



THE REPUBLIC OF UGANDA

Project	UGANDA CLIMATE SMART AGRICULTURAL TRANSFORMATION PROJECT (P173296)
Sector	MINISTRY OF AGRICULTURE ANIMAL INDUSTRY AND FISHERIES (MAAIF)

TERMS OF REFERENCE (TOR) FOR RECRUITMENT OF RECONCILIATION OFFICERS FOR THE E-VOUCHER SYSTEM

2.Position Title:	E-voucher Reconciliation Assistants
Number of Positions:	FOUR (4)
Contract Type:	Full-time, renewable based on performance and availability of funds
Location:	UCSATP - National Project Coordination Offices
Duration:	2 Years

1. Background

The Government of Uganda has received funding from the World Bank towards financing a six (6) year Uganda Climate Smart Agricultural Transformation Project (UCSATP). The Project is implemented by the Ministry of Agriculture Animal Industry and Fisheries (MAAIF).

The overall Project Development Objective is to ‘Increase productivity, market access and resilience of selected value chains in the project area (69 districts) and to respond promptly and effectively to an eligible crisis or emergency’. The project consists of five components: (a) Strengthening Climate Smart Agricultural Research, Seed, and Agro-Climatic Information Systems; (b) Promoting Adoption of Climate Smart Agriculture Technologies and Practices; (c) Market Development and Linkages to Selected Value Chains; (d) Contingency Emergency Response Component; and (e) Project Management, Coordination, and Implementation. The project is seeking to recruit qualified and suitable persons for the following key positions to support the project implementation.

Under Components 2 and 3, UCSATP will deliver agro-inputs and post-harvest handling grants using an upgraded electronic voucher (e-voucher) system. Building on lessons from the Agriculture Cluster Development Project (ACDP), the e-voucher ensures real-time transactions, traceability, fraud control, and quality assurance across four value chains (crops, livestock, fisheries, and beneficial insects).

To ensure accuracy, transparency, and smooth fund flows, MAAIF will establish a Reconciliation Team to support the E-Voucher Manager. The team will be responsible for monitoring transactions, safeguarding the float account, generating real-time reports, and providing early alerts to guide float replenishment and fraud prevention.

2. Objective

The primary objective of the Reconciliation Officer is to ensure the accuracy and completeness of all transactional records related to the e-voucher system. The officers will be responsible for reconciling transactions, identifying discrepancies, and implementing corrective measures to ensure the smooth operation of the e-voucher system.

3. Scope of Work

The Reconciliation Officer will be responsible for the following tasks:

1. Transaction Reconciliation:

- Reconcile all e-voucher transactions on a daily, weekly, and monthly basis.
- Ensure that all transactions are accurately recorded in the system.
- Identify and resolve any discrepancies in a timely manner.

2. Financial Reporting:

- Prepare and submit accurate and timely financial reports related to e-voucher transactions.
- Ensure compliance with organizational policies and accounting standards.
- Assist in the preparation of financial statements and audit reports.

3. System Integrity:

- Monitor the e-voucher system for any irregularities or fraudulent activities.
- Collaborate with the IT team to ensure the security and integrity of the e-voucher system.
- Implement controls and procedures to prevent and detect fraud.

4. Beneficiary and Vendor Accounts:

- Maintain accurate records of beneficiary and vendor accounts.
- Reconcile payments to vendors and ensure timely disbursement of funds.
- Address any issues or disputes related to beneficiary or vendor transactions

5. Data Analysis:

- Analyze transactional data to identify trends, patterns, and potential issues.
- Provide insights and recommendations to improve the efficiency and effectiveness of the e-voucher system.
- Generate reports and dashboards for management review.

6. Stakeholder Coordination:

- Liaise with internal and external stakeholders, including finance teams, vendors, and beneficiaries, to resolve reconciliation issues.

- Provide training and support to stakeholders on reconciliation processes and best practices.
- Represent the organization in relevant meetings and forums.

