



**THE REPUBLIC OF UGANDA**

**MINISTRY OF LANDS, HOUSING AND URBAN  
DEVELOPMENT**

**UGANDA SUPPORT TO MUNICIPAL INFRASTRUCTURE DEVELOPMENT  
PROGRAM-ADDITIONAL FINANCING (USMID-AF)**

**Terms of Reference**

**For**

Consultancy Services for undertaking Engineering Designs and ESIA/RAP  
studies for Slaughter Houses in Nine (9) Cities and Eleven (11) Municipal  
Councils

August 2023

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# 1. INTRODUCTION

## 1.1 Background

The Ministry of Lands, Housing and Urban Development (MLHUD) has been implementing the Uganda Support to Municipal Infrastructure Development Additional Financing (USMID-AF) program with funding from the World Bank to the tune of US\$ 360 million over 5 years running from January 2019 to December 2023. USMID-AF is implemented in 22 urban councils<sup>1</sup> and 11 District Local Governments<sup>2</sup> hosting refugees.

The overall Program objective is to enhance the institutional performance of Program Local Governments to improve urban service delivery. The Program aims at achieving three broad result areas namely: (i) Enhancing the institutional capacity of the Program in 22 Cities/Municipalities; (ii) Support to the 11 selected Refugee Hosting Districts and (iii) Expanded urban infrastructure developments in cities and Municipalities.

Urban infrastructure developments in Cities and Municipalities is undertaken through three key actions:

- a) Engineering designs, Environmental/Social Impact Assessments (ESIA) and Resettlement Action Plans (RAP) of proposed projects and tender documentation. This is executed through consultancy services procured by MLHUD.
- b) Upgrading and construction of urban infrastructure as outlined in Section 2.6 of Program Operational manual (POM) which include: roads and transportation facilities; local economic infrastructure such as markets, taxi/bus terminals, slaughter houses, leisure parks and urban beautification; solid waste management structures and storm water drainage structures. This is executed through procurement of civil works contracts by the respective Cities/Municipal Councils.
- c) Construction supervision of the designed facilities under (i) and (ii) above by Consulting Firms/s procured by the respective Cities and Municipalities.

At the beginning of USMID-AF program, a number of sub-projects were designed, many of which are either completed or construction is still in progress. Among the sub-projects under implementation are slaughter houses. In view of the proposed 2<sup>nd</sup> phase of USMID, the Ministry is in the process of undertaking a comprehensive assessment of slaughter houses in participating urban Local Governments and prepare designs for implementation in the follow-on program.

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<sup>1</sup> Arua City, Gulu City, Kitgum MC, Lira City, Apac MC, Soroti MC, Moroto MC, Mbale MC, Tororo MC, Busia MC, Jinja City, Kamuli MC, Lugazi MC, Entebbe MC, Masaka City, Mubende MC, Mbarara City, Ntungamo MC, Kabale MC, Kasese MC, Fort Portal City and Hoima City.

<sup>2</sup> Arua District, Adjumani District, Moyo District, Yumbe District, Lamwo District, Obongi District, Madi-Okolo District, Terego District, Kiryandongo District, Kamwenge District and Isingiri District.

## 1.2 State of Slaughter Houses in Urban Centres

Slaughter houses in urban areas of the USMID Participating Local Governments are currently in a state of disrepair. Figure 1-1 shows the current state of some of the slaughterhouses in urban areas.

These slaughterhouses are characterised by many challenges including:

- ❖ Dilapidated buildings, some of them having gone beyond design life,
- ❖ Structures not built to the required standards,
- ❖ Poor drainage for rainfall runoff and wastewater from the facilities,
- ❖ Poor maintenance practices, some with visible blood stains everywhere,
- ❖ Lack of adequate spaces including lack of worktops
- ❖ Poor waste disposal
- ❖ Inappropriate location in view of increased urbanization and changes in land use and
- ❖ Lack of/poor sanitation facilities.

With the exception of Hoima City where construction of a modern slaughterhouse is underway, the situation is similar in the other twenty (21) program participating Local Governments.

The Ministry is undertaking to prepare standalone studies for slaughterhouses to ensure their peculiar challenges are comprehensively addressed. This study will cover Nine (9) cities<sup>3</sup> and Eleven (11) MCs<sup>4</sup>. Entebbe MC is excluded since it falls under a similar program of Greater Kampala Metropolitan Area Urban Development Program (GKMA-UDP). Hoima City is also excluded since it now has modern facilities.



Jinja slaughter house

<sup>3</sup> Includes Cities of Arua, Gulu, Lira, Soroti, Mbale, Jinja, Masaka, Mbarara and Fort Portal.

<sup>4</sup> Includes Municipalities of Kitgum, Apac, Moroto, Tororo, Busia, Kamuli, Lugazi, Mubende, Ntungamo, Kabale and Kasese MC.





Apac Slaughterhouse



Arua Slaughterhouse



Kamuli Slaughterhouse



Kasese Slaughterhouse



**Figure 1-1 State of Slaughterhouses in some of the Program Participating Local Governments**

## **2. OBJECTIVES OF THE CONSULTANCY SERVICES**

The overall objective of this assignment is to carry out comprehensive Needs Assessment, Architectural, structural, electro-mechanical services designs, ESIA/RAP studies and Tender Documentation for construction of slaughter houses in Nine (9) Cities and Eleven (11) MCs.



### 3. SCOPE OF THE CONSULTING SERVICES.

#### 3.1 General

This consultancy involves carrying out all activities that will lead to implementation of slaughter houses in the selected program participating Local Governments. These Terms of Reference (TORs) specify the tasks and duties of the Consultant for undertaking a review and update of existing designs and for conducting new Engineering studies, ESIA & RAP studies and Tender Documents for selected infrastructure sub-Projects. It will be the Consultant's responsibility to ensure that all intended outputs are delivered in the most efficient and effective manner ensuring value for money at all times. The Consultant shall ensure that all approvals by relevant sections of Government as required by law are done timely.

