



THE REPUBLIC OF UGANDA

MINISTRY OF EDUCATION AND SPORTS

ELECTRICITY ACCESS SCALE-UP PROJECT (P166685)

TERMS OF REFERENCE

**CONSULTANCY SERVICES TO SUPPORT THE PROCUREMENT,
SUPERVISION, AND MONITORING OF ENERGY SERVICE COMPANIES
ENGAGED TO ELECTRIFY OFF-GRID EDUCATIONAL INSTITUTIONS
THROUGH AN ENERGY-AS-A-SERVICE MODEL UNDER THE ELECTRICITY
ACCESS SCALE-UP PROJECT (EASP)**

September 2024

Table of Contents

Acronyms and abbreviations iii

1. Background..... 1

2. Objectives of the Framework Agreement 2

3. Expected Locations and Estimated Timing of the Assignment 2

4. Scope of Services and Tasks for a Typical Assignment Under the Framework Agreement .. 3

 PHASE I..... 3

 PHASE II..... 5

 PHASE III 7

5. Expected Deliverables for a Typical Assignment Under the Framework Agreement..... 8

 PHASE I..... 8

 PHASE II..... 9

 PHASE III 9

6. Team Composition & Qualification Requirements for Key Personnel under the Framework Agreement 10

 6.1. Specific experience of the Consultant (as a firm) relevant to the Assignment..... 10

 6.2. Key Experts’ Qualifications and Competencies for the Assignment 12

7. Reporting Requirements and Time Schedule for Deliverables for a Typical Assignment Under the Framework Agreement 15

8. Reporting arrangements 17

9. Services to be provided by the client. 17

List of Tables

Table 1 : Required minimum qualifications for key experts. 12

Table 2: Timeline for a typical assignment to implement supply and installation by the ESCO 15

Table 3: Timeline for a typical assignment and payment against each deliverable for Phase I 15

Acronyms and abbreviations

BER	-	Bid Evaluation Report
CESMP	-	Contractors Environment and Social Management Plan
DLP	-	Defects Liability Period
EASP	-	Electricity Access Scale-up Project
ESCOs	-	Energy Service Companies
ESF	-	Environment and Social Framework
ESMP	-	Environment and Social Management Plan
FATs	-	Factory Acceptance Tests
KPI(s)	-	Key Performance Indicators
KWh/d	-	Kilowatt Hours per day
KWp	-	Kilowatt peak
MEMD	-	Ministry of Energy and Mineral Development
MoES	-	Ministry of Education and Sports
MoH	-	Ministry of Health
MoWE	-	Ministry of Water and Environment
NEMA	-	National Environment Management Authority
OPM	-	Office of the Prime Minister
O&M	-	Operation and Maintenance
PPDA	-	Public Procurement and Disposal of Public Assets Authority
PV	-	Photovoltaic
RHD	-	Refugee Host Districts

1. Background

The Government of Uganda through the Ministry of Energy and Mineral Development (MEMD) with support from the World Bank is implementing the Electricity Access Scale-Up Project (EASP), which has the Project Development Objective to increase access to energy for households, commercial enterprises, industrial parks, and public institutions.

The off-grid public institutions that will be electrified are in the healthcare, education, and water sectors. The beneficiary ministries are the Ministry of Health (MoH), Ministry of Education and Sports (MoES), and Ministry of Water and Environment (MoWE).

These ministries will lead the electrification program in coordination with the Ministry of Energy and Mineral Development (MEMD) and Uganda Energy Credit Capitalization Company (UECCC) and Office of the Prime Minister (OPM) in the case of public institutions in RHDs.

