GOVERNMENT OF UGANDA

MINISTRY OF EDUCATION AND SPORTS

TERMS OF REFERENCE FOR CONSULTANCY SERVICES FOR PREPARATION OF A 50-YEAR MASTERPLAN AND STRATEGIC ENVIRONMENTAL ASSESSMENT OF PHYSICAL INFRASTRUCTURE AT BUSOGA UNIVERSITY (BU)

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1. BACKGROUND INFORMATION TO CONSULTANTS

1.1 Definition and interpretation of terms

In these Terms of Reference (ToR), unless the context otherwise requires, or other interpretation is given, the several terms, abbreviations, acronyms and pseudonyms shall have the respective meanings indicated hereunder.

ASL	Above Sea Level
Bn	Billion
BOQs	Bills of Quantities
BU	Busoga University
CBD	Central Business District
CMT	Contract Management Team
FY	Financial Year
GDP	Gross Domestic Product
GoU	Government of Uganda
Ha	Hectare
ICT	Information and Communication Technology
MP	Masterplan
MoES	Ministry of Education and Sports
MoWT	Ministry of Works and Transport
PWD	Person with Disabilities
PS	Permanent Secretary
RFP	Request for Proposal Document
TIA	Traffic Impact Assessment
UGX	Uganda Shillings
US	University Secretary
USD	United States Dollars
VIP	Very Important Person
WBS	Work Breakdown Structure

1.2 Background

Busoga University (BU) was established as a non-profit organization in 1993 by the Board of Governors of Busoga College Mwiri under the leadership of the late Bishop Cyprian K. Bamwoze. The Board resolved to establish a private university and requested the Busoga Diocesan Council and the House of Bishops to become the Foundation Body of the anticipated Busoga University.

Busoga University received its provisional license from the Ministry of Education and Sports in 1999 and started at the Lay readers training school and Church Missionary Society (CMS) in Iganga Municipality. Besides its main campus, Busoga university had six other campuses, namely:

1) Kamuli Buwaiswa Campus
2) Downtown Campus Iganga
3) Iganga Main Campus Buwoya
4) Jinja Campus
5) Bugiri Campus, Bugiri
6) Kaliro Campus, Kaliro

7) Pallisa Campus, Pallisa, and
8) Bugembe Campus

In November 2017, the National Council of Higher Education (UNCHE) revoked the University's provisional license citing failure to meet the council's minimum standards for operating a university.

Management thereafter requested the Government of Uganda to take over the university and turn it into a public University. In 2022, a Taskforce Management Committee was appointed to facilitate the transition of the former Busoga University Limited into a Public University.

The terms of reference for the Taskforce Management Committee included the following

i) Develop academic programs for the university
ii) Develop policies to start the University
iii) To transfer all the land of Busoga University Limited to the Government of Uganda
iv) To develop a strategic plan
v) To develop a Masterplan.

The following progress has so far been made on the deliverables stated above

Table I: Update of progress on meeting deliverables

S/N	Deliverable	Status
1	Developing academic programs for the University	Completed awaiting accreditation.
2	Developing policies to start the University	Completed
3	Development of Strategic Plan FY 2022/23-24/25	Completed
4	Preparation of Master Plan	In progress

The Taskforce now seeks the services of a consultant to undertake studies, conduct an environmental assessment of the physical infrastructure of the university and prepare a 50-year Masterplan for the various campuses of the university.

1.3 Brief on – the Client/Employer

Busoga University Taskforce Management Committee under the Ministry of Education and Sports will be the Employer or Client on the proposed contract for '**Consultancy Services for preparation of a 50-year Masterplan**

1.4 Location and size of the project Site

The assignment is spread among four sites in the districts of Iganga, Jinja, Bugiri and Kamuli and the approximate sizes of the sites are as follows.

i. Plot 1282, Block 24, Kyabagenyi, Iganga (Volume 1616 Folio 12 measuring 36.124 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports- Busoga University).
ii. Plot 83, Block 24, Kigulu, Buwoya, Iganga (Volume 1615 Folio 5 measuring 1.378 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports- Busoga University).

iii. Plot 96, Block 24, Kigulu, Buwoya, Iganga (Volume 1615 Folio 6 measuring 6.905 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports- Busoga University).
iv. Plots 95-111, Saza Road, Nkusi, Bugiri (Volume JJA 1037 Folio 24 measuring 3.3080 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports).
v. Plot 12, Grant Road, Jinja (Volume JJA 1041 Folio 15 measuring 0.2040 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports- Busoga University).
vi. Plot 7754, Block 3, Mafubira, Jinja (Volume JJA 1087 Folio 24 measuring 1.7770 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports- Busoga University).
vii. Plot 90, Block 9, Buwaiswa, Kamuli (Volume JJA978 Folio 23, measuring 39.675 Hectares in the names of Uganda Land Commission, Ministry of Education and Sports- Busoga University).

However, a survey will need to be conducted at all sites to determine the actual size, encumbrances and the boundaries. The land titles of the sites above are available and shall be availed to the consultant.

1.5 Current usage of the land

i. **Plot 1282, Block 24, Kyabagenyi, Iganga (36.124 Hectares)** is the current headquarters of the university. The land houses mainly old structures inherited from Bishop Hanington theological college and the dissolved Busoga University Limited.
ii. **Plot 83, Block 24, Kigulu, Buwoya, Iganga (1.378 Hectares).**
iii. **Plot 96, Block 24, Kigulu, Buwoya, Iganga (6.905 Hectares).**
iv. **Plots 95-111, Saza Road, Nkusi, Bugiri.** The buildings consist of teaching blocks, Student accommodation blocks and administrative office structures. The land and structures are currently not in use following the blowing off some of the roofs by heavy winds. Efforts are however underway to conduct repairs, and renovation works to enable usage of the structures.
v. **Plot 12, Grant Road, Jinja (0.2040 Hectares):** This land houses an old two-level formerly residential house that has since been converted to be used as a teaching centre.
vi. **Plot 7754, Block 3, Mafubira, Jinja (1.7770 Hectares)**: This land currently houses a police station and the offices of the Resident City Commissioner.
vii. **Plot 90, Block 9, Buwaiswa, Kamuli (39.675 Hectares):** This land was being used as a Faculty of Agriculture.

3.1 Topographic conditions

1.5.1 Plot 1282, Block 24, Kyabagenyi, Iganga

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.5.2 Plot 83, Block 24, Kigulu, Buwoya, Iganga

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.5.3 Plot 96, Block 24, Kigulu, Buwoya, Iganga (6.905 Hectares)

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.5.4 Plots 95-111, Saza Road, Nkusi, Bugiri.