#### 3.2 Specific Tasks

The Consultant shall be required to undertake the following tasks during the assignment:

##### ***3.2.1 Inception Phase***

- a) ***Review/Study of Existing Documents:*** The Consultant shall study and become fully acquainted with all the existing relevant documents about the program. The Consultant is required to pay particular attention to any existing designs of all the planned/constructed infrastructure, physical development plans, master plans, and policy documents as may be necessary during the performance of the assignment.
- b) ***Review of Design Standards:*** The Consultant shall undertake a review of the existing standard documents and relevant regulations for the design of slaughterhouse infrastructure and shall agree with the Client on the Minimum design features to be incorporated in the proposed design.
- c) Carry out initial Site Visits to all sub-project sites to confirm the current conditions.
- d) Undertake Stakeholder Mapping, prepare a stakeholder engagement plan detailing how each stakeholder will be consulted/engaged during the assignment and commence on the engagements.
- e) Prepare an inception report with a detailed interpretation of the terms of reference, clearly stating the approach, methodology, work plan and instruments/tools for undertaking the assessment, initial findings and data so far collected for the assignment following the outline given under ***Annex 2***

##### ***3.2.2 Feasibility Study and Preliminary Design Stage***

- a) ***Carry out a Detailed Baseline and Needs Assessments:*** The Consultant shall conduct a detailed baseline and Needs Assessment of all the slaughterhouses in the participating local governments using (but not limited to) the outline presented in ***Annex 1.***



- b) Carry out all economic studies necessary for establishment of the economic benefits of slaughterhouses through socio-economic surveys so as to predict the cost benefit analysis and economic growth contribution of the sub-projects.
- c) Carry out topographical and cadastral surveys of the proposed infrastructure to establish the extent of available land and any encroachment and occupation that may exist. The output from the surveys shall enable the Consultant to propose the best and most economical way to utilize the available land or propose appropriate locations in accordance with the approved physical development plans.
- d) Carryout preliminary geotechnical investigations
- e) Carry of Scheme Designs of the infrastructure
- f) Prepare preliminary costs estimates through analyzing current construction rates, trends in inflation for different local and imported materials, labour and plant costs determine suitable rates for this contract and then discuss and agree the rates with the Client;
- g) Prepare a summary of design options including a recommendation of the preferred option to facilitate quick decision making.
- h) Carry out an economic evaluation of the infrastructure. The analysis shall detail expected costs and benefits for the duration of the project's post completion design life. The Consultant shall calculate and show the following five decision criteria. (i) Net Present Value (NPV), (ii) Internal Rate of Return (IRR), (iii) Net Present Value Over Cost Ratio (NPV/C), (iv) First Year Rate of Return, and (v) Switching Values.
- i) Prepare a Feasibility study preliminary design report using the outline in ***Annex 2***.

### ***3.2.3 ESIA/RAP***

The Consultant shall carry out the following activities in relation to ESIA & RAP studies and prepare specific reports as guided under ***Annex 3&4***;

- a) To identify and assess the potential environmental and social impacts and risks for the planned infrastructure sub-projects.
- b) To recommend enhancement measures for positive environmental and social impacts and mitigation measures for the negative environmental and social impacts
- c) To prepare appropriate Resettlement Action Plans (RAP) where necessary for the sub-projects for approval by the Chief Government Valuer (CGV)
- d) To prepare an Environmental and Social Impact Assessment (ESIA) Report with Environmental and Social Management and Monitoring Plans for review and clearance by the Ministry.

The following shall constitute specific activities for ESIA & RAP. The ESIA will involve investigations on social aspects, economic activities, conservation of natural resources, historical and anthropological heritages, public consultations and disclosures. The consultancy shall mainly encompass the following tasks;

### **(a) Prepare Environmental and Social Impact Assessment Reports**

- ❖ Environmental & Social scoping and Terms of Reference
- ❖ Detailed Desk-top Review
- ❖ Stakeholders' Consultations and engagements
- ❖ Establishing baseline conditions
- ❖ Legislative and Regulatory Framework
- ❖ Assessment of Potential Environmental and Social Impacts and risks
- ❖ Identification of Impact Enhancement and Mitigation Measures
- ❖ Analysis of Project Alternatives
- ❖ Environmental and Social Management and Monitoring Plans (ESMMP)
- ❖ Submission of ESIA Reports and RAPs

### **(b) RESETTLEMENT ACTION PLAN (RAP)**

- ❖ Review of Legal and Institutional Framework
- ❖ Determination of eligibility for compensation
- ❖ Definition of Scope of Land/Property Survey and Valuation
- ❖ Property Survey
- ❖ Valuation
- ❖ Preparation of Resettlement measures
- ❖ Site selection, Site preparation and Relocation
- ❖ Housing, Infrastructure and Social Services
- ❖ Environmental Protection and Management
- ❖ Community Participation
- ❖ Integration with Beneficiary communities
- ❖ Grievance Redress Procedures
- ❖ Organizational Responsibilities
- ❖ Implementation Schedule
- ❖ Costs and Budget
- ❖ Monitoring and Evaluation
- ❖ Reporting

### ***3.2.4 Detailed design Stage***

The Consultant shall carry out the following activities during detailed design:

- a) Undertake detailed geotechnical investigation for all the feasible and prioritised sub-projects including.
  - ❖ Site Reconnaissance — Performed a site reconnaissance to review general site conditions;
  - ❖ Subsurface Investigation — Excavation of at least two (2No) Trial Pits in each of the facility site investigated to a minimum depth of 3.0m, conducting two (2No) Light weight Dynamic Penetration Tests (DPTs) each to a minimum depth of 3.0m, retrieving of Disturbed and Undisturbed samples in each Excavated

- Trial Pit at a depth of 1.5m and at 3.0m where the soil profile changed beyond 1.5m depth;
- ❖ Laboratory testing — Testing was conducted on both Disturbed and Undisturbed recovered soil samples including natural moisture content, Atterberg limits, Particle size distribution, Direct shear and one-dimensional consolidation;
  - ❖ A detailed Geotechnical Report.
- b) Prepare detailed designs (including architectural, civil, structural, M&E systems, drainage, security systems, etc) for the infrastructure to ensure that they are compliant with the current and future needs of the users.
  - c) Prepare detailed engineering drawings and submit them in both Autocad and PDF
  - d) Carryout Unit Rate Analysis and Cost estimation: The Consultant shall undertake market surveys and prepare detailed quantities and cost estimates using established design techniques, and best practice recommendations and following MoWT general Specifications. The Unit rates shall be analysed for all items of works providing all required details and explanation. The cost estimates shall be appropriately worked out separately for all proposed infrastructure services and facilities provided in the investment menu. All forms of applicable taxes shall be incorporated in the cost analysis.
  - e) Prepare tender documents for the civil works. The Consultant shall prepare Tender Documents to allow for the procurement of works based on Standard PPDA documents including: Standard Bidding Docs (Vol. 1), Bill of Quantities (Vol 2), Specifications and (Vol 3) and Drawings (Vol 4)
  - f) Detailed Engineering Design Report: The Consultant shall prepare detailed engineering Reports using the outline proposed in ***Annex 2***.