Under the project, a payment structure that enhances cost effectiveness, and ensures reliable and sustainable supply of electricity to off-grid public institutions by incorporating provision of operation and maintenance over the long-term (10-years) has been developed. The key principles under the structure are:

- a) Energy Service Companies (ESCOs) will be procured on long-term performance-based contracts for installation and maintenance of solar systems.
- b) The systems will include remote monitoring (to record system performance, prevent overloading, and for early detection of faults) to determine if the agreed-upon key performance indicators are met against which payments shall be made.
- c) The ESCOs will incur capital costs for system supply and installation, as well as Operations and Maintenance (O&M), to ensure that the installed systems meet key performance indicators over the long-term (about 10 years).
- d) The EASP will avail a percentage of the capital costs (up to 70%) to ESCOs from the grant provided by UECCC.
- e) To cover the balance of the capital cost and the cost of operating and maintaining the system over a 10-year period, the Ministry of Education and Sports will make quarterly performance-based payments to the ESCOs.
- f) During the EASP implementation period, when the Ministry makes the quarterly performance-based payments on time and in full, EASP will reimburse the Government.

The conventional approach to electrifying off-grid public institutions has been based on separate and often unconnected approaches for procuring off-grid systems and addressing the long-term operation and maintenance requirements of the procured systems. This approach has proven largely unsuccessful; it has resulted in a high percentage of non-functional systems that require the government to invest multiple times to electrify the same institutions.

To address this, under the EASP, the government seeks to electrify off-grid public institutions through a long-term performance-based service model. Considering the novelty of this approach, the Ministry seeks to procure technical assistance from a Consultant to support development and operationalization of this model, and to build the Ministry’s capacity to successfully electrify public institutions based on this model in the future.

2. Objectives of the Framework Agreement

The Ministry of Education and Sports (“the Ministry”) will engage a Consultant to support the procurement, supervision, and monitoring of ESCOs. This support is divided into three phases:

- a) Phase I – Support for the preparatory work to develop the procurement process and materials, and support during the procurement process, up to the contracting of selected ESCOs.
- b) Phase II – Support to supervise contracted ESCOs and ensure that the equipment and installation works they provide conform to the predetermined quality, safety, and technical requirements. This covers the period from contracting of the ESCOs to the operational acceptance of installed systems.
- c) Phase III – Support for the implementation of the remote monitoring and performance-based payment framework, and the handover of this to the Ministry. This will be for 12 months after operational acceptance of the installed systems.

The Consultant will be engaged through a framework agreement in which the scope, locations, and timing of work will be specified in subsequent addenda to this agreement.

3. Expected Locations and Estimated Timing of the Assignment

The public schools that are to be electrified under the EASP project are not connected to the national electrical grid and are located throughout Uganda. The Ministry shall select the public schools that will benefit from the project and specify the locations via the procurement process, currently estimated at 350. Public schools located in RHDs will benefit from the EASP project, which shall be selected by the Ministry and specified in the framework agreement. The Consultant’s assignment shall extend to selected schools in RHDs, as applicable.

The timing of the Consultant’s assignment is estimated to begin in mid- to late- 2024 and is anticipated to continue for a minimum of 37 months, pending closure of the EASP project.

4. Scope of Services and Tasks for a Typical Assignment Under the Framework Agreement

The scope described below is comprehensive; however, some elements may have been completed prior to the start of the Consultant's engagement. Therefore, the Consultant may not be required to undertake all of the tasks described below. The actual scope of work will be described in the Consultant's contract.

PHASE I

Phase I tasks carried out by the Consultant cover the preparatory work to develop the procurement process and materials, and support during the procurement process, up to the contracting of selected ESCOs. Some Phase I activities for certain lots may be started or performed entirely by the Ministry prior to finalization of the framework agreement with the Consultant. In these cases, the transition of tasks and activities to the Consultant, will be coordinated by the Ministry. Phase I may include the following tasks:

4.1.1. Supporting the Ministry to categorize institutions based on their energy and power requirements.

To facilitate the standardization of standalone solar PV systems, the Ministry will categorize targeted educational institutions based on their expected electricity requirements. This is to enable ESCOs to design a standardized system for institutions within a specified category (rather than having to custom design a system for each institution). The Consultant will support the Ministry to (i) determine the expected electricity requirements for different types of institutions and (ii) categorize institutions based on their expected electricity requirements.

4.1.2. Providing guidance to the Ministry in setting Key Performance Indicator (KPI) target values, performance-based payment amounts, and payment structure for noncompliance with KPIs

Each category of standardized standalone solar PV system shall be required to meet predetermined KPI target values. The Ministry will pay the ESCOs fixed energy performance-based payments subject to fulfillment of the predetermined KPIs on a quarterly basis. The ESCO's failure to meet KPIs may result in lower payments or in a payment waiver for that billing period as specified in the Service Agreement.