7. Compliance and Documentation

- Ensure compliance with all relevant policies, procedures, and regulatory requirements.
- Maintain comprehensive and accurate documentation of all reconciliation activities.
- Prepare and submit regular reports to management and stakeholders.

4. Deliverables / Expected Outputs

The Reconciliation Officers are expected to deliver the following outputs:

1. Daily and Weekly Reconciliation Reports

- Accurate daily reconciliation of transactions generated from the e-voucher system.
- Weekly summary reports highlighting discrepancies, resolutions, and float status.

2. Monthly and Quarterly Financial Reports

- Comprehensive reconciliation statements showing transactions, payments to vendors, and float utilization.
- Variance analysis and justifications for discrepancies.

3. Float Monitoring and Alerts

- Real-time monitoring of float account balances.
- Advance alerts (minimum 3 days) on float replenishment requirements.

4. Discrepancy Resolution Log

- A documented register of discrepancies identified, investigated, and resolved.
- Monthly summary of unresolved issues and escalation measures taken.

5. Fraud Detection and Control Reports

- Incident reports on suspected fraud or irregularities detected in the system.
- Recommendations for preventive and corrective measures.

6. Vendor and Beneficiary Account Reconciliation

- Verified statements for vendor payments and beneficiary redemptions.
- Evidence of dispute resolutions completed within agreed timelines.

7. Data Analysis Dashboards

- Monthly analytical dashboards summarizing key reconciliation trends, patterns, and performance insights for management.

8. Stakeholder Engagement Outputs

- Minutes and reports from stakeholder coordination meetings (with finance teams, IT, vendors, DLGs, etc.).
- At least two knowledge-sharing or training sessions annually on reconciliation best practices.

9. Compliance and Audit Support Documents

- Well-maintained reconciliation records and documentation for audit purposes.
- Timely submission of required documentation during internal and external audits.

5. Key Performance Indicators (KPIs)

The performance of the Reconciliation Officers will be assessed based on the following indicators:

A. Transaction Reconciliation

- Accuracy rate of reconciliations. Greater than 98% of transactions reconciled without error.
- Timeliness of reconciliation: Daily reconciliations completed by the next working day; weekly and monthly reconciliations completed within 3 and 7 days respectively.
- Discrepancy resolution rate: $\geq 95\%$ of identified discrepancies resolved within 5 working days.

B. Float and Fund Monitoring

- Float account alerts: Timely submission of float depletions alerts at least 7 days before potential depletion to 70%.
- Zero disruption target: No delays in input redemption attributable to lack of funds on float account.

C. Financial Reporting

- Report timeliness: 100% of monthly and quarterly reconciliation reports submitted by agreed deadlines.
- Audit readiness: No major audit queries raised due to reconciliation delays or gaps.

D. Fraud Detection and System Integrity

- Fraud incident detection rate: All suspected irregularities flagged within 24 hours of occurrence.
- Control compliance rate: $\geq 95\%$ adherence to UCSATP, MAAIF, and World Bank financial procedures.

E. Vendor and Beneficiary Accounts

- Vendor payment accuracy: $\geq 99\%$ of payments to suppliers/vendors reconciled correctly and on time.
- Dispute resolution rate: $\geq 90\%$ of vendor/beneficiary disputes resolved within 10 working days.

F. Data Analysis and Insights

- Management dashboards. At least one analytical dashboard/report generated monthly for management decision-making.

- Actionable insights. Evidence of at least 2 recommendations per quarter leading to system or process improvements.

G. Stakeholder Coordination

Response time. Queries from stakeholders (vendors, districts, beneficiaries) addressed within 3 working days.

Training and support. At least 2 capacity-building/awareness sessions delivered per year to relevant stakeholders.

6. Qualifications and Experience

6.1 Minimum Academic Qualifications

- Bachelor's degree in accounting, Finance, Agribusiness, Agricultural Economics, Statistics, Quantitative Economics, Business Administration, Information Systems/Engineering, Monitoring and Evaluation or a closely related field.
- Master's degree in any of the above fields is an added advantage.