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.5.5 Plot 12, Grant Road, Jinja (0.2040 Hectares):

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.5.6 Plot 7754, Block 3, Mafubira, Jinja

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.5.7 Plot 90, Block 9, Buwaiswa, Kamuli

No Topographical survey of the plots was carried to ascertain and map the topology and physical features of the site. Consultant will be expected to carry out this survey and open the boundaries to confirm that no further changes or encroachment has taken place.

1.6 Geotechnical conditions

1.6.1 Plot 1282, Block 24, Kyabagenyi, Iganga

No investigations have been conducted. Consultant to conduct geotechnical investigations to determine soil conditions of the site with respect to planning for infrastructure development.

1.6.2 Plot 83, Block 24, Kigulu, Buwoya, Iganga

No investigations have been conducted. Consultant to conduct geotechnical investigations to determine soil conditions of the site with respect to planning for infrastructure development.

1.6.3 Plot 96, Block 24, Kigulu, Buwoya, Iganga

No investigations have been conducted. Consultant to conduct geotechnical investigations to determine soil conditions of the site with respect to planning for infrastructure development.

1.6.4 Plots 95-111, Saza Road, Nkusi, Bugiri

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1.6.5 Plot 12, Grant Road, Jinja

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1.6.6 Plot 7754, Block 3, Mafubira, Jinja

No investigations have been conducted. Consultant to conduct geotechnical investigations to determine soil conditions of the site with respect to planning for infrastructure development.

1.6.7 Plot 90, Block 9, Buwaiswa, Kamuli

No investigations have been conducted. Consultant to conduct geotechnical investigations to determine soil conditions of the site with respect to planning for infrastructure development.

1.7 Planning requirements

Overall Requirements

i. Considerations for physical planning/development approvals:
ii. Ministry of Education and Sports
iii. National Council of Higher Education
iv. National Physical Development Plan
v. National Planning Authority Vision 2040
vi. Church of Uganda
vii. Building Control Act Cap. 136
viii. Land Act Cap. 236
ix. Physical Planning Act Cap. 142
x. Local Council Authority approvals will be required for developments in the area.
xi. Building control requirements: the Building Control Act 2013, the National Building Code, 2019; the Occupational and Health and Safety Act 2006 and normal building regulations shall apply to service installations including lift installation, fire escape and fire-fighting facilities and connection to other public services.
xii. Road and transport planning requirements
xiii. Water resources planning requirements
xiv. Energy utilization planning requirements
xv. NEMA
xvi. Local Government
xvii. Busoga Kingdom
xviii. Ministry of Gender Labor and Social Development

And any other relevant resources that the consultant or client might deem necessary.

1.8 Objectives of these Terms of Reference (ToR)

These ToR explain the objectives of the assignment, the scope of work, activities and tasks to be performed by the Consultant, the respective responsibilities of the Client and the Consultant, the expected results and the deliverables and timelines of the assignment.

The purpose of these ToR is to provide sufficient information to enable the potential Consultant to understand the assignment, its correct execution and prepare consultancy proposals that are realistic, competitive and meet the needs of BU.

1.9 Problem statement/rationale for the Masterplan (Why the Masterplan?)

i. Busoga University will be the 12th Public University to be operationalised in the country and there is a need for a properly thought-out development approach to guide the growth of the university and ensure its relevance and sustainability in the higher education sector.
ii. The Masterplan is one of the critical activities to be undertaken by the Task Force Management Committee.
iii. The University currently possesses numerous parcels of land scattered among the districts in the Busoga region which need to be planned to ensure that they are effectively utilised and complement each other in the realisation of the university's vision and fulfilment of its mandate.
iv. There is a need for a structured and phased development plan to guide the growth of the university so that infrastructure is available to meet the demands of a growing student and staff population.
v. To develop an integrated physical Masterplan that shall determine the locations of all envisaged infrastructural development on all the campuses to prevent the mushrooming of unplanned structures.
vi. To identify gaps and opportunities in the higher education landscape which can then be filled to boost development in the region.
vii. There is a need for rationalization of infrastructure development with other land use requirements such as protection of the environment/natural resource endowments, so that it serves both the university community and the neighbouring population.
viii. A Physical Development Masterplan Plan will provide a framework for action to match infrastructure investment with the university's growth, while paying full regard to the need for environmental protection and conservation.
ix. It will act as an instrument to work out land and infrastructure requirements for various educational, recreational, housing, institutional and other uses, and allocate land for various uses to result in harmonious and sustainable distribution of activities so that the campus is provided with a form and structure within which it can perform all its functions efficiently and effectively.

1.10 Relevant baseline data available

The following documents/ studies are available for the consultant to review and refer to in the execution of the assignment.

i. Busoga University Strategic Plan 2022/23-2024/25.
ii. Copies of the available title deed plans.
iii. Copies of as-built drawings (not from the archives but redrawn as is now).
iv. A copy of the boundary opening and mapping report from the Ministry of Lands for Iganga & Kamuli.
v. Projected Staffing levels.
vi. Any other available relevant documentation to facilitate the assignment.

2 SCOPE OF CONSULTANCY SERVICES

2.1 Scope of Services

The scope of the consultancy services includes the following.

i. Study of the relevant laws applicable to tertiary education, land use planning, infrastructure development, treatment of the environment and any other laws relevant to establishment of higher education institutions.
ii. Review the previous strategic plans, masterplan reports, Government development plans, projected university growth plans, and any other available documentation that can provide input for the masterplan.
iii. Collect spatial data that will be aggregated and used for land use/ facilities planning. This will also include the conducting of a topography and cadastral survey.
iv. Engage relevant stakeholders and seek their views for possible inclusion in the masterplan. The stakeholder engagement should take into consideration aspects of diversity, inclusivity and gender equality, to ensure a well-balanced and representative report.
v. Prepare a technically, economically feasible and socially/environmentally sustainable Masterplan for development of the Campus. The masterplan should include.
    a. strategies for funding the proposed developments and an implementation timetable aligned to the universities projected growth plan and the national development plans.
    b. Drawings of a physical Masterplan and a land use layout plan illustrating the information generated in (iii) and (iv) above and providing sufficient details for its implementation, including layout plan of the utilities and road networks, faculty buildings as well as preliminary design of other necessary infrastructure for other areas of the Campus.

2.2 Deliverables

i. Inception – initial planning brief/framework, document review, stakeholder mapping, reconnaissance survey, final methodology and work plans for assignment
ii. Preparation – formulate Masterplan brief/strategic framework, baseline study, data collection and analysis, outline business case, defining the Master planning process, stakeholder identification, mapping, analysis and management
iii. Design the Masterplan – confirm strategic framework, land use plan, potential implementation models and mechanisms, stakeholder consultation, capacity analysis
iv. Prepare implementation action plan
v. Strategic environmental assessment (SEA) – prepare scoping and TOR report and SEA report
vi. Infrastructure development impacts analysis
vii. Implementation action plan (prioritized), with cost estimates, for each of the sectors comprising the Masterplan
viii. Concept and Preliminary designs for the proposed development.
ix. Technical specifications, bills of quantities and cost estimates.