The Consultant will support the Ministry in determining the target value for each KPI according to the category of the PV system. The Consultant shall also assist the Ministry in setting the amount of performance-based payment made to ESCOs for meeting/exceeding the KPIs for each system category. In addition, the Consultant shall advise the Ministry in establishing the structure for reduced or waived payments in instances where ESCOs do not fully comply with all established KPIs.

4.1.3. Designing the framework for remote monitoring of installed institutional systems and providing specifications for the equipment and supporting services required to implement the designed framework

The remote monitoring framework will be used to collect, aggregate, and assess data from installed systems to determine compliance with key performance indicators. It will be used to monitor system performance, the level of compliance with key performance indicators, and to inform the percentage of performance-based payments that ESCOs are awarded. The Consultant will assist the Ministry in identifying and developing the data aggregation platform, as well as establishing specifications and protocols for the remote monitoring system.

4.1.4. Undertaking an analysis to determine the bidding benchmark for categories of educational institutions

The bidding benchmark is an estimate of the likely costs of (i) procuring and installing a standalone solar PV system to meet the specified energy and power requirements of a specified category of educational institution and (ii) ensuring that the installed system performs as required over a 10-year period. The benchmarked costs for each category shall be used to guide the evaluation of ESCO bids, i.e., the information will help evaluators distinguish between reasonable and unreasonable bids. Benchmarking shall also serve as a point of reference when determining the amount of performance-based payments made for each category of institution.

Under this task, the Consultant shall carry out a financial analysis for each category of institution that will, among other things, require price benchmarking of the following costs: capital costs (e.g., equipment and installation costs), operation and maintenance costs (including component replacement costs), and financing costs.

4.1.5. Providing technical support and guidance before and during procurement of ESCOs to enable the Ministry to identify qualified ESCOs and bids matching the Ministry's requirements

The technical support provided by the Consultant will include:

- a) Proposing ESCO eligibility criteria (i.e., based on financial, technical, and logistical capacity and experience)
- b) Developing the bidding document templates and guidelines¹. These include guidelines for sizing and selecting system components and installation materials, quality requirements for system components and installation materials to be procured by bidders, guidelines for installation and maintenance, guidelines and

¹ Guidelines may reference or be adapted from those developed for the Lighting Global program, available here: <https://www.lightingglobal.org/resource/requirements-and-guidelines-for-installation-of-off-grid-solar-systems-for-public-facilities/>

Bidding documents may reference or be adapted from templates designed for the Lighting Global program, available here: <https://www.lightingglobal.org/resource/bid-specification-templates-for-off-grid-solar-systems/>

specifications to enable bidders to procure equipment compatible with the proposed remote monitoring framework, templates for pricing capital costs, O&M costs and financing costs, and templates to guide ESCOs prepare their O&M plan. Development will also include proposing bid evaluation criteria.

- c) Provide support with preparation of a template to guide ESCOs and Environmental and Social Management plan. The templates will be drafted by Environmental and Social specialists within the Project Implementation Unit
- d) Support in addressing bidder queries, and facilitating pre-bidding meetings to guide bidders on the bidding process and bidding documents
- e) Assist MoES in coordinating the site visits required by bidders to collect information to prepare their bids
- f) Providing technical support and guidance to the evaluation committee during the bid evaluation process. This includes verifying that the bids comply with the established guidelines and requirements.

4.1.6. Supporting the drafting of the service agreement between the Ministry and the ESCO

The Ministry and the ESCOs will sign a service agreement outlining the roles and responsibilities of both parties during the 10-year period that ESCOs must ensure that the systems they install meet key performance indicators. The service agreement will specify the system performance requirements ESCOs are required to meet, other ESCO deliverables (e.g., implementation of their O&M and their Environmental and Social Management plan), reporting requirements, verification processes, invoicing and payment modalities, penalties for non-compliance, and procedures and timelines for resolving disputes. The Consultant will assist the Ministry in drafting the terms of the service agreement.

