



**MINISTRY OF LANDS, HOUSING AND URBAN DEVELOPMENT
Plot 13/15 Parliament Avenue P.O Box 7096 Kampala**

**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES– FIRMS SELECTION)**

**Assignment: CONSULTANCY SERVICES TO CONDUCT A FEASIBILITY STUDY FOR
LAND VALUATION INFRASTRUCTURE PROJECTS (LVIP).**

Reference No: MLHUD/VAL/CONS/20-21/00433

1.0 In line with the Public Investment Management System (PIMS) for project preparation and appraisal, the Development Committee of Ministry of Finance Planning And Economic Development approved the project concept for Land Valuation Infrastructure Project (LVIP) and recommended to proceed to profile stage and carry out the Pre-feasibility and feasibility study for the project.

The valuation function which is referred interchangeably as office of the Chief Government operates in line with subsidiary legislation that clearly spell out its statutory mandate and obligations. In discharging its functions, the office of the Chief Government Valuer is guided by the following instruments; Land Act, 1998, Cap. 227; Valuation for Compensation is guided by the Articles 26 and 237 of the Constitution of Uganda, 1995 read together with the Land Acquisition Act, 1965, Cap. 226, Land Act 1998, Cap. 227; Mining Act, 2003 and the Petroleum (Exploration and Production) Act, 2000, Cap. 150; Public Procurement and Disposal of Public Assets Act, 2003 and its Regulations Stamps Act, Cap 342 and the Public Finance and Accountability Act, 2003 Registration of Titles Act, 1924, Cap. 230; Local Governments (Rating) Act, 2005 Surveyors Registration Act, 1974, Cap.275.

The office of the CGV carries out assessments for the following- Stamp Duty, Capital Gains Tax, Probate, Premium, Ground Rent, Conversion, Property Tax, Assets Disposal, and Rental for Government property etc. Currently, the Chief Government Valuer has no database infrastructure in place to support the prompt and fair assessments as required by the constitution.

Consistent with Article 26 (b) (i) of the Constitution, the office of the Chief Government Valuer is mandated to facilitate land acquisition by providing fair and adequate compensation to property owners due to relinquishing their ownership or interests in land to the Government.

The Uganda Vision 2040 is premised on the desire to “transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”. To this end, the Government envisages numerous projects which include inter alia: A Hi-tech ICT city and associated ICT infrastructure; Large irrigation schemes in different parts of the country; Phosphate industry in Tororo; Iron ore industry in Muko, Kabale; Five regional cities (Gulu, Mbale, Kampala, Mbarara, and Arua) and five strategic cities (Hoima, Nakasongola, Fortportal, Moroto, and Jinja); Four international airports; A standard gauge railway network with high speed trains; Oil Refinery and associated pipeline infrastructure; Multi-lane paved national road network linking major towns, cities and other strategic locations; Globally competitive skills development centers; Nuclear power and hydro power plants (Ayago, Isimba, Karuma, and Murchison Bay); Science and Technology parks in each regional city; International and national referral hospitals in each regional cities. The national Development plan positions Valuation Services as an enabler of execution of government projects, through establishing systems that ensure efficiency and effectiveness in property valuation for Government. The plan seeks to enhance institutional capacity of the Valuation Department and achieving harmonized valuation practice in Uganda. The Vision creates immense need for valuation services to ensure adequate and fair compensation of all project affected persons. The aspirations of the Vision 2040 necessitate the need for the services of the Office of the Chief Government Valuer.

Currently, the valuation function faces enormous backlog of land acquisition for projects of portfolios estimated at UGX 12 trillion and there is increasing demand for more land acquisition and other valuations. In terms of technology and innovation, valuation in Uganda is still highly manual despite the existing technology for instance application of GIS for valuation which has been embraced worldwide. Valuation also faces deficiencies in data availability for comparable analysis, weak legal and policy framework, capacity building, research and innovation, staffing, political undue influence, real market imperfections, funding among others. Private sector players take advantage of the incapacitates and lack of appropriate valuation infrastructure by the office of CGV to distort the real estate market. Currently the major source of comparable data is the speculative market players marred with market imperfections. The attempts to develop a robust valuation infrastructure under USMID_AF- the World bank funded project was shot down by inadequate financing which reduced the scope requirement.