2.3 Financing and budget for the Master planning assignment

BU currently has funds allocated from the Government budget to meet the cost of consultancy services required for the proposed Masterplan preparation, strategic environmental assessment of the Masterplan for the Proposed BU.

2.4 Supervision and implementation arrangements

i. The project of preparation of a 50-year Masterplan and undertaking strategic environmental assessment of the Masterplan for development of physical infrastructures at BU, shall be implemented by BU as the Procuring and Disposing Entity (PDE) and the end-users.
ii. The Consultant selected shall report to the Chairperson Task Force. The Chairperson Task Force shall report to the Accounting Officer. The Accounting Officer for the Client shall be the Permanent Secretary Ministry of Education and Sports. All other offices or agencies of BU acting on the contracts will do so on behalf of the PS.
iii. Management of the contracts for consultancy services shall be the responsibility of the University Secretary in BU and designated to perform that role by BU in accordance with GoU's PPDA (Contracts) Regulation 52.
iv. The PS shall designate a Contracts Manager (CM) or a Contract Management Team (CMT), to represent BU and manage the consultancy contract on behalf of BU, all in accordance with PPDA (Contracts) Regulation 53. The membership of the CMT shall comprise representation from other GoU agencies as appropriate.
v. The CMT shall be responsible for the day-to-day management of the consultancy services contract. The Consultant selected under these ToR shall report to the CMT on a day-to-day basis.

3 OBJECTIVES OF THE CONSULTANCY ASSIGNMENT

3.1 Overall objective of the assignment

The objective of the Consultants' assignment is to prepare the following for the purpose of guiding development of the physical infrastructure at BU, whilst ensuring an engendered approach and perspective.

i. A 50-Year Masterplan for development of the physical infrastructure at BU.
ii. An implementation/action plan for delivering the infrastructure in the Masterplan.
iii. A strategic environmental assessment (SEA) of the Masterplan.
iv. A traffic Impact Assessment of the Masterplan.
v. Preliminary designs and cost estimates to enable budgeting.

3.1.1 Specific objectives of the assignment

The specific objectives of the Masterplan are.

i. To explain the development strategy and outline the strategic interventions required to achieve key objectives and targets for infrastructures at BU in respect of:
    a. Buildings and spaces
    b. Roads and movement strategy
    c. Land use
    d. Landscaping design
    e. Services (water, drainage, electricity, communications)
ii. The objectives of the implementation action plan/matrix are to.
    a. Provide a strategy for implementation of the masterplan.
    b. Establish policies and principles for implementation.
    c. Establish mechanisms for delivering design quality in the infrastructures.
    d. Identify/Find development partners and market the development opportunities for the interventions in (a)
iii. The objectives of the Strategic Environmental Assessment are to evaluate at the strategic level, the environmental impact of the BU-year Masterplan, in the context of social and economic factors.
iv. The objectives of the Traffic Impact Assessment is.
    a. To assess the existing traffic and transportation conditions in the vicinity of the proposed development.
    b. To estimate future traffic volumes generated by the proposed development.
    c. To analyse the impact of additional traffic on surrounding roads and intersections.
    d. To propose suitable traffic and transport infrastructure improvements or mitigations.
    e. To assess the adequacy of proposed site access, parking, and circulation.
v. The objective of the Design Development is to prepare designs and documentation for the buildings and infrastructure identified in the Masterplan and obtain approvals from the Local Authority and Statutory Agencies.

3.1.2 Tasks to be carried out by the Consultant

The consultant shall accomplish and deliver the overall objective above by carrying out the following.

i. Develop a 50-year Masterplan for development of infrastructures at BU, that considers, emphasizes, focuses on, among others, the following.

a. Buildings and spaces
b. Streets, roads movement
c. Land use
d. Landscape
e. Infrastructure services

ii. Prepare a costed implementation plan with detailed plans and 50-year implementation matrix, models and realistic budgets for undertaking the strategic interventions in the Masterplan.
iii. Conduct a Strategic Environmental and Social Assessment (SESA) of the Masterplan and establish the environmental and socio-economic sustainability of the proposed infrastructure development of BU. The SESA shall identify all infrastructure related social, including gender and environmental impacts, together with an indication of the scale and nature of any cumulative impacts, and recommend measures for the prevention and mitigation of the same to facilitate the protection, restoration and enhancement of the environment.
iv. Conduct a Traffic Impact Assessment (TIA) to assess the potential impacts of the proposed development on the surrounding road network and recommend appropriate mitigation measures and assist relevant authorities in making informed planning and traffic-related decisions.
v. Prepare concept designs and preliminary designs and cost estimates.

3.2 Consultancy outcomes

The Masterplan developed is expected to be a model that:

i. Defines the layout / zoning.
ii. Shows the road network (access road and driveway) at BU.
iii. Defines the heights, massing and bulk of buildings.
iv. Sets out suggested relationships between buildings and public spaces.
v. Determines the distribution of activities/uses that will be allowed on BU land.
vi. Identifies the network of movement patterns for people moving by foot, cycle, car, services and refuse vehicles.
vii. Sets out the basis of provision of utilities infrastructures.
viii. Relates physical form to the socio-economic, diversity, inclusivity, gender and cultural context, institutional ecosystem (How the institution relates to other social service) and stakeholder interests.
ix. Allows an understanding of how new infrastructure developments at BU shall integrate with the surrounding neighbourhood, urban context and the natural environment.

3.3 Statement of requirements

The Scope of the infrastructure developments for planning and envisaged at BU are.

3.3.1 Buildings, spaces and accommodation structures

The Client envisages buildings, spaces and other accommodation structures as required at BU. The Consultant shall however carry out their own detailed analysis and assessment of the projected requirements over the next 50 years, to form the basis for the Masterplan to be prepared.

3.3.2 Roads and movement infrastructure

Movement infrastructure and layout to be assessed and planned for current requirements and projected for the 50-year period within the BU land as well as for connectivity to surrounding

areas shall include roads and parking areas for vehicle traffic; pedestrian traffic including segregation for special needs persons; cycle traffic.

3.3.3 Land usage

The Consultant shall assess the current land use pattern and propose the pattern to be adopted for the Masterplan including demarcating areas/zones for buildings, open spaces, movement routes, utilities and services and other infrastructures.

3.3.4 Landscape

The Masterplan for the entire BU land shall incorporate a green space and landscape design that is integrated and coherent with the land use plan.

3.3.5 Services (water, drainage, waste management, electricity, ICT)

Provision of adequate infrastructure for water supply, storage and reticulation; drainage, waste management and treatment system; electricity supply and distribution including use of solar energy; and ICT installation and management for users of developments on the entire BU land in the next 50-years shall be assessed and included in the Masterplan.