PHASE II

Phase II tasks conducted by the Consultant include supervising contracted ESCOs and ensuring that the equipment and installation works they provide conform to the predetermined requirements, match the approved design, and that systems are installed in a timely manner. This phase also includes review of proposed system design modifications to account for unique needs of individual facilities.

The following activities in Phase II will support verification of the first three UECCC CAPEX grant payment milestones for the contracted ESCOs, that is:

- Inspection of the goods delivered,
- Commissioning of the system, and
- Operational acceptance of the system.

Phase II services are to be provided during the period from contracting of the ESCOs to the operational acceptance of all the installed systems. Phase II includes the following tasks:

4.1.7. Developing the procedures, requirements and reporting templates for verification of procured materials, system commissioning, and operational acceptance

4.1.8. Oversight and approval of Factory Acceptance Testing (FAT) of key system components²

Prior to conducting FAT of key system components (i.e. PV modules, charge controllers, inverters, and batteries), the Consultant shall issue approval of the third-party FAT implementer, as well as the testing and reporting protocol used. The Consultant shall be present during FATs, review FAT reports and issue final approval or rejection.

4.1.9. Verifying that system components and installation materials procured by the contracted ESCO match those specified in the approved Bill of Quantities and conform to the established guidelines and specifications

The Consultant shall conduct post-shipment inspection of procured equipment at the ESCO's warehouse prior to being transported to the installation sites to ensure that the procured equipment meets the agreed-upon technical specifications required standards.

4.1.10. Reviewing proposed system design modifications to account for unique needs of individual facilities

The Consultant shall review any design changes proposed by the ESCOs and offer recommendations to the Ministries as to whether the changes and associated cost adjustments should be approved. This includes expansion of the installed systems in case of increased demand.

4.1.11. Overseeing the installation of systems to ensure compliance with applicable requirements and guidelines

This will be done by a Clerk of Works who will be onsite for the duration of the installation. Oversight and verification of compliance shall include but shall not be limited to the installation and safety guidelines, the Environmental and Social Management plan, and delivery of adequate end-user training.

² The ESCO shall be responsible for the costs and coordination of Factory Acceptance Testing (FAT) in collaboration with equipment suppliers and the Consultant-approved third-party FAT implementer.

4.1.12. Inspecting and commissioning the systems upon completion of installation, and preparing a commissioning report and certificate to be submitted to the Ministry

The consultant shall carry out physical inspection of all sites and carry out electrical installation tests and prepare snag lists per site, if required and issue Commissioning Certificates if all installations meet the set standards.

4.1.13. Undertaking operational acceptance tests three (3) months after the system has been commissioned and preparing an operational acceptance report to be submitted to the Ministry

The consultant shall carry out physical inspection of all sites and carry out functional guarantee tests on the installed system to ensure full functionality of the system and issue an operational acceptance certificate.

PHASE III

Phase III tasks carried out by the Consultant support implementation of the remote monitoring and performance-based payment framework, as well as the handover of these duties to the Ministry. The Consultant shall carry out duties under Phase III for a period of 12 months after operational acceptance of installed systems. In addition, the Consultant will verify compliance with the final UECCC CAPEX grant payment milestone (effective operationalization of O&M plan for 12 months). Phase III will last 12 months from operational acceptance of the systems; as systems are expected to be installed over time, Phase III will reach completion after 12 months from operational acceptance of the last systems installed in the batch of facilities within the scope of the contract. Details will be further specified in the contract.

Phase III includes the following tasks:

4.1.14. Overseeing implementation of the remote monitoring framework and how it is applied to approve quarterly performance-based payments

This task includes implementing necessary and approved changes to the remote monitoring framework and data aggregation platform, the performance-based payment framework, and processes to ensure that they operate effectively to aid in the evaluation of the performance based payments.

4.1.15. Supporting the Ministry to analyze remote monitoring data aggregated in the platform to assess the level of compliance with key performance indicators by the ESCO and public institution

For the duration of Phase III, the Consultant shall assist the Ministry in analyzing system performance data that have been compiled in the data aggregation platform, which are used to determine if the ESCO and the public institution have complied with established key

performance indicators. The Consultant shall also support the Ministry in identifying and treating any missing data according to agreed-upon procedures.