#### **4. QUALIFICATION AND RELEVANT EXPERIENCE OF THE FIRM**

The consulting firm should meet the following requirements;

- a) General experience of at least 5 years in undertaking engineering designs/studies;
- b) Specific experience of having completed at least two (2) assignments of similar nature involving building infrastructure;
- c) Evidence of availability of required experts for the assignment (attach fully signed current CVs, copies of academic certificates/ transcripts and copies of National IDs/Passports).

## 5. EXPERT TEAM COMPOSITION AND INPUT

The Consultant shall employ well qualified and competent professional staff at all times in the execution of the assignment and shall therefore propose a team of experts that is fully able to deliver the services in accordance with the requirements of the assignment. The Consultant is free to optimally organise his resources as he wishes but the key personnel must be provided for.

The Consultant shall complete the Team Composition and Task Assignment in sufficient detail to ensure that all technical requirements fall under the responsibility of a named expert. The Consultant shall submit signed CVs for all the Key Staff in their proposed team with a confirmation from each staff that they shall be available for the assignment. All CVs must meet the minimum requirements to be considered compliant. The Consultant shall replace any key staff who scores less than 75%. The Consultant may propose support staff of special interest and relevance to the assignment. However, their associated costs shall be taken to have been included under the fees for key staff.

The Consultant's proposal should include as a minimum the following Ten (10) Key Professional staff presented below all contributing to **60 person-months** for the entire consultancy.

- 1) **A Team Leader** who shall be a Practising/Registered Architect, with qualifications of at least Bachelors Level in Architecture or equivalent, plus experience as Lead Consultant of five (5) similar assignments (in nature and magnitude).
- 2) **A Structural/Civil Engineer** who shall be a Registered Engineer, with qualifications of at least Bachelors Level in Structural / Civil Engineering or equivalent, plus experience as Structural / Civil Engineer of five similar assignments (in nature and magnitude).
- 3) **A Materials Engineer** who should be a qualified chartered or registered Civil Engineer with a degree in Civil Engineering plus experience of having undertaken a minimum of five (5) assignments.
- 4) **A Quantity Surveyor** who shall be a Registered Quantity Surveyor, with qualifications of at least Bachelors Level in Quantity Surveying / Building Economics or equivalent, plus experience as Quantity Surveyor of five (5) similar assignments.
- 5) **A Socio-Economist** who shall be a Social Scientist or Economist, with qualifications of at least Bachelors Social Sciences/Economics or equivalent, plus experience as Socio-Economist of five (5) similar assignments.
- 6) **An Environmentalist** who shall be a registered Environmental Practitioner with the National Environment Management Authority (NEMA), with qualifications of at least Bachelor's degree in Environmental Sciences or equivalent, plus experience as an Environmentalist of five (5) similar assignments.

- 7) **An Electrical Engineer** who shall be a Registered Engineer, with qualifications of at least Bachelors Level in Electrical Engineering or equivalent, plus experience as Electrical Engineer of five (5) similar assignments.
- 8) **A Mechanical Engineer** who shall be a Registered Engineer, with qualifications of at least Bachelors Level in Mechanical Engineering or equivalent, plus experience as Mechanical Engineer of five (5) similar assignments.
- 9) An Architect who shall be responsible for preparing/reviewing the architectural designs and drawings of buildings (and related structures) and beautification of projects to international standards, both for new and rehabilitated buildings/structures. He/She shall have not less than 6 years general post graduate experience and 3 years specific experience on assignments of a similar nature to this project. He/She must be registered with at least Bachelor's Degree in Architecture.
- 10) **Senior Land Surveyor** who should be a qualified and competent professionally registered Surveyor with a relevant degree in land surveying plus experience of at least five (5) similar assignments.

**Table 2: Minimum Key Professional Staff Requirement**

S/No.	Key Staff	Estimated Input (Person months)
(1)	Team Leader/ Architect	8
(2)	Structural Engineer	7
(3)	Materials Engineer	4
(4)	Quantity Surveyor	6
(5)	Socio-economist	7
(6)	Environmentalist	7
(7)	Electrical Engineer	5
(8)	Mechanical engineer	5
(9)	Architect	7
(10)	Land Surveyor	4
	<b>TOTAL PERSON-MONTHS</b>	<b>60</b>

## **6. MANAGEMENT OF THE ASSIGNMENT**

### **6.1 Obligations by the Client**

The MoLHUD is the Client and responsible for the overall oversight supervision of the assignment. The client shall constitute a technical committee to review, assess and qualify the designs and other reports as presented by the consultants. For purposes of managing the assignment and receiving communications/issuing notices, the Program Coordinator shall be the contact person. The program Coordinator shall be responsible for the overall management of the assignment.



The Client shall also provide the following services to the consultant:

- a) Liaison services with other stakeholders considered essential for proper execution of the assignment
- b) Coordinate with other stakeholders to be engaged during the assignment through provision of introduction letters to the consultant
- c) Make timely payment to the consultant for labour and reimbursables accrued with client consent and or provide reimbursable in kind.

## **6.2 Obligations by the Consultant**

### **6.2.1 Progress Review Meetings**

The Consultant shall ensure that regular meetings and interfaces with the Client are held during the consultancy assignment. The Consultant shall be proactive in organizing such meetings to clarify on aspects of the assignment as and when required. This shall also include interfacing with Participating City/Municipal Councils and other stakeholders to the project. During the execution of the assignment there shall be at least one Consultant-Client meeting every month. The Contract manager may also call on the Consultant for a meeting at any time during the assignment to provide clarification on any issues that may arise. **During these monthly meetings the Consultant shall present progress of the assignment and seek approvals for key infrastructure design features.**

The Consultant shall ensure that key stakeholders are kept informed of the progress of work and particularly on the key design features of the infrastructure. The Consultant shall propose a schedule for such meetings/interface and proceed to arrange, convene and meet the associated costs for such meetings. The Client shall always be informed of the schedule for such meetings.