3.4 Detailed scope of the consultancy assignment

i. The Consultant selected will provide all necessary consultancy services for formulating the strategic framework for the Masterplan, carrying out baseline studies, surveys, data collection and analysis, implementation planning and strategic environmental assessments necessary to develop the 50-year Masterplan for development of infrastructures at BU.

ii. The consultancy services for Master planning shall be carried out as described in Section 4 below and broken down into 5 (five) broad stages as follows. The stages are not necessarily sequential and may overlap as necessary to achieve a better result.

The table below shows the different stages and outcomes of the consultancy assignment

Table II: Stages and outcome of the consultancy assignment.

STAGE	DESCRIPTION, OUTCOMES
1	**Inception** Confirmation of Masterplan aims and objectives; document review/study; stakeholder identification and mapping; site visit and reconnaissance; preliminary stakeholder consultation; overview of Masterplan process and finalizing methodology, work plans for assignment
2	**Literature review and Design studies**
3	**Masterplan** **Part 1: Preparation for Masterplan design** – formulate Masterplan brief/strategic framework; baseline study, survey, data collection and analysis; carry out area/urban design analysis and characterization; create business case for the Masterplan; develop vision for Masterplan; finalize the Masterplanning process; stakeholder analysis and management (consultation and communication strategy).
	Part 2: Design of Masterplan – refine and test the strategic framework components; collect any further baseline information; test and further develop business case; review and expand vision; prepare land use plan and layout options and test the same; test against

STAGE	DESCRIPTION, OUTCOMES
	potential implementation models and options; stakeholder consultation and feedback; prepare draft Masterplan (including 3-dimensional urban design proposals); capacity analysis and testing; refine urban design; finalize Masterplan and report including implementation mechanism
	Part 3: Implementation action plan - The consultant shall provide a feasible, phased implementation plan with costs and aligned to the **National Development Plan cycles**.
	Part 4: Financing -
4	**Strategic Environmental Assessment (SEA)** **Part 1: Scoping** ▪ Natural resource management by ensuring prudent management of natural resources like water, vegetation cover. ▪ Cumulative and large-scale effects by addressing impacts that extend beyond plan and affect broader ecosystems. ▪ Climate change Integrating climate change considerations, such as greenhouse gas emissions and climate variability ▪ Biodiversity, Protecting and enhancing biodiversity, including species and habitats. ▪ Waste management: Promoting sustainable waste management practices. ▪ Land use**:** Evaluating the environmental impacts of land use changes and urban development ▪ Social equity: ensuring that environmental considerations are addressed fairly across different communities and localities ▪ Comply with the Mitigation hierarchy according to the National Environment Act Cap 181 Section 115
	Part 2: SEA Impacts analysis Analysis of the impact on biodiversity, Natural resources, hydrology of the area, land use change, climate change among other considerations.
	Part 3: SEA report Once the draft SEA Report has been compiled, the MDA should convene a validation meeting with NEMA and other lead agencies with a mandate to handle environmental, health and social issues, as well as with other stakeholders. This meeting should ideally take place within 30 days of conclusion of the draft SEA Report.
5	**Traffic Impact Assessment (TIA)** **Part 1 : Traffic count and survey results**
	Part 2: Draft TIA report for review
	Part 3: Final TIA report incorporating stakeholder feedback
6	**Design Development** **Part 1: Concept (Feasibility) Design**
	Part 2: Outline (Preliminary) Design

4 THE CONSULTANT'S TASKS AND ACTIVITIES

4.1 Stage 1: Inception

The Consultant shall:

i. Review all documents relevant to physical infrastructure development at BU intended to achieve the mission and vision of the BU for the next 50 years; including national, regional and international laws, regulations, policies, plans, programs, past studies and initiatives including the following:
   a. Strategic plan for BU
   b. Title deed plan for BU land
   c. Cadastral and topographic maps of BU land
   d. As-built drawings of existing buildings and infrastructures
      Physical development plans for Local Council Authority
   e. Building Control Act, 2013
   f. National Building Code and Regulations, 2019
   g. Persons with Disabilities Act, 2006
   h. Occupational Safety and Health Act, 2025 (As amended)
   i. Physical Planning Act, 2010
   j. National Environmental Act, Cap 181
   k. The Water Act, 1997
   l. MoWT Roads and Building design manuals
   m. National Council of Sports Act

ii. Acquaint themselves with the Client's brief/requirements for infrastructure, particularly about functional content, operational policies and schedules of strategic needs identified for current and future requirements. Review these requirements with the Client, ascertain and confirm the Client's aims and objectives in the proposed Masterplan.

iii. Further develop the Client's brief into a strategic framework for the Masterplan.

iv. Identify and map all key stakeholders in the physical infrastructure developments at BU Include relevant central Government Ministries, Departments and Agencies, local Government agencies and leadership, cultural Institutions and leaders, non-state actors and others to engage within the study to develop a Masterplan for the infrastructure developments at BU, and later a Strategic Environment and Social Assessment of the Masterplan. Interest groups and agencies to include may comprise
   a. **Public interests** – political and statutory bodies - Planning authorities, Highway authorities, Fire and emergency services and police authorities, Building control departments, and Statutory agencies.
   b. **Private interests** – Funders (short-term), investors (long-term), Developers, Management agents, Occupiers, Utilities companies, and Transport providers.
   c. **Community interests** – Staff currently occupying the premises, College's Clients and visitors for fulfilment of service delivery requirements, Amenity groups, Local politicians

v. Visit and carry out a reconnaissance survey of the location, environs and site of the BU development area, to familiarize with all aspects relevant to the proposed Masterplan development.

vi. Prepare a draft Inception Report (IR) describing or defining among others the.

a. Introduction/background to Master planning for the infrastructure development.
b. Description/Objectives and strategic framework of the Masterplan.
c. Location of development area.
d. Implementation arrangements.
e. Scope of Consultant's services/responsibilities.
f. Preliminary assessment/findings from previous studies, documents reviewed
g. Site visit reconnaissance findings.
h. Possible alternative layout of infrastructure development in the area.
i. Approach and methodology to the assignment (understanding, approach, team composition, coordination, methodology of execution, facilities and logistical requirements).
j. Work plans: activity schedule; staffing plan; stakeholder management; communication; scope and cost management; quality management; monitoring procedures; risk management.

vii. Prepare and present the draft IR at a stakeholder workshop organized by the Client.

viii. Prepare the final IR, considering stakeholder comments and obtain approval of the Client for the final IR before proceeding with activities in the IR or the subsequent stages of the consultancy assignment. If the final IR submitted by the Consultant is found unsatisfactory or unacceptable, the Consultant shall submit a revised or alternative IR for approval at no additional cost.

