delayed in procurement	tender.status
Percentage of projects completed on time in procurement	implementation.status
Percentage of local bidder's vs foreign bidders	award.suppliers.id, award.sup