4.1.16. Verifying on-going compliance with the O&M plan specified in the ESCO's contract on a quarterly basis for a period of 12 months

The Consultant shall develop the procedure and reporting template for assessing ESCO's compliance with the agreed-upon O&M plan and shall monitor and report the O&M activities on a quarterly basis.

4.1.17. Verifying ongoing compliance with Environmental and Social Management plan specified in the ESCO's contract on a quarterly basis for a period of 12 months

The Consultant shall develop the procedure and reporting template for assessing ESCO's compliance with the agreed-upon Environmental and Social Management plan and shall monitor and report the O&M activities on a quarterly basis.

4.1.18. Providing training on the remote monitoring and performance-based payment framework to personnel assigned by the Ministry and UECCC

This task is intended to ensure a smooth handover of the management of the remote monitoring system and data aggregation platform at the end of Phase III. The training curriculum shall be approved by the Ministry and offered on a regular basis during Phase III.

5. Expected Deliverables for a Typical Assignment Under the Framework Agreement

PHASE I

- Phase I inception report
- Report on the energy and power requirements of the distinct categories of educational institutions identified by the Ministry.
- Report on the recommended KPI target values, performance-based payment amounts and payment structure for noncompliance with KPIs for each category of institution.
- Detailed description of the remote monitoring framework and how it will be operationalized.
- Report specifying recommended bidding benchmarks for the distinct types of educational institutions identified by the Ministry, including a summary of the analysis conducted to set benchmark levels.
- Recommendations for ESCO eligibility criteria, including but not limited to financial, technical, and logistical capacity and experience.

- Technical assistance report detailing the support provided to the Ministry during the procurement and bid evaluation process.
- Summary of the inputs provided on the draft ESCO service agreement.

PHASE II

- Phase II inception report
- Procedures, requirements, and reporting templates for:
 - Assessment of FAT implementer, procedures and reports
 - Verification of materials procured by ESCO
 - Verification of compliance with requirements during blueprint installations and mass installations
 - System commissioning certificate and report
 - System operational acceptance certificate and report
 - Verifying ESCO's compliance with system operationalization and O&M requirements at the end of year 1
 - Verifying ESCO's ongoing compliance with the approved Environmental and Social Management plans
- Report assessing FAT implementer, test procedures, and FAT reports
- Post-shipment inspection report
- Final inspection and commissioning report, including assessment of end-user training delivered to institutions by ESCOs.
- Installation completion certificate
- Report assessing ESCOs implementation of Environmental and Social Management plans during Phase II

PHASE III

- Phase III inception report
- Training plan and training materials for transitioning the implementation of the remote monitoring and performance-based payment system to the Ministry of Education and Sports
- Procedures, assessment protocol, and templates for quarterly reports for:
 - Operationalizing the remote monitoring system and the performance-based payment system
 - Verifying ESCO's ongoing compliance with the approved O&M plans and submission of quarterly reports
 - Evaluating ESCO and public institution compliance with key performance indicators
- Quarterly reports for:

- Operationalizing the remote monitoring system and the performance-based payment system, including identified system faults, challenges with implementation, and how these have been addressed
- Assessing ESCO and public institution compliance with key performance indicators, including specification of the quarterly performance-based payment to be issued to the ESCO
- Evaluating ESCOs ongoing implementation of Environmental and Social Management plans
- Evaluating ESCO's ongoing compliance with the approved O&M plans
- Activities completed as part of the Consultant's training plan to transition the management of the remote monitoring and performance-based payment system to the Ministry of Education and Sports.