4.2 Stage 2: Masterplan

4.2.1 Stage 2. Part 1: Preparation for Masterplan design

i. The Consultant shall:
   a. Formulate the Masterplan brief/strategic framework
   b. Collect, analyse and present baseline information and facts about the current situation of the planning area regarding the following specific aspects.

   - The Master planning framework applicable in the areas of Local Council Authorities and at the Country level
   - University strategic plan
   - Land use patterns with respect to buildings and open spaces in the area
   - Existing physical conditions

ii. The assessment of the existing physical conditions will cover the following:
   a. Ground conditions, including soils and geotechnical conditions - The Consultant shall in this regard undertake soil studies and investigations considered necessary to ensure safe, economic and effective design of the proposed infrastructure developments. It will be necessary to ensure that there is no risk of the foul waste contaminating the present or possible future groundwater supply sources.
   b. Climatic conditions (seasons, rainfall, temperatures, humidity, wind, sunshine).
   c. Water resources, groundwater and hydrology
   d. The Consultant shall carry out hydrological surveys to determine surface runoff to plan for adequate storm or surface water drainage system and rainwater harvesting system on the buildings
   e. Buildings - The Consultant shall conduct a comprehensive building condition survey to assess the existing condition of the buildings, the functioning, fabric, components and services therein. The Consultant shall provide a photographic record of the conditions.

f. The Consultant shall take measurements and prepare general layout plans, sections and elevations of the existing building. The buildings shall be identified by name, location, brief description and present function and an appropriate code or numbering system shall be proposed for each building.
g. The Consultant shall further carry out a structural integrity assessment of existing buildings and infrastructure, including reviewing the workmanship, materials used in construction of the different elements, ascertaining structural failures, if any, and establishing the integrity and ability of the buildings to withstand any structural modifications, if so required.
h. The Consultant shall prepare a Structural and Civil Engineering Status Report which will include, but not limited to, the following:
    - Condition of the foundations/plinth walls, walls, beams and columns, floors and slabs, staircases, external works, and sewerage disposal systems for the existing buildings, as applicable.
    - Status of paved roads, gravel roads, parking yards, and storm water drainage.
    - The Condition Survey Report prepared by the Consultant shall include but not be limited to dilapidations, disrepairs, obsolescence and remedial measures required; demolitions or alterations/remodelling, extension, reconstruction or other improvements on a case-by-case basis, indicating the key considerations. For buildings retained, a schedule of key rehabilitation requirements will also be required. The condition report shall also include a report on the structural integrity and civil engineering condition of the building/structure
i. Topography and cadastre - The Consultant shall carry out a cadastral and topographical survey of the entire land belonging to BU to confirm the boundaries of the land and establish the topography and other physical features on the land. In case there are encumbrances or encroachments, the Consultant shall recommend appropriate action to the Client.
j. Aspect of the site.

iii. The Consultant shall also assess the existing utility infrastructure including.
    a. Surface and subsurface drainage
    b. Water, mechanical installations - The Consultant shall assess the status of the mechanical installations including plumbing, water supply, drainage and sanitary installations, and air-conditioning system, if any, in each building and include a report on these in the condition survey report.
    c. Electricity and telecommunications - The Consultant shall assess the status of the existing mains power supply and service lines, electrical installations in existing buildings, telephone service connections and ICT networks, and prepare an Electrical and ICT Installations Status Report. The assessment shall include:
        - Establishing the physical location and condition of both High Voltage and Low Voltage lines, underground and overhead service lines, within the entire land belonging to BU, transformer sub-stations, and identifying over-aged or obsolete networks that need to be replaced.
        - Visual inspection of the entire reticulation to establish its state and sizes of conductors, condition of controls, wiring and wiring accessories within the buildings; provisions for telephone, lighting and connected equipment, fire safety, earthing and lightning protection.
        - Establishing the present usage of ICT services at BU, type of service networks and ICT infrastructure, details of present service providers and any related relevant information.

iv. The Consultant shall also assess the following.

a. Existing movement infrastructure for vehicular traffic, public transport, pedestrians, special needs persons, cyclists. This will involve conducting studies on the current traffic volume, composition and directional factors to enable a forecast of future traffic trends to be made. The data compiled will be considered in the design of the routes and road network in the Masterplan.
b. Social and economic demographics of the area
c. The people in the area, in terms of communities, accessibility, amenities, diversities
d. Land ownership
e. Legal constraints to infrastructure development
f. Environmental assets, ecology and conservation in the area
g. Cultural requirements and identity issues in the area
h. Planning permissions for infrastructure development

v. The Consultant shall.
a. Carry out area/urban design analysis and characterisation
b. Ascertain the character of the area by assessing, if any:
- The way-built forms relate to topography and natural features
- Historic structures and layers of development that have influenced built form in the area
- Landmark buildings, traditional building types, ordinary buildings in the area
- Green spaces and landscape framework
- The nature of streets and spaces and relationship between public and private realm

c. Identify if any, what is historically or culturally significant in the area, that is vulnerable to change or in need of protection, enhancement or celebration

vi. The Consultant shall also create an outline business case for the Masterplan including delivery issues, by assessing how the following issues shall be addressed.
a. How to position the proposed development in the regional, sub-regional and local economy.
b. How proposals should address issues of demand and supply, and potential financial benefits to investors, public agencies and the local communities.
c. Risk assessment to review risks (legal, financial, political, other) that could prevent implementation of the Masterplan, and how to manage them.
d. Potential catalysts, if any, for change in the economic base of the area or nature of site.
e. Practical aspects of how the Masterplan will be carried out, including identifying an appropriate budget and program.
f. Consideration of issues and options related to implementation of development and delivery mechanisms

vii. The Consultant shall then develop a vision for the Masterplan, stating and communicating the aspirations, and draft a vision for the Masterplan, which describes in words, images and diagrams (but not designs) the following aspects.
a. The kind of place the area should become.
b. How much change is needed, of what type and over what time.
c. Realistic objectives for development.
d. What is needed physically, economically and socially in the area?

ix. The Consultant shall, in addition, outline the Master planning process and review the arrangements for the Master planning process as stipulated in these ToR, vis-à-vis the baseline information and findings and advise on the way forward for the project.

x. The Consultant shall, finally, undertake a key stakeholder analysis and management plan, which will involve the following.

a. Carrying out an analysis of the key stakeholders identified in Stage 1 – Inception
b. Preparation of a stakeholder consultation strategy for the approval of the Client and that sets out:
    - who will oversee the process
    - the aims, anticipated benefits and risks associated with the consultation
    - who should be consulted, who communicated with
    - stages at which it will be carried out
    - types of processes to be used
    - how this would relate to a parallel communication/publicity or marketing strategy
c. Proposing the appropriate consultation and communication method to be applied to the stakeholders including any or a combination of the following
    - Design workshops
    - Open days
    - Exhibitions
    - Study tours
    - Walkabouts
    - Focus groups
    - Community meetings
    - Questionnaires
    - Formal committees/meetings
    - Projects with a local architecture and built environment center
    - Initiatives with lecturers, students, linked to curricula/programs
    - Website
    - Newsletters
    - Local press articles