1.2. Problem Statement

The Uganda Vision 2040 is premised on the desire to “transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”. By critical analysis of the Uganda Vision 70-80% of the projects planned under 2040 vision require land Acquisition. However to match the much needed portfolio and other demand for the valuation services elsewhere, it calls for robust valuation infrastructure to support decisions for accurate valuations. Some of the infrastructure include but not limited to scalable land value database systems, Integrated GIS for valuation, Geo-spatial data infrastructure, property indices database, compensation database, valuation property survey machinery and equipment, and field vehicles among others.

Government has a backlog of land Acquisition alone of projects estimated at UGX 12Tn and are projected to increase annually. In order to meet a lead float for planned projects and programs, a project oriented approach is desirable to fast track the land acquisition and harness benefits of timely project implementations. There is also Increased Government nugatory expenditure on exorbitant valuations returned by private players in lieu of the office of CGV due to lack of valuation infrastructure. To justify this, the Uganda National Roads Authority has reported over

UGX 34bn in cost savings as a result of procuring the services of the office of CGV. By design, Valuation is an integral part of projects management but little attention has been accorded leading into project delays and cost overruns.

The absence of Valuation infrastructure (Geo-spatial data, property index, countrywide land and property values, GIS and satellite monitoring infrastructure, compensation rates database, buildings and property surveys equipment etc) has cost government a lot of revenue losses due under declarations in case of stamp duty, capital gains, compensations among others. Its estimated government loses 30%-35% of revenue due to lack of valuation infrastructure required to obtain real time data and information imperative for valuation.

Government outcry on poor loan performance, delays in infrastructure projects as a result of land acquisition. This problem has been documented at high level in all Previous Government Annual Performance reports.

1.3. The purpose:

The broader objective of this consultancy is to conduct a **Prefeasibility and feasibility study in line with the Development Committee Guidelines**. The aim is to investigate and determine the most viable option to implement the Land Valuation Infrastructure Project (LVIP). This will be achieved by assessing the demand, legal, technical, Human resource and institutional, environmental and social aspects economic, Financial, Risk and Distributional module of the proposed project.

The set of objectives is clear and unequivocal. There are however some other tasks in the ToR's that may be treated as additional objectives but equally important objectives. It is important to take note of them since they define the entire analytical process and reasoning behind the final choice of the most promising option.

2.2 Objectives of the consultancy:

- i. To come up with the Prefeasibility study in line with the DC guidelines
- ii. To come up with a Detailed Feasibility study in line with the DC guidelines.

In achieving the above task, it will involve the following activities among others;

- a) To conduct Social and Environmental Impact assessment of the proposed project component interventions to arrive at the project social / environmental cost & propose mitigation options.
- b) To conduct detailed financial & economic optimization studies in Ministry of Lands, Housing and Urban Development.
- c) To evaluate the entire operations of MoLHUD valuation system with the aim of unlocking system bottlenecks to enhance project implementation.
- iii. Explore constraints, and more importantly opportunities for developing valuation Systems in MoLHUD

3.1 Technical description/Technical Scope

The Consultant shall be expected to deliver on the following Terms of Reference;

Pre-feasibility study

The objective of the prefeasibility study is to identify and appraise the available alternative interventions that can be undertaken to achieve the project objectives and may rely on secondary data.

Appraising the options shall be done at three levels with a view to;

- i. Identify the options of delivering the project and specify the advantages and disadvantages of each identified option.
- ii. Determining whether the project objectives are best achieved through the Traditional Public Sector (TPS) or the Public Private Partnerships (PPP) modality.

Further subjecting the TPS modality (if deemed the best modality from above) to a second level option analysis. This pre-feasibility stage shall identify the most feasible alternative that the Consultant shall further analyse in detail by the feasibility study.

2. The consulting services (“the Services”) include development of valuation professionalization framework.
3. The consulting services are expected to take 90 Working days.
4. The Ministry of Lands, Housing and Urban Development now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services.
5. Interested Consultants should provide information in form of brochures, company profiles, etc., demonstrating that they have the required qualifications and relevant experience to perform the Services. The Consultants should indicate their interest in providing the Services by responding to this request for expression of interest.
6. The Expression of Interest will be evaluated based on the Public Procurement and Disposal Act and Regulations (2003 and as amended) and each Firm will need to submit **1 original and 5 copies** of the documents (**soft copy [PDF] & hard copy**).
7. The short listing criteria:
Firms shall be evaluated based on the following criteria:
 - (i) Eligibility requirements including:
 - a. Valid practicing and/or trading license 2021 or its equivalent,
 - b. Valid Tax clearance certificate
 - c. Certificate of incorporation or Registration.
 - d. Company documents including Memorandum and Articles of Association.
 - e. Copies of National Identity cards of all the Directors of the company.
 - f. Registered powers of attorney and Notarized powers of attorney for foreign firms.
 - g. Joint venture/association agreement fully signed by both parties.
 - (ii) General Experience of the firm of at least five (5) years in undertaking large scale surveys and consultancy assignments for the Government/Development sector, undertaking politically sensitive and complex evaluations, as well as the expertise in handling qualitative and quantitative studies.
 - (iii) Specific experience of the firm as spelt out below;
 - (iv) Presence of skills among the consultant’s personnel and in adequate numbers in the following areas below:

The individual Consultant firm shall have the following Expertise and Competencies

A. CAPACITY OF THE CONSULTANT FIRM;

i) Economic Capability:

- The preferred consultant firm will not be economically dependent on the contracting authority in an event that the contract is awarded,

ii) Professional Capacity:

- Has sufficient on-going staff resources and expertise to be able to handle all elements spelt out in these TORs.
- Must be registered with relevant professional bodies eg NEMA, etc
- At least 05 staff currently work for the applicant in the field related to this contract

iii) Technical Capacity:

- Has sufficient expertise and experience relevant in an inclusive Feasibility Study Valuation department intends to undertake. Past record of similar assignments is

a must. (as evidenced by completion certificates/reports)

- The prospective service provider has worked successfully on at least one project with a budget of UGX 400 Million and above in the past five years in a related field.
- The firm MUST have proven experience of at least five years carrying out feasibility studies.

B. KEY STAFF PROFILE (Roles Qualifications/ skills/ Competences and Work Experience)

The team leader will steer a competent team that shall include and not limited to the following professions; **Valuer experts, Economist/ statisticians, financial analysis, land experts, Project management professionals**

If it is considered necessary to integrate other experts with specific skills, this should be proposed in the inception report for consideration by the client.

For each specialist proposed, curriculum vitae must be provided of no more than five (5) pages setting out their relevant qualifications and experience. They should have experience in at least 2 projects of a similar nature.

1. The Team Leader/Lead Consultant:

The Feasibility study team leader will be responsible for the successful implementation of this study and delivery of all anticipated results.

This scientific study requires effective co-ordination of the inter-dependencies of the valuation systems and data analytics addressing valuation constraints and value addition forecast of any risks and issues arising during and after the study.

The team leader Shall be reporting to the Supervising Authority

- i. Must be a holder of Master's Degree in Statistics/Economics
- ii. Past experience derived from a Team leader level i.e heading a team's conducting scientific studies leading to valuation solutions at regional or continental level.
- iii. At least 10 years of working experience, 5 of which should have been spent handling project feasibility studies
- iv. Experience in advisory works related to planning and negotiating national development projects.
- v. Effective leadership, interpersonal and communication skills
- vi. Ability to command respect and to create a sense of community amongst the members of the project teams.
- vii. Good knowledge of techniques for planning, monitoring and controlling programmes
- viii. Sound business case development and approvals skills
- ix. Good knowledge of business analysis
- x. Ability to find ways of solving or pre-empting problems

- xi. Strong client management and negotiation skills
- xii. Excellent time management skills
- xiii. Effectively multi-task and impeccable organization skills
- xiv. Familiarity with safeguards policies (must have)

2. *Lead land Valuation expert:*

To lead a team of valuers in this study. The valuation expert is responsible for valuation systems, innovations, and best practices including option solutions for setting up valuation technologies translating into increased efficient and effectiveness of all types of valuations.

Qualifications and Skills Required

- i) Minimum of Bachelor's degree in – Valuation/Land Economists/Real estate
- ii) At least 5 years' work experience in a similar position
- iii) Demonstrate a solid knowledge of farming systems in East Africa
- iv) Demonstrate a high level of communication skills in both written and oral
- v) Computer skills – advanced skills in the use of Microsoft Office suite and project management applications.