6. Team Composition & Qualification Requirements for Key Personnel under the Framework Agreement

6.1. Specific experience of the Consultant (as a firm) relevant to the Assignment

Interested consultancy firms shall provide information demonstrating that they have the required qualifications and relevant experience to perform the services described in these Terms of Reference. To successfully accomplish the tasks described herein, the Consultant (as a firm) should meet the following qualifications:

- a) At least 6 years working experience in standalone solar photovoltaic (PV) systems.
- b) Experience designing, installing, commissioning, and maintaining standalone solar PV systems in Sub-Saharan Africa.
- c) Experience conducting comprehensive economic analyses of solar PV projects.
- d) Experience implementing or supporting government procurement programs involving installation of standalone solar PV systems for large numbers of institutional systems in Sub-Saharan Africa.
- e) Experience installing and using remote monitoring systems for multiple standalone solar systems, including use of data aggregation platforms.
- f) Experience conducting environmental and social impact assessments.
- g) Working-level fluency in local language(s), knowledge of local culture, administrative systems, and relevant government organizations.
- h) Experience of at least three (3 No.) similar assignments involving preparation of eligibility requirements/assessments, energy needs assessments, detailed engineering designs, installation, and maintenance of solar PV energy systems of capacities between 5-30 kWp systems.

The Consultant (as a firm) shall be comprised of a well-qualified multi-disciplinary team that includes suitable and sufficient support staff to enable the timely delivery of services. Participation of qualified local counterpart firm / professional personnel in Uganda is an added advantage. If the lead firm works jointly with a local counterpart, the counterpart firm shall demonstrate experience in at least 50% of the requirements applicable to the Consultant (as a firm).

6.2. Key Experts' Qualifications and Competencies for the Assignment

Table 1 : Required minimum qualifications for key experts.

S/N	Position	Specific Qualifications	Minimum Experience
1	Team Leader	<ul style="list-style-type: none"> i. At least a holder of a Msc. Degree in Electrical Engineering or Renewable energy or a closely related discipline or its equivalent. ii. Registration with the Engineer's Registration Board (Uganda) or a similar professional body (non-Ugandan citizens). 	<ul style="list-style-type: none"> i. The candidate is required to have a deep understanding and working experience (10 years and above) about design, installation, and maintenance of Solar PV Energy systems as demonstrated by the candidate's experience in at least three (3) similar assignments. Expert should have demonstrated experience in project management, capacity building and knowledge transfer, and participation in due diligence activities of manufacturers of major plant and equipment.
2	Solar Energy experts (minimum 4 individuals)	At least a holder of a Bsc. Honors Degree in Electrical, Mechanical Engineering or Energy related discipline or its equivalent.	<ul style="list-style-type: none"> i. Having at least 5 years specific experience in the corresponding area of expertise with specific experience in 3 solar projects of similar size and nature. ii. The proposed expert should have demonstrated experience in feasibility study and detailed design and supervision of electrical and electronic components used in solar-PV Capacities of 5-30kWp systems

S/N	Position	Specific Qualifications	Minimum Experience
3	Remote Monitoring Expert	At least a holder of a Bsc in Computer Science or related discipline or its equivalent	<ul style="list-style-type: none"> i. At least 4 years' experience designing and implementing remote monitoring systems for off-grid standalone solar PV systems, including use of data aggregation platforms.
4	Procurement expert	<ul style="list-style-type: none"> i. Master's degree in Procurement/ Economics/ Business Administration/ Project Planning and Management from a recognized University/Institution ii. Full professional qualification from CIPS. 	<ul style="list-style-type: none"> i. At least six (6) years' professional experience in procurement, three (3) of which must have been attained working at a senior level on projects funded by the World Bank or other Multilateral Development Partners. ii. Working knowledge of PPDA Law and Regulations, and World Bank or other Multilateral Development Bank procurement regulations.
5	Environment Officer	<ul style="list-style-type: none"> i. Master's degree in Environmental (Engineering/Management/Sciences)/ Natural Resources Management/ Public Administration from a recognized University/Institution. ii. Registration with NEMA as a Certified Environmental Practitioner will be an added advantage. 	<ul style="list-style-type: none"> i. At least six (6) years of relevant professional experience in Environment Safeguards Management, three (3) of which must have been at a senior level in government or a reputable organization and have experience on 2 similar assignments. ii. Demonstrated knowledge of the World Bank ESMF.
6	Sociologist	<ul style="list-style-type: none"> i. A bachelor's degree in either Social Sciences/Social Work and Social Administration/Development Studies/ Guidance and Counselling from a recognized University/Institution. ii. Master's degree in either social science/Social Work and Social Administration/Development 	<ul style="list-style-type: none"> i. At least eight (8) years of relevant professional experience in social safeguards management, four (4) of which must have been at a senior level in government or a reputable organization and specific experience in at least 2 renewable energy projects.