4.2.2 Stage 2, Part 2: Masterplan Design and Production

i. The Consultant shall define and establish the key test questions/parameters that the evolving Masterplan should answer or satisfy at each stage. The questions/parameters shall include but not be limited to.
    a. Will the MP deliver the vision established for the place, based on its unique qualities?
    b. Does the MP set out proposals and principles that will create a place that will function well in terms of its urban design: streets, blocks, spaces, movement, landscape, and infrastructure?
    c. Does the MP provide the basis to create great architecture, buildings and public spaces in terms of design quality, set the standards to be achieved and provide the framework for testing proposals?
    d. Are the proposals viable in economic and market terms?
    e. Is the plan deliverable? What are the mechanisms to ensure delivery?
    f. Does the MP reconcile economic goals and other public aspirations?
    g. Does it provide an urban or area structure which is easy to explain and use; and robust enough for future cycles of redevelopment?

h. Does it allow phased implementation?
i. Does it provide value if only executed in part?
j. Does it provide a flexible and open-ended framework, able to respond to change in demand?
k. Does it achieve a sense of place and distinct local identity?
l. Does it achieve something overarching?
m. Is it integrated with surroundings so that the area being developed and the surrounding area benefit from each other?

ii. The Consultant shall further define questions and parameters for open spaces to address the functional, design and user requirements.

iii. The Consultant shall then carry out the following:

a. Test the strategic framework
b. Collect any further baseline information
c. Review and expand vision
d. Prepare and test land use and plan layout options
e. Test against potential implementation models and options
f. Consultation – stakeholder consultation and feedback
g. Prepare draft Masterplan including three-dimensional urban design proposals

iv. The Consultant shall prepare three-dimensional urban design proposals showing three aspects:
a. The proposed massing, height, densities, orientation, grids and blocks for buildings (without architectural or style details)
b. The movement routes (both pedestrian and vehicular)
c. The location and role of open space.

v. The Consultant shall prepare drawings showing

a. Existing site layout, land use and space utilization.
b. Existing vehicular and pedestrian network.
c. Existing water supply and sanitation network.
d. Existing electrical reticulation.
e. Existing telephone reticulation and ICT installations layout.
f. Existing building condition based on the building quality survey conducted.
g. Environmental aspects.
h. Development opportunities and constraints arising from the physical state of the existing land and land use pattern.
i. Planning and designing considerations.
j. Outline structure plan, showing the proposed land use and zoning.
k. Masterplan providing at least two alternative development proposals.
l. Development plan considering phased development and indicating proposed new developments as well as buildings retained, remodeled, renovated or modified.

vi. The Consultant shall undertake a development capacity analysis and testing, urban design refinement and finalize Masterplan and report.

vii. The Consultant shall prepare a written report on the Masterplan describing:

a. **Vision statement:**

- The vision for the area, which will have evolved and expanded through process
- Aims and objectives – what the Masterplan is trying to achieve

b. **Site and context appraisal**

The existing context and summary of baseline information

c. **Policy review**

The policy context and the need for aspects of the Masterplan to be adopted as policy, eg. through supplementary planning guidance or design briefs

d. **Feasibility appraisals**

The business plan, including feasibility and option appraisal

e. **Planning and design principles**

- A description of the different elements of the Masterplan: the physical, economic and social
- The different physical elements / layers that will create a successful place – often presented as strategies relating to land use, urban design, architecture, open space / landscape, movement, infrastructure, etc.
- Policies that should be adopted to inform the more detailed stage of design for individual buildings and spaces, for example, quality of key spaces or sustainable design principles for buildings

f. **Indicative design concepts and proposals**

Aspects of the Masterplan that are definitive and vital to the creation of a successful place and those where more flexibility can be applied

g. **Details of the proposed development process or delivery strategy describing the following.**

- Mechanism for assessing detailed proposals against the Masterplan as they come forward
- Mechanism for changing the Masterplan if circumstances change
- Delivery strategy, e.g. costs, phasing, funding, timing and delivery organizations
- Key partners in the development and their respective roles: regeneration agencies, developers, funders, designers, the community, tenants, transport providers, the local planning authority, etc.
- Key steps required for implementation.

viii. The Consultant shall construct a scale/mock-up model of the approved 50-year Masterplan showing.

a. Conceptual architectural designs taking into consideration the need for well-planned improvement and expansion of the existing facilities blending with proposed new buildings and infrastructure.

b. Site layout of the various developments in different zones, outline floor plans, elevations and sections where applicable.

c. Typical cross-sections of various roads and storm water drainage.
d. Outline design for the water supply and sewage disposal systems.
e. Outline electrical and ICT designs.
f. Outline mechanical designs

4.2.3 Stage 2, Part 3: Masterplan Implementation Action Plan

i. The Consultant shall prepare a strategy for implementation of the approved 50-year Masterplan covering the following aspects
   a. A Timetable for implementation
   b. Funding
   c. Delivery vehicles or agency(ies)
   d. Partners in local delivery
   e. Marketing
   f. Management and maintenance strategy
   g. Risk analysis
   h. Where appropriate establish principles in policy
   i. Establish mechanisms for delivering design quality in projects e.g. in
      - Design briefs
      - Design guidelines
      - Design codes
      - Teams of architects, engineers and designers
      - Competitions
      - Design advisory panel
      - Market the development opportunities / find development partners

4.3 Stage 3: Strategic Environmental Assessment (SEA)

4.3.1 Stage 3, Part 1: SEA Scoping of the 50-year Masterplan

Developing infrastructures and improving BU buildings are expected to contribute to making high education more accessible and sustainable. Nevertheless, these interventions can also have adverse social and environmental impacts. Impacts can broadly be broken down into four categories that could affect the people, flora and fauna depending on the location

The Consultant shall carry out analyses and prepare the reports described hereunder

4.3.1.1 Masterplan and project analysis

i. Describe the 5 infrastructure components and activities to be implemented within the 50-year Masterplan, from the planning through construction, decommissioning, to operation. This task is intended to contextualize the general infrastructure development detail and shall mainly be sourced from existing studies and documentation.
ii. Describe the direct and indirect areas of influence of the BU infrastructure development.
iii. Undertake GIS-type mapping of salient features for the BU infrastructure development area.