### **6.2.2 Particular Requirements for Reporting and Approvals**

- a) All reports prepared by the Consultant shall be approved by the Ministry of Lands, Housing and Urban Development. Prior to approval, the consultant shall be required to make presentations to key stakeholders.
- b) The MoLHUD will cause an engagement of the key stakeholders including all the participating LGs, Utility providers, and other government Ministries, Departments and Agencies (MDAs) for validation. The Consultant shall use the engagements to obtain comments that shall be utilised to make final reports.
- c) Form and Language of Reports: The Consultant shall submit written reports in the English Language, in addition to drawings and other pertinent technical illustrations, at the end of each stage. All Reports shall be submitted in hard copy and soft copy as scheduled in the **Table 3**. Soft copies shall be submitted as PDF files and must have corresponding files in the original computer software format such as Microsoft Word, Microsoft Excel, Microsoft Power Point, AutoCAD, Arc GIS, etc.

- d) The Consultant shall take into account all comments received from concerned parties and modify or cause to be modified the reports, drawings and documents accordingly.
- e) All Data shall be in units of the metric systems and all prices shall be quoted in Uganda Shillings.
- f) The general paper format for presentation of reports shall be Size A4 (210 x 297mm) with A4 multiples folded down to that size, except for drawings where appropriate paper sizes shall be used.
- g) The Consultant shall bear the cost of printing and reproduction of all Reports and documents under this assignment as well as all associated cost of submissions and obtaining of approvals/comments as appropriate.

### **6.2.3 Failure to comply with Reporting Schedule**

Reports and documents to be submitted by the Consultant shall comply with the implementation schedule of the assignment. Failure on the part of the Consultant to meet submission deadlines will attract a penalty amounting to 0.05% per day of the payment due to the consultant.

### **6.2.4 Consultant's Performance Guarantee**

The Consultant shall remain liable for breach of its obligations to perform for a period up to substantial completion of designed sub-projects. In the event of omissions discovered during civil works construction, the consultant shall be called up to rectify at its own cost within the time requirements of the Client.

### **6.2.5 Cost of making changes to Reports and documents**

In the event that the Consultant's reports or designs and documents are found unacceptable at any stage of the project, the Consultant will resubmit revised reports or documents or designs at no additional cost. Any revisions required by the Client following submissions for approval will be completed by the Consultant within the lump sum cost of the consultancy fees and expenses.

### **6.2.6 Facilities Provided by the Consultant for the Duration of the Services**

The Consultant shall make his own arrangement for accommodation, office, transportation, surveying equipment, insurance etc. and all costs are deemed to be included in the contract price.

## **7. TIME FRAME**

The overall duration of the assignment is expected to be 8 calendar months. The Consultant should therefore prepare an activity schedule with all activities to fit within this timeframe and clearly indicating the critical path based on the available time.

## 8. KEY DELIVERABLES

The Consultant shall report to the Program Coordinator, USMID-AF. The Consultant shall submit both written (in English) and electronic copies at each stage for review and / or approval as summarised in **Table 3**. All the data and analysis used during the design shall be handed over to the Client electronically. Each report shall be submitted in draft form for Client review and as a final report incorporating Client comments. The draft copy shall be delivered with 3 copies delivered to each Participating LGs and 3 to the Client while the Final copy shall be 4 copies to each of the participating LGs and 4 to the Client.

At the end of the assignment, the Consultant shall not claim any right of authorship or design patent of the reports submitted during the assignment.

**Table 1 Key Contract Deliverables<sup>5</sup>**

Item	Report	Time Frame
(1)	Inception Report	Within 1 Months from Commencement Date
(2)	Scoping Reports and ToR	Within 2 Months from Commencement Date
(3)	RAP Methodology	
(4)	Baseline and Needs Assessment Report	Within 4 Months from Commencement Date
(5)	Topographical Survey Report	
(6)	Feasibility and Preliminary Design Report	
(7)	Draft ESIA and RAP	Within 4 Months from Commencement Date
(8)	Geotechnical investigations	Within 7 Months from Commencement Date
(9)	Final Detailed Design Reports	
(10)	Final Tender Documents	
(11)	Monthly Progress Reports	Within 7 days from end of month
(12)	<b>Final ESIA Approved by NEMA</b>	<b>Within 8 Months from Commencement Date</b>
(13)	Approved RAP Report	
(14)	Completion Report	

## 9. PAYMENT SCHEDULE

**Table 2 Proposed Payment Schedule**

Item	Report	Percentage
(1)	<ul style="list-style-type: none"> <li>▪ Inception Report</li> <li>▪ Corresponding Monthly Progress Reports</li> </ul>	15%
(2)	<ul style="list-style-type: none"> <li>▪ Baseline and Needs Assessment Report</li> <li>▪ Scoping Reports and ToR</li> <li>▪ RAP Methodology</li> <li>▪ Topographical Survey Report</li> <li>▪ Feasibility study and Preliminary Design Report</li> <li>▪ Corresponding Monthly Progress Reports</li> </ul>	30%

<sup>5</sup> Each output is to be presented to the Client for discussion, validation and approval

<b>Item</b>	<b>Report</b>	<b>Percentage</b>
(3)	▪ Draft ESIA & RAP Reports	15%
(4)	▪ Geotechnical Investigations Report ▪ Draft Detailed Design reports	15%
(5)	▪ Final Detailed Design Reports ▪ Unit rate Analysis Report ▪ Confidential cost estimates, ▪ Tender Documents ▪ All design data including editable files (survey data, rainfall data, soils & geotechnical data, CAD drawings, Maps, Photographs etc.) ▪ Corresponding Monthly Progress Reports	20%
(6)	▪ Final ESIA Approved by NEMA ▪ Approved RAP Report ▪ Completion Report	5%
	<b>Total</b>	<b>100%</b>

## **10. ANNEXES**

### **Annex 1-Baseline Information Guide for Slaughterhouse**

- a) Name of the Facility
- b) Location (LCI, Ward, Division)
- c) GPS Coordinates (UTM)
- d) Size of the Land available for the facility (Acres)
- e) Indicate Status of Ownership of Land for the facility (Provide name of Title Holder if Titled, otherwise indicate not titled)
- f) Number of Animals slaughtered at the facility per day
- g) What are the current challenges of this facility?
- h) How are you handling the above challenges?
- i) Provide at least 4 pictures from the facility taken from different directions/areas, including inside the facility
- j) Comment on the location of the facility in relation to social, economic and environmental considerations
- k) Is the facility working at its capacity?
- l) What capacity do you require to sort out animal slaughtering in your entity?
- m) Ascertain the availability of land for the necessary improvements.
- n) Do you have other slaughterhouses in operation in your entity? If yes, provide the names, ownership and number of animals slaughtered per day
- o) Indicate the number of animals per day that are slaughtered in the entire town per day?
- p) Current annual revenue collected by the Municipal Council from the facility and expected revenue after the rehabilitation.