3. *Business Analyst/Financial Specialist/ Economist:*

The business Analyst will lead a team that will conduct the project's economic and financial analysis, describe the macroeconomic and sector context of the project, Assess project alternatives and confirm the least-cost solution, Review cost recovery policies for all the costs to be injected in the implementation of this project, Propose a cost-recovery mechanisms (including necessary institutional arrangements) through taxes, interest rates, user charges etc. Propose management techniques for O&M and initial investment recovery plan. Estimate the detailed economic project cost for the selected alternative, applying appropriate disaggregation of costs, standard conversion factors, and shadow prices as required. Identify all quantifiable and unquantifiable project economic benefits, considering both with and without scenarios, as well as incremental and non-incremental benefits. Prepare financial projections for operations 10 years after project completion. Compute relevant financial indicators for the Land Valuation Infrastructure Development Project to assess financial viability; Assess the financial viability of the project; Estimate economic and financial internal rates of return and perform sensitivity analyses, including switching values and calculation of the real weighted-average cost of capital; Is required to articulate solutions that will transform the valuation Department and Ministry towards improving land valuation services in the Country.

Qualifications and Experience required

- i) The Economist/Financial specialist should possess a minimum of Master's Degree in Finance /Business Administration or related field and Post graduate qualifications in Project Management or related business field. He/she should have at least ten years'

experience in Project Management or consultancy work in feasibility studies of big projects

- ii) Analytical, mathematical and creative problem-solving skills.
- iii) Should have been continuously engaged for 04 years or more in advisory functions involving business process design and improvement, and large projects business modelling assignments.
- iv) Experience in consultancy related to investment advisory work or auditing work in commercial enterprises.
- v) Strong technical understanding of fundamentals of business plans, programming frameworks (e.g Log-frames, Scorecards, financial analysis and Processing engineering tools).
- vi) Demonstrated project management skills in agribusiness, manufacturing or project management will be an added advantage.
- vii) Traceable excellence in written and oral communication skills

4. Environmental Scientist: lead expert of Environmental Scientists and responsible for Ecological Evaluations/Environmental Risk Assessments in accordance with the NEMA & MoFPED requirements.

Qualification & experience

- i. MSc/BSc in Environmental Science, Geology, Environmental or related disciplines
- ii. 3+ years' experience performing related duties
- iii. Added advantage: experience in GIS/AutoCAD, 40 Hour OSHA training, Soil/groundwater/permeability characterization for river water management systems

5. Sociologist:

Head of team of sociologists responsible for conducting the project's Socio-Economic Diagnostic Study in search for alternative investment options in view of social costs vs social benefit of the key project stakeholders. They will also ensure that the policies/investments being developed in the proposed project are socially sound, responding to both equitable and sustainable considerations and in accordance with GoU development policies

Qualifications and skills

A Master's Degree in Sociology and any other post graduate qualification, preferably in an applied social science, development economics, or related fields, though science and engineering graduates with relevant postgraduate work experience will also be desired. A higher degree in a related field will be well regarded.

General professional experience

- 5 years professional experience related to social aspects of development;
- Fluency in spoken and written English;

- 1 or more similar assignments in a agro-business analysis & project design
- Experience in planning, implementing and interpreting social surveys.
- Familiarity with UDB's safeguards policies (desirable);

6. IT expert:

She/he will lead a team of ICT experts and GIS technicians to carry out surveys of the various components of the project to guide on the Valuation IT infrastructure and technologies.

Qualifications and skills

The IT/ GIS Expert: must have a minimum of Master's degree in ICT or GIS technologies. The expert must have a 5 years professional experience.

8. Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. However the EOI should specify the nature of association i.e. whether joint venture or sub-consultancy.
9. A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method set out in the Consultant Guidelines.
10. Further information can be obtained at the address below during office hours from **08:00 to 17:00 hours (Local Time):**
The Head of Procurement and Disposal Unit

Ministry of Lands, Housing and Urban Development,

First Floor, Room 17 Parliament Avenue,

Kampala- Uganda

Telephone +256 414 345298

E-mail: pdumlhud@gmail.com or bids.procurement@mlhud.go.ug

11. Written Expressions of Interest must be delivered physically or by courier to the address above by **10:00 am on 25th February 2021.**

12. Proposed Schedule

Activity	Date
Invitation for Expression of Interest (EOI)	9th February 2021
Closing Date for Submission of (EOI)	25th February 2021 at 10:00Am
Short listing and process and necessary approvals	1st – 30th March 2021
Issuance of RFP	1st April 2021
Pre-Bid Conference	13th April 2021 at 10:00Am
Closing Date for Submission of Proposals	23rd April 2021 at 10:00Am
Evaluation of Technical and Financial Proposals	26th April to 26th May 2021

Negotiations and contracting	17th June 2021
Contract Signing	After Solicitor General's Clearance

Dorcas W. Okalany (Mrs.)

Permanent Secretary