4.3.1.2 Situation analysis

This shall include a description and analysis of the baseline environmental and social characteristics of the BU infrastructure development area to include:

i. **The physical environment***:* topography, landforms, geology, soils, climate, meteorology, air quality, hydrology (a full hydrological assessment to review the historical hydrological information and establish the hydrological dynamics of project intervention to inform site sitting and levels of works choices), current users and uses of any rivers/water body and its wetland areas, *waste pollution discharges,* utilities, traffic data among other considerations.
ii. **The biological environment**: flora, fauna types and diversity, endangered species, sensitive habitats, environmental hotspots.
iii. **The social and cultural environment**: present and projected including where appropriate areas of cultural significance, sacred sites, cultural properties, population, land use, economic activities, planned developments, HIV/AIDS issues, gender issues, issues relating to vulnerable groups, e.g. children, disabled, elderly, rural-urban migration, normal day-to-day travel patterns, income generating activities, customs, aspirations and attitudes of people within the BU development area of influence, special cultural norms.
iv. **Baseline information**: this should be documented with GIS-type overlays and data on the demographic, economic and environmental variables of the BU development area of influence.

4.3.1.3 Policy, Legal and Institutional analysis.

i. Describe and analyse the administrative, policy and legal frameworks as well as standards governing social and environmental issues at the national and district levels in the local governments i.e. Local Council Authority, including but not limited to: the environmental quality, solid and liquid waste management issues, air quality issues, health and safety, protection of sensitive areas, land use control at the national and local level as well as the systems governing ecological and socio-economic issues.
ii. Identify and analyse the key stakeholders at the policy and administrative levels, including their views or positions relating to the proposed infrastructure developments in BU area. Special attention shall in these respects be paid to the regulatory requirements relating to environment and natural resources management.
iii. Identify the gaps and weaknesses in the existing policy, legal and institutional frameworks and propose ways in which these can be strengthened.

4.3.1.4 Preliminary impacts analysis

A Preliminary Impact Analysis (PIA) is an initial, simplified assessment of the potential impacts of a proposed change, often used in regulatory settings. It helps determine if a more comprehensive analysis, The PIA aims to quickly identify potential negative impacts on business, consumers, or the economy, and it can be a simple tool to guide decision-making.

Therefore, the consultant will identify the potential social and environmental impacts that could arise from the implementation of the 50-year Masterplan on the natural habitats, human beings, built environment and ecosystems through the different phases.

4.3.1.5 Scoping Report

a) The Consultant shall prepare a draft scoping report covering 20.1-20.4 above and present the report at a workshop organized and facilitated by the Client
b) Prepare a final scoping report considering comments of stakeholders and submit to the Client for approval before proceeding.

4.3.2 Stage 3, Part 2: Full Impacts Analysis

The Consultant shall.

i. Describe and analyse all significant changes both positive and negative. Potential impacts to be analysed shall include:
    a. Impacts on the ground water (e.g. water level effects, erosion effects, sedimentation effects).
    b. Biodiversity impacts on flora and fauna (e.g. effects on vegetation, wetland plant growth and ecosystem).
    c. Flood risk, surface and ground water contamination.
    d. Noise and vibration, air quality, landscape.
    e. Effects on populations and livelihoods (e.g. migration effects, influx of workers, transport operators and service providers, HIV/AIDS effects, involuntary resettlement, agricultural pattern changes, economic effects, impacts on vulnerable groups like women, children, the elderly and the disabled), cultural heritage.
    f. Transport impacts.
    g. Induced development effects, and waste disposal impacts (e.g. wastewater-based effluents from nearby homes, small scale industries, and from increased activities in BU, bilge and waste, cleaning wastewaters, other pollutants, oil or other hazardous or waste spills, chemical wastes).
ii. Capture and analyse all changes in the baseline environmental and social conditions of the BU area, which can reasonably be attributed to the 50-year Masterplan development.
iii. Assess the reasonable expectations in changes in the traffic demand patterns and levels on roads arising from the developments in the Masterplan; and how these will impact the social and environmental fabric of the area of influence. The methods and assumptions utilized in the impact analysis shall be clearly specified and justified.
iv. Identify and assess not only the locus-specific impacts but more generally those that have a cumulative or residual effect. The potential impacts must relate to all the phases of the project cycle including.
    a. Project planning; determination of route for access road, land acquisition, resettlement of people, compensation and housing of displaced people, if applicable.
    b. Project construction effects including land clearing, earth works blasting, HIV and other STIs, other sexual activity effects arising from interactions between migrant workers and local community, camp, quarry, borrow pit effects, access road issues, dust, drainage issues, disposal and waste management, health and safety, loss of scenic views, severance effects.
    c. Project decommissioning: effects from interrupted land use e.g. restoration of borrow pits, reconstruction of damaged environment.
    d. Project operation effects including waste management, inland or new transport terminals and operations effects, emissions, slope stabilization, access issues, planning, migration and induced development effects.

4.3.2.1 Occupational Health and Safety analysis

i. Analyse and describe occupational health and safety concerns. Describe and analyse all occupational health and safety concerns likely to arise because of the proposed Masterplan interventions, both during the construction phase, as well as with the operation of the BU infrastructures.

ii. Critically analyse specific concerns and make recommendations on corrective and remedial measures to be included under the Environmental and Social Management Plan (ESMP).

4.3.2.2 Impacts Analysis Report

The Consultant shall.

i. Prepare and present the draft of the impact's analysis report to a stakeholder workshop organized and facilitated by the Client.
ii. Prepare the final impacts analysis report, considering stakeholder comments, and submit to the Client for approval before proceeding

4.3.2.3 Public Participation, Consultation and Disclosure

The Consultant shall.

i. Undertake full public participation and meaningful consultation on the positive and negative impacts of the infrastructure developments amongst key stakeholders and disclose documents as they become cleared for public consumption.
ii. Preliminary stakeholder engagement report.

4.3.2.4 Prevention and Mitigation Measures

The Consultant shall.

i. Propose prevention and mitigation measures to the identified social and environmental impacts of the 50-year Masterplan.
ii. Comply with the Mitigation hierarchy according to the National Environment Act Cap 181 Section 115. Avoid, minimise, restore and compensate and biological offsets.
iii. Suggest cost-effective measures for minimizing or eliminating adverse impacts of the proposed Masterplan interventions. Measures for enhancing the positive or beneficial impacts shall also be recommended.
iv. Where feasible, make alternative proposals or recommendations to Masterplan interventions in terms of technology, design, layouts, and levels of work and location of project sites including the justifications for those recommendations.
v. Make proposals for the proper screening, handling, acceptance and transport of dangerous cargo based on local and international standards and regulations including elements such as the establishment of segregated and access-controlled storage areas with the means to collect or contain accidental releases, loading and unloading to and from transport vehicles, and emergency response procedures specific for dangerous goods.
vi. Prepare a detailed contingent management plan, for hazardous materials handling. The Consultant shall also make suitable recommendations on measures for handling of wastes from the implementation and operations of the Masterplan interventions.
vii. Provide costing shall for all proposed measures.
viii. Recommend timelines for implementation and suggest the responsible parties.
ix. Categorize the measures proposed into the various phases of the Masterplan interventions; in line with the identification of impact tasks i.e. project planning, construction, decommissioning and operation.