### **Annex 2: Outline of Key Reports**

#### **Outline of Inception Report**

- (a) Executive Summary
- (b) Introduction
- (c) Consultants' mobilization status
- (d) Updated Methodology including Workplan
- (e) Consultants Understanding of the Assignment
- (f) Status of Desk studies
- (g) Review of Design Standards
- (h) Data collection Methodology and tools
- (i) Field/site visits and preliminary findings
- (j) ESIA scoping report
- (k) Stakeholder Mapping and Engagement
- (l) Issues that require Client attention and communication
- (m) Appendices
  - (i) Attendance sheets for stakeholder meetings



- (ii) Minutes of meetings
- (iii) Correspondences made with the Client
- (iv) Updated List of Sub-Projects
- (v) Updated Workplan (Gantt Chart)
- (vi) Stakeholder Engagement Plan/Matrix
- (vii) Confirmation of availability of key staff
- (viii) Photographs from field visits.
- (ix) Comments Redress Matrix.

### **Outline Baseline and Needs Assessment Report**

- 1) Executive summary
- 2) Introduction (Background, Objectives of the study, Scope of the assignment, summary of completed tasks)
- 3) Collection and review of Existing Background Data
- 4) Description of the Study Area
- 5) Topographic and cadastral surveys
- 6) Infrastructure Condition Surveys
- 7) Socio-economic Surveys
- 8) Infrastructure Needs Assessment
- 9) Conclusions and Recommendations
- 10) Appendices
  - ✓ Inventory of Existing Facilities
  - ✓ Response matrix to Stakeholder's comments

### **Outline for Feasibility Study and Preliminary Design Report**

- a) Executive summary
- b) Acronyms and Abbreviations
- c) Introduction
- d) Approach and Methodology for the Assignment
- e) Cadastral and Topographical surveys
- f) Outline of Environmental and social considerations for Design
- g) Preliminary Geotechnical investigations
- h) Preliminary Architectural and engineering designs
- i) Preliminary Cost Estimates:
- j) Economic Evaluation
- k) Analysis of Design options
- l) Recommendations for Detailed Designs
- m) References
- n) Appendices:
  - (i) List of stakeholders consulted during the study
  - (ii) Cadastral and Topographical surveys and reports
  - (iii) Needs Assessment Report
  - (iv) Response matrix to previous comments,

## **Outline for Detailed Design Report**

- (a) Executive summary
- (b) Introduction
- (c) Outline of Environmental and social considerations for Design
- (d) Detailed Geotechnical, materials sources and investigations
- (e) Architectural and Engineering Design of Facilities
- (f) Structural Design
- (g) Design of M&E systems
- (h) Cost estimation including unit Rate Analysis
- (i) Tender documentation and Contract Packaging
- (j) References
- (k) Appendices:
  - (i) Tender Documents: (SBD, BoQs, Specifications/work requirements and Drawings)
  - (ii) Detailed Geotechnical and Materials Investigations Report including their raw data.
  - (iii) Response matrix to previous comments:
  - (iv) Minutes of Review meeting, attendance sheets

## **Contents of the ESIA Report**

The consultant will submit detailed ESIA reports including among others, the following sections;

- (a) Cover page.
- (b) Table of contents.
- (c) List of acronyms.
- (d) Executive Summary with maps and photographs.
- (e) Introduction.
- (f) Description of the proposed project.
- (g) Description of the area of influence and environmental baseline conditions.
- (h) Environmental and Social Baseline Conditions
- (i) Discussion of Uganda's relevant policy, legal, regulatory, and administrative frameworks.
- (j) Discussions of the WB Safeguard Policies triggered by the proposed project.
- (k) Presentation of consultations with relevant stakeholders and affected persons (Themes and Sub themes will be created on the key issues arising out of the consultations).
- (l) Discussion of alternatives/Alternative analysis
- (m) Methods and techniques used in assessing and analyzing the environmental and social impacts of the proposed project.
- (n) Discussion of the environmental and social impacts of the proposed project.
- (o) Discussion of the proposed mitigation measures.
- (p) Discussion on Cumulative Impacts.
- (q) Environmental and Social Management Plan with detailed budget

(r) Appendices e.g.

- ✓ Maps and photographs,
- ✓ Stakeholder registration records
- ✓ Codes of Conduct for the Contractors and Workers
- ✓ Physical Cultural Resources Management Plan and Chance Finds Procedures
- ✓ Contractor Community Engagement guidelines
- ✓ HIV/AIDS Control and Management Plan
- ✓ Accident Reporting guidelines
- ✓ Health, Safety and Environmental reporting guidelines, Smoking guidelines
- ✓ Guidelines for establishment, operation and decommissioning workers' camps
- ✓ Guidelines for establishment, operation and decommissioning of borrow pits

### **Structure of the RAP report**

The RAP report will contain among others the following;

- (a) Cover page
- (b) Executive summary;
- (c) Background (Including a brief description of the road route location)
- (d) Objectives
- (e) Conceptual orientation (Ugandan laws, World Bank guidelines, general ideology)
- (f) Baseline information (Socio-Economic data, survey data, valuation data, FAQs)
- (g) Inferences/conclusions
- (h) Proposed actions;
  - ✓ Mitigation strategies, Cash/in kind/consequential
  - ✓ Consultations
  - ✓ Relocation
  - ✓ Cultural artefacts
  - ✓ Chance findings
- (i) Grievance Redress Mechanism
- (j) Proposed arrangements including Staff, Responsibilities, Third parties, M&E, Time, Cost
- (k) References using American Psychological Association (APA format).
- (l) Appendices (within same document) which will among others include
  - i. Social Economic Survey Questionnaires, PAPs Photographs
  - ii. Sub-project's location schematic
  - iii. Public Consultation and Disclosure Report
  - iv. Survey Report (Stand Alone documents) In both hard and soft copy in and AutoCAD format
  - v. Strip maps with GPS coordinates of all PAPs including block identification numbers
  - vi. Survey forms
  - vii. Valuation Report (Stand Alone documents) in hard and soft copy

- viii. List of PAPs with their respective value of property and crops
- ix. Valuation forms duly signed by the Valuer, SE data (hard copies)

### **Annex 3: GUIDANCE FOR PREPARING OF ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT**

The Consultant shall review and update existing ESIA studies and RAP reports and carry out new studies where they have not been conducted.