6.2 Professional Certification

- Relevant certifications in data analytics (e.g., Power BI, SQL), information systems auditing (e.g., CISA), or risk/fraud management are an added advantage.

6.3 Relevant Experience

- Prior involvement/knowledge in digital subsidy/e-voucher or similar payment-rail programs is highly desirable.
- Two or more years of experience in auditing, data analysis, M&E, and project implementation.

6.4 Technical Knowledge & Skills

- Financial management & controls
- Strong command of reconciliation workflows (daily/weekly/monthly), journal postings, cut-off, aging analysis, and audit-ready documentation.

6.5 Digital payments & e-voucher ecosystem

- Understanding of float management (forecasting, liquidity alerts, allocation/tagging by value chain and refugee component) and lock/expiry rules for orders.
- Awareness of quality-assurance checkpoints for inputs/services and how these link to approvals and payments; ability to coordinate with regulatory functions.
- Familiarity with grievance redress mechanisms (GRM) and how escalations affect reconciliations and vendor settlements.

6.6 Data analysis & reporting

- Advanced Excel (Power Query, PivotTables, nested formulas, data validation),
- Ability to build management dashboards for reconciliation status, float levels, aging of discrepancies, vendor/beneficiary settlement metrics, and exception trends.

6.7 Sector & Program Context

- Understanding of agricultural input supply chains and transactional risks across crops, livestock, fisheries, and beneficial insects.
- Ability to liaise effectively with DLGs, suppliers, EVMA, ICT teams, and project finance for end-to-end issue resolution and audit trails.

6.8 Core Competencies (Behavioural)

- Integrity and confidentiality in handling sensitive financial data.
- Detail orientation with a strong quality mindset; zero-tolerance for unexplained differences.
- Analytical problem-solving and structured root-cause analysis; ability to translate findings into actionable controls.
- Clear communication (written/oral) and stakeholder management across finance, ICT, suppliers, and districts.
- Time management under tight cut-offs; ability to prioritize during peak transaction periods.
- Teamwork and capacity building able to coach counterparts on reconciliation best practices.

6.9 Other Requirements

- Willingness to travel to project areas as needed (field verifications, supplier/district engagements).
- Availability to support after-hours or month-end cut-offs during peak cycles.
- No conflict of interest with participating vendors or beneficiaries; satisfactory reference checks.

7. Reporting

The Reconciliation officer will report to the E-voucher Manager

8. Duration and Location

The duration of the assignment shall be 2 years subject to a probation period of 6 months and satisfactory performance. The contract may be renewed based on need and satisfactory performance.

9. Application Procedure

All candidates should send their written applications with copies of academic credentials, testimonials and detailed Curriculum Vitae (CV) indicating contact details of (03) referees addressed to the Permanent Secretary, Ministry of Agriculture, Animal Industry and Fisheries, and hand delivered to the;

Ministry Registry located at Plot No.14 Lugard Road Entebbe,
P. O. Box 102, Entebbe – Uganda

NB: Only shortlisted candidates will be contacted

Cost implications

The transition will consider the following cost details

Salary and benefits

E-voucher reconciliation Assistants will receive a salary structure, inclusive of:

- Basic monthly salary
- NSSF contribution (10% employer + 5% employee share)
- Field per diem rates (as per GOU Rates) based on the field activity
- Annual Medical Insurance including maximum of 4 dependants

Table 1: Cost implication for Reconciliation Team per Annum

Cost Item	Monthly (UGX) Estimated	Total Annual per Officer (UGX) Estimated pay	Total Annual per Officer (USD) Estimated pay	Notes
Basic Salary	5,000,000	60,000,000	15,707	Aligned to project salary scale
NSSF Contribution (10%)	500,000	6,000,000	1,571	Employer contribution
Annual Medical Insurance (4 dependants)	-	5,730,000	1,500	Annual medical insurance cover
Total		71,730,000	18,778	
Other Allowances (e.g., per diem for travel)	As per GoU rates			Based on field duty