S/N	Position	Specific Qualifications	Minimum Experience
		Studies/Guidance and Counselling from a recognized University/Institution.	
7	Clerks of Works (minimum 4 individuals)	At least a diploma in electrical/ mechanical installations	Having 5 years in installation, commissioning, and O&M of electrical/ mechanical systems with a bias in solar systems.

7. Reporting Requirements and Time Schedule for Deliverables for a Typical Assignment Under the Framework Agreement

The assignment is expected to be completed within:

- a. Phase I (Lumpsum) : Nine (9) Months
- b. Phase II (Time-based) : Sixteen (16) Months
- c. Phase III (Time-based) : Twelve (12) Months

Table 2: Timeline for a typical assignment to implement supply and installation by the ESCO

Activity	Duration (Months)	From Contract Signature
Contract signing	1	(0) Start
Gathering of equipment, mobilization	0.5	0.5
Manufacture, FATs and prepare for shipment	3	3.5
Shipping	2	5.5
Customs clearances	1	6.5
Transportation to schools	1	7.5
Blueprint installation	1 (Concurrent)	7.5
Main installation	5	12.5
Basic Training of Users	5 (Concurrent)	12.5
Guarantee test and issuance of Completion Certificate	0.5	13
Guarantee tests and issuance of Operational Acceptance Certificates	3	16

Table 3: Timeline for a typical assignment and payment against each deliverable for Phase I

S/N	DELIVERABLE	TYPICAL TIMELINE	PAYMENT
1	Phase I inception report	2-weeks after contracting	10%
2	Report on the energy and power requirements of the distinct types of educational institutions identified by the Ministry	4-weeks after contracting	20%
3	Detailed description of the remote monitoring framework and how it will be operationalized	6-weeks after contracting	20%
4	Report specifying recommended bidding benchmarks for the distinct types of educational institutions identified by the Ministry, including a summary of the analysis conducted to set benchmark levels	6-weeks after contracting	
5	Report on the recommended KPI target values, performance-based payment amounts and payment structure for noncompliance with KPIs for each category of institution	8-weeks after contracting	20%
6	Report compiling recommendations for ESCO eligibility criteria, including but not limited to financial, technical, and logistical capacity and experience	8-weeks after contracting	
7	Draft bidding templates and guidelines, and review of the draft service agreement template	10-weeks after contracting	20%
8	Technical assistance report detailing the support provided to the Ministry during the procurement and bid evaluation process	37-weeks after contracting	10%
	TOTAL		100%

8. Reporting arrangements

The consultant shall report to the Assistant Commissioner Construction Management Unit in the Ministry of Education and Sports. All Reports will be submitted to:

**The Assistant Commissioner
Construction Management Unit
Ministry of Education and Sports, Embassy House, Parliament Avenue Plot 9-11 King
George VI Way
P.O Box 7063, Kampala - Uganda**

All reports must be submitted in both softcopy (unlocked MS Word, PDF) and hardcopy. The hard copies will be prepared in DIN A4 format, except for plans and drawings that should be prepared in DIN A3 format. All reports shall be prepared in English language.

The Ministry of Education and Sports will provide comments on each report within two (2) weeks of submission, and the consultant will only proceed thereafter.

9. Services to be provided by the client.

The Ministry of Education and Sports will be responsible for the following.

- (a) Provision of all relevant documentation developed under EASP and any other project for review by the Consultant.
- (b) Provide contacts and other relevant information that may ease design review & supervision.
- (c) Provide liaison between the Consultant and the successfully selected contractors and between the Consultant and the Institutions.
- (d) Conduct periodic site visits to project investment sites to monitor progress of works.
- (e) In the case of a foreign Consultant, the client will provide official introduction and facilitation for obtaining work permits.
- (f) Timely review of deliverables.