In general, ESIA & RAP studies shall be carried out:

- a) To identify and assess the potential environmental and social impacts and risks for the planned infrastructure sub-projects.
- b) To recommend enhancement measures for positive environmental and social impacts and mitigation measures for the negative environmental and social impacts
- c) To prepare Resettlement Action Plans (RAP) for the sub-projects for approval by the Chief Government Valuer (CGV)
- d) To prepare an Environmental and Social Impact Assessment (ESIA) Report with Environmental and Social Management and Monitoring Plans for review and clearance by the Ministry for Lands, Housing and Urban Development and approval by National Environment Management Authority (NEMA).

The following shall constitute specific activities for ESIA & RAP. The ESIA will involve investigations on social aspects, economic activities, conservation of natural resources, historical and anthropological heritages, public consultations and disclosures. The consultancy shall mainly encompass the following tasks;

#### **(i) Environmental & Social scoping and Terms of Reference**

The consultant shall undertake initial environmental and social scoping of the planned projects to understand the inherent impacts and risks. The draft scoping and terms of reference shall be submitted to the Client for review and subsequently submit revised reports for approval by NEMA. Preparation of the Scoping report shall involve preliminary consultations with key stakeholders and review existing reports like Engineering Feasibility and designs, Scoping report, ESIA Terms of Reference (ToRs), Project Appraisal Document, Project Operational Manual among others. It shall clearly define the geographical scope, ecological and socio-economic aspects of the sub project in the given clusters and carry out preliminary assessment of impacts and risks. It shall refine work plan for the full ESIA.

#### **(ii) Detailed Desk-top Review**

Throughout the ESIA process, the Consultant is to review all existing reports like Engineering Feasibility and designs, Scoping report, ESIA Terms of Reference (ToRs), Project Appraisal Document, Project Operational Manual, ESIA reports for similar projects, progress reports, minutes, among others. This will enable Consultant to concisely describe each sub-project assessed, its geographic, ecological, general layout including maps and socio-economic aspects at appropriate scale and refining the data collection plan.

#### **(iii) Stakeholders' Consultations and engagements**

The Consultant will make arrangements for stakeholders' consultations with the affected/benefiting communities, political and technical leadership, Divisions, Districts, Wards



and Sub Counties. Other relevant stakeholders include but are not limited to the Ministry of Works and transport, Ministry of Lands, Housing and Urban Development, National Environment Management Authority, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Gender, Labour and Social Development, District/City Roads Committees, Utility Bodies.

The following are the stages and some of the issues for consultations:

<b>Stage</b>	<b>Issues for consultations</b>
Inception	<ul style="list-style-type: none"> <li>➤ Agreement on selected projects</li> <li>➤ Objectives and Scope of the assignment</li> <li>➤ Participation of stakeholders</li> <li>➤ Introduction of experts and availability of counterpart staff</li> <li>➤ Availability of right of way</li> </ul>
Draft design	<ul style="list-style-type: none"> <li>➤ Design processes and findings</li> <li>➤ Conceptual drawings</li> <li>➤ Design options</li> <li>➤ Challenges and recommendations</li> <li>➤ Encumbrances</li> <li>➤ Relocation of utilities</li> <li>➤ Environmental, safety and social issues</li> </ul>
Detailed Design Stage	<ul style="list-style-type: none"> <li>➤ Preferred design options</li> <li>➤ Ownership of selected options</li> <li>➤ Sustainability</li> <li>➤ Presentation of RAP</li> <li>➤ Confirmed safety considerations</li> <li>➤ Approval of designs and ESIAs</li> </ul>

The findings of public consultations including stakeholders' opinions and concerns shall be recorded in the ESIA report. The consultant shall liaise with the Client and seek prior approval before stakeholder engagements are held.

#### **(iv) Establishing baseline conditions**

The consultant shall undertake general and site-specific bio-physical and socio-economic baseline conditions of the project areas. The biophysical baseline conditions include detailed assessments and inventories of fauna, flora and sensitive ecosystems, physical- chemical environment (water, air and noise etc.). In addition, assessments of the geological, hydrological, edaphic, climatic and topographic conditions, land use patterns, physical-cultural resources, accident patterns, among others shall be conducted.

Socio-economic baseline assessments will involve data on demographics, potential PAPs, beneficiaries of economic infrastructure, culture and religion, livelihoods and economic activities, housing and settlements, water and sanitation, transport, road use and roads conditions including maintenance, education, enrolment and literacy indicators, key health indicators (child and maternal health, health units etc.), HIV and AIDS conditions, employment and labor conditions (including migrant/influx labour), gender indicators (including gender based violence, sexual harassment, etc.), children's rights (including Violence against children), other special

interest categories like people with disabilities, the elderly, the youths among others, health and safety, peace and security, utilities and social infrastructure, existing complementary services to the sub-projects, among others.

The baseline conditions are intended to provide a measure of existing environment and the socio-economic situation, assessing the impact of the project on these conditions against which future changes due to the sub-projects can be monitored.

While carrying out this assignment, the Consultant shall follow ESIA guidelines and other relevant regulations.

**(v) Legislative and Regulatory Framework**

The Consultant shall identify and describe the pertinent regulations and standards- both National and World Bank Environmental and Social Safeguards Policies governing the environmental quality, health and safety, protection of sensitive areas, land use control at the national and local levels and ecological and socio-economic issues among others. The Consultant shall identify the project activities that should comply with the identified regulations and provide cost-effective compliance measures.

**(vi) Assessment of Potential Environmental and Social Impacts and risks**

The Consultant will provide a detailed assessment and evaluation of the positive and negative, direct and indirect, immediate and long term, and permanent and temporary impacts due to the construction and operation of the proposed sub- project and related activities. Impacts will be assessed in either qualitative or quantitative terms, according to their inherent nature and the availability of adequate data to enable predictive analysis to be undertaken. The Consultant should pay special attention to the assessment of cumulative environmental and social impacts. Assessment shall include impacts on the different baseline conditions (Environmental and Socio-economic) during and after project implementation.

**(vii) Identification of Impact Enhancement and Mitigation Measures**

The Consultant will establish enhancement measures for positive impacts and identify cost-effective measures to avoid, minimize or mitigate adverse impacts. As necessary, these will comprise both appropriate sub- project specific and general environmental and social protection measures. The general and specific protection measures will be incorporated in the Environmental and Social Management and Monitoring Plan.

**(viii) Environmental and Social Management and Monitoring Plans (ESMMP)**

The Consultant shall prepare an ESMMP outlining (a) the exact project activities and their ecological and social impacts, the proposed mitigation measures, the institutional arrangements required for effective implementation of the proposed mitigation measures as well as for effective monitoring of the implementation of the mitigation measures, including time horizons and cost estimates for these activities, (b) recommendations pertaining to the strengthening of the institutions responsible for the implementation of the ESMMP; and (c) relevant monitoring indicators (d) overall cost estimates for the Client, Contractors, and Participating LGs and (e) principles for mitigation of impacts associated with unforeseen design modifications.

**(ix) Submission of ESIA Reports**

The output will be an Environmental and Social Impact Assessment report prepared in accordance with the National regulatory provisions and World Bank Safeguards Policies. The report shall be clear and concise. The reports should be in a format acceptable to local competent authorities, international environmental standards and development partners. Upon reviews and approvals by the Client, the Consultant shall present the reports to NEMA for approval.

## **Annex 4: GUIDANCE FOR THE PREPARATION OF A RESETTLEMENT ACTION PLAN (RAP)**

The Consultant shall prepare a RAP to address any involuntary resettlement, temporary displacement, relocation, livelihoods restoration as well as compensation issues related to project affected persons. In addition, the processes of implementation may lead to temporary loss of land and other assets which calls for compensation. RAP will be carried out as per the international requirements with reference to the World Bank Policy 4.12 as well as the laws of Uganda. In the initial stages, the consultant shall prepare a rapid assessment of land take by the proposed project to enable the Entities make a decision on which sub-projects will be implementable and therefore should move forward for detailed RAP stage. The major consideration is whether the scale of RAP, if any, is within the limits of what the entities shall finance and have the project implemented on schedule.

The purpose of the Resettlement Action Plan (RAP) is to identify and document the people affected, losses to be incurred, and plan, implement and monitor the appropriate resettlement measures for impacts that result from project activities. Therefore, the RAP will deal with social issues related to land acquisition, such as loss of economic activities and livelihoods or displacement/relocation due to construction of subprojects, clearing Right of Way (RoW) and potential material sites. The RAP will include among others the following elements:

### **(i) Socio-economic study**

This will include census of PAPs, Land tenure and transfer systems, including an inventory of communal resources from which people derive their livelihoods and sustenance, non-title-based usufruct systems (including grazing, use of forest and swamp areas) governed by local recognized land allocation mechanisms, and any issues raised by different tenure systems in the project area; the patterns of social interaction in the affected communities, including social networks and social support systems, and how they will be affected by the project; public infrastructure and social services that will be affected; and social and cultural characteristics of communities to be affected, including a description of formal and informal institutions (e.g., community organizations, ritual groups, Non-Governmental Organizations (NGOs)) that may be relevant to the consultation strategy and to designing and implementing the resettlement activities.

### **(ii) Legal Framework**

The relevant legal framework will be reviewed. This will cover the power of eminent domain and the nature of compensation associated with it, in terms of both the valuation methodology and the timing of payment; the applicable legal and administrative procedures, including a description of the remedies available to affected persons in the judicial process and the normal timeframe for such procedures. It also includes any available alternative dispute resolution mechanisms relevant to resettlement under the project; relevant laws (customary and traditional law) governing land tenure, valuation of assets and losses, compensation, and natural resource usage rights; environmental laws and social welfare legislation; laws and regulations relating to agencies responsible for implementing resettlement activities; gaps, if any, between World Bank Policies and local laws covering eminent domain and resettlement and the mechanisms to bridge such gaps.

### **(iii) Institutional Framework for implementation**

The institutional framework will involve the identification of agencies responsible for resettlement activities and NGOs that may have a role in project implementation. Capacity of such agencies and NGOs will be examined and proposals to enhance their institutional capacity for resettlement implementation will be made.

### **(iv) Eligibility**

The consultant shall propose a criterion for definition of persons to be affected and criteria for determining their eligibility for compensation and other assistance, including relevant cut-off dates. However, it is anticipated that there will not be any compensation required.

### **(v) Scope of Land/Property Survey and Valuation**

In the unlikely event that there will be compensation, the consultant will determine the extent of effect using infrastructure designs pegged out on the ground. The methodology will entail valuing losses to the affected property to determine their replacement cost; and a description of the proposed types and levels of compensation under local law considering the requirements of World Bank Safeguards Policy (OP 4.12) and such supplementary measures as are necessary to achieve replacement cost for lost assets.

### **(vi) Property Survey**

- ✓ Accordingly, the Consultant shall appropriately survey all land and assets for expropriation by the sub project. The planned paved roads will be permanent and therefore any resulting land acquisition requirements will be permanent as opposed to gravel roads.
- ✓ Where required, the consultant shall install visible mark strips on the land to be used for the purpose of the project and obtain all cadastral maps and other relevant information necessary to identify property owners and other persons that are likely to be affected by the project, produce drawings showing the land tenure system along the alignment and the land shaded uniquely for each type of tenure system. The proposed sub projects should be superimposed on the cadastral maps.
- ✓ Secure and verify copies of registered land titles where permanent land acquisition is necessary like for the roads, maps of the site and immediate neighbourhood (for injurious effect purposes) including full cadastral survey of the site.
- ✓ Establish and map out the Survey Control Points along the proposed route; carry out topographical route survey capturing outstanding features; digitize the cadastral maps obtained as above, and transform them into coordinate system; superimpose the topographical survey, to produce strip maps, drawings and data complying with requirements of the Chief Government Valuer (CGV) and Commissioner of Survey and Mapping for purposes of acquiring properties and relocation of utilities falling within the site. Verify the strip maps with the actual situation on the ground.
- ✓ Establish the names and particulars of the affected persons, areas covered by their plots to assist the values compute the values of such property. These should be referenced in accordance with agreed referencing system.
- ✓ Document the damaged properties such as crops during survey and prepare a photo documentation to store the information.

## **(vii) Valuation**

In accordance with the scope, the Consultant shall:

- ✓ Identify the project affected persons using procedures approved by the Chief Government Valuer.
- ✓ Carry out detailed valuation of all affected land, properties and livelihoods affected by the project, which will provide the basis for compensation/resettlement.
- ✓ Compile land acquisition and resettlement costs for areas that PAPs are to be resettled.
- ✓ Ensure the data collection during valuation is done on forms acceptable to the CGV and the process is properly witnessed by the client.
- ✓ Ensure that all property such as houses and PAPs are photo documented, including damaged crops, for easy identification during disclosure and payments.

## **(viii) Resettlement measures**

The consultant will identify and provide a description of the packages of compensation and other resettlement measures (including relocation and temporary displacements) that will assist each category of eligible affected persons to achieve the objectives for which the RAP will be prepared. In addition to being technically and economically feasible, the resettlement packages should be compatible with the cultural preferences of the affected persons.

## **(ix) Site selection, Site preparation and Relocation**

Alternative relocation sites if any, will be identified in consultations with LGs. Institutional and technical arrangements for identifying and preparing relocation sites will be designed considering a combination of productive potential, location advantages and other factors comparable to the advantages of the old sites. A time schedule will be designed to consider the process of acquiring and transferring land and other ancillary resources. Procedures for physical relocation under the project, including timetables for site preparation and transfer; and legal arrangements for regularizing tenure and transferring titles including measures to prevent land speculation and influx of ineligible persons at selected sites.

## **(x) Housing, Infrastructure and Social Services**

The consultant will make plans to guide provision of housing, infrastructure and social services (e.g., water supply, feeder roads, sanitation, electricity) at relocation sites. Plans to ensure comparable services to host populations; any necessary site development, engineering, and architectural designs for these facilities will also be made by the consultant.

## **(xi) Environmental Protection and Management**

The Consultant will provide a description of the boundaries of the relocation area; and an assessment of the environmental impacts of the proposed resettlement, measures to mitigate these impacts (coordinated as appropriate with the environmental assessment of the main investment requiring the resettlement) will be made by the consultant.

## **(xii) Community Participation and Disclosure**

The consultant will develop a strategy describing consultation and participation of PAPs and hosts in the design and implementation of the resettlement activities. It will present a summary of the views expressed by the settlers and hosts and how these views were taken into account in preparing the resettlement plan. It will also highlight the resettlement alternatives presented

and the choices made by affected persons regarding options available to them, including choices related to forms of compensation and resettlement assistance, to relocating as individuals, families or as parts of pre-existing communities or kinship groups, to sustaining existing patterns of group organization, and to retaining access to cultural property (e.g. places of worship, pilgrimage centers, monuments, cemeteries, among others). Furthermore, institutionalized arrangements by which affected people can communicate their concerns to project authorities will be defined to ensure that vulnerable groups such as indigenous people, ethnic minorities, the landless, children and women are adequately represented.

**(xiii) Integration with Beneficiary communities**

The consultant will identify and develop measures to mitigate the impact of resettlement on any host communities, including consultations with host communities, NGOs and Sub-national entities; arrangements for prompt tendering of any payment due the hosts for land or other assets provided to PAPs; arrangements for addressing any conflict that may arise between PAPs and host communities; and any measures necessary to augment services (e.g., education, water, health, and production services) in host communities to make them at least comparable to services available to PAPs.

**(xiv) Grievance Redress Procedures**

The consultant shall propose affordable and accessible procedures for third-party settlement of disputes arising from resettlement. Such grievance mechanisms will consider the availability of judicial recourse and community and traditional dispute settlement mechanisms. The Client and the Participating LGs shall establish the grievance management committees for each sub project as the first point of contact for any grievances. Referral mechanisms to Sub County/Division and District/MC/City level grievance management committees shall also be established.

**(xv) Organizational Responsibilities**

The consultant will design the organizational framework for implementing resettlement, including identification of agencies for delivery of resettlement measures and provision of services; arrangements to ensure appropriate coordination between agencies and jurisdictions involved in implementation; and any measures (including technical assistance) needed to strengthen the implementing agencies' capacity to design and carry out resettlement activities; provisions for the transfer to local authorities or PAPs themselves of responsibility for managing facilities and services provided under the project and for transferring other such responsibilities from the resettlement implementing agencies, when appropriate.

**(xvi) Implementation Schedule and Validity**

The consultant will develop an implementation schedule covering all resettlement activities from preparation through implementation including target dates for achieving expected benefits to PAPs and hosts and terminating the various forms of assistance. The schedule should indicate how the resettlement, livelihood restoration and community development activities are linked to the implementation of the overall project. The report will also set the validity period of the planned interventions and recommend actions to be undertaken when the validity period expires while some actions are still outstanding.

**(xvii) Costs and Budget**

The consultant will develop tables showing itemized cost estimates for all resettlement activities, including allowances for inflation, population growth, and other contingencies; timetables for expenditures; sources of funds; and arrangements for timely flow of funds, and funding for resettlement, if any, in areas outside the jurisdiction of the implementing agencies. The Budget shall include detailed cost estimates for the implementation of the Livelihood restoration and Community Development Action Plan (CDAP).

**(xviii) Monitoring and Evaluation**

To ensure complete and objective reporting, the consultant will prepare a time-based schedule for monitoring of resettlement activities by the implementing agency, supplemented by independent monitors as considered. This will have performance monitoring indicators to measure inputs, outputs, and outcomes for resettlement activities. It will also define the roles of the affected persons, NGOs, sub national entities, the Client and the Financing Agency in the monitoring process as well as evaluation of the impact of resettlement and related development activities. The results of resettlement monitoring should guide subsequent implementation.

**(xix) Reporting**

The client will institute a multidisciplinary Contract Management Team to supervise and provide the necessary support to the consultant to successfully execute the assignment.

All reports from the consultant shall be fully signed by the respective specialists and the submission shall be made by the Lead Consultant. The RAP reports shall be prepared as a self-standing document. The Client shall review and comment on the submitted reports within two weeks of reports submissions. The consultant shall present key outputs to the Program Technical Committee.

Regarding approvals from other parties like Chief Government Valuer, the Consultant shall endeavour to make the necessary submissions/presentations. The consultant shall incorporate the comments from the client and the final reports incorporating the third parties shall be submitted by the Consultant to the Client. The reports shall be submitted in fourteen (14) hard copies and one (1) soft copy on a CD ROM.