4.3.2.5 Environmental and Social Management Plan (ESMP):

i. The Consultant shall provide an ESMP that entails or comprises.

ii. An outline of the measures to be implemented to prevent and mitigate the negative social and environmental impacts identified in the social and environmental assessment.
iii. Three key areas: implementation of prevention and mitigation measures, institutional strengthening and training, and monitoring.
iv. Description of the responsible parties, the institutional setups and collaborations as well as the strengthening and training recommended the timelines, and costs for each measure.
v. A monitoring framework, developed as part of the plan, to guide the monitoring and evaluation of the progress in implementing the recommended actions including but not limited to:
vi. Monitoring of groundwater levels, water quality.
vii. Monitoring of noise levels, air quality.
viii. Methodologies, sampling, frequencies, thresholds, equipment, materials, staffing and resources needed for data collection and for corrective actions.

4.3.2.6 Stage 3, Part 3: SEA Report

i. Prepare and present the draft of the SEA report to a stakeholder workshop organized and facilitated by the Client
ii. Prepare the final SEA report for development of the BU infrastructures, considering stakeholder comments, and submit to the Client for approval before proceeding
iii. Submission and approval of the final SEA report shall signify successful completion of the consultancy services.

4.4 Stage 4, Traffic Impact Assessment

The Consultant shall perform the following tasks.

4.4.1 Review of Relevant Documents

i. Local development plans
ii. Transport planning policies and guidelines
iii. Previous traffic studies (if available)

4.4.2 Baseline Data Collection

i. Conduct classified traffic counts at key intersections and access roads during weekday AM and PM peak hours.
ii. Survey existing parking usage, pedestrian, cyclist, and public transport activities.
iii. Identify current issues (e.g. congestion, safety concerns, illegal parking).

4.4.3 Trip Generation and Distribution

i. Estimate trip generation based on land use types (refer to Institute of Traffic Engineers (ITE), Trip Rate Information Computer Studies (TRICS), or local trip rate manuals).
ii. Determine trip distribution using existing traffic patterns, gravity models, or survey data.

4.4.4 3.4 Traffic Assignment and Modeling

i. Assign generated trips to the network.
ii. Analyze current and future traffic conditions (including 'With Development' and 'Without Development' scenarios).
iii. Evaluate the level of service (LOS) for critical intersections using appropriate modeling software (e.g., SYNCHRO, SIDRA, VISSIM).

4.4.5 Impact Analysis

i. Determine operational performance impacts at nearby junctions and roads.
ii. Assess pedestrians, cyclists, and public transport service adequacy.
iii. Identify any negative effects on road safety, travel time, and network capacity.

4.4.6 Mitigation Measures

i. Propose intersection improvements (e.g., signal timing, lane additions, geometric changes).
ii. Recommend traffic management solutions (e.g., signage, access control).
iii. Identify necessary road upgrades or developer contributions.
iv. Evaluate sustainable transport options (e.g., transit integration, bike facilities).

4.4.7 Study Area

The study area shall include the development site and all key intersections, roads, and access points within a [500 m to 2 km] radius or agreed with the Client.

4.4.8 Stakeholder Engagement

The consultant shall liaise with the following stakeholders:

i. Ministry of Works and Transport – Directorate of Transport
ii. Planning Department of the Local Governments
iii. Public Works Department of the Local Governments
iv. Public Transport Operators
v. Emergency Services such as Fire brigade (Police) and Ministry of Health.

5 IMPLEMENTATION TIME FRAME AND PAYMENT SCHEDULE

5.1 Time Frame

i. The overall duration for the assignment is estimated to take **52 calendar weeks (12 calendar months)**, starting from the date of commencement of the Consultant's assignment and stage 2 preparations for Masterplan design and Stage 4 design development shall commence at the same time.

ii. The Consultant's proposal for the assignment should therefore comply with this time frame, requiring engagement of the Consultant over a total duration of **52 calendar weeks.** The Consultant may handle some of the activities for preparation of the Masterplan concurrently with strategic environmental assessment to reduce the overall duration of the assignment.

iii. The Consultant will also need to undertake preliminary consultation with the various Statutory Agencies and Local Authorities as early as possible in the design development stage to ensure expeditious approval of the designs, once a formal application is submitted.

iv. Where the Client is required to approve submissions, documents and reports, the Consultant or other parties expecting responses will generally receive the response within the periods stipulated in the implementation schedule in Table III below. If any of the stipulated periods is not achieved for whatever reason, the Consultant and other parties would be advised promptly.

5.2 Implementation schedule

The breakdown of the estimated time frame and implementation schedule for the assignment is set out in Table 2 below.

Table III: Breakdown of implementation schedule

ITEM	ACTIVITY DESCRIPTION	DURATION (WEEKS)
1.	**STAGE I – INCEPTION**	
a	Mobilization by Consultant	1
b	Document review, confirm aims and objectives, stakeholder mapping	
c	Site visit, reconnaissance and needs assessment	1
d	Draft Inception Report (IR) and Presentation to the Client	1
e	Final IR incorporating the Client's comments	1
f	Approval of Final IR	1
	Sub-total	**5**
2.	**STAGE 2 – MASTERPLAN**	
2.1	**Stage 2, Part 1: Preparation for Masterplan design**	
a	Formulate strategic framework/Masterplan brief	1
b	Collect, analyse baseline information	
f	Stakeholder analysis and management plan	
g	Develop Vision for Masterplan	1
h	Create outline business case and compile initial findings	
j	Stakeholder Workshop	1
k	Proceedings of Stakeholder Workshop	
2.2	**Stage 2, Part 2: Design of Masterplan**	
a	Establish test questions and parameters	2

ITEM	ACTIVITY DESCRIPTION	DURATION (WEEKS)
b	Apply test on framework, business case, land use options, implementation models + draft report on results	3
e	Draft Masterplan drawings, diagrams (3-dimensional)	6
f	Draft Masterplan written report	2
g	Workshop + Final Masterplan drawings and report	1
i	Scale/Mock-up model of Masterplan	1
j	Approval of final Masterplan drawings, report and scale/mock-up model	2
2.3	**Stage 2, Part 3: Implementation action plan**	
a	Implementation matrix and cost estimates	2
b	Approval of implementation plan	1
	Sub-total	**23**
3.	**STAGE 3:– STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF THE MASTERPLAN**	
3.1	**Stage 3, Part 1: Scoping**	
a	Draft Scoping Report (SR)	1
b	Presentation of Draft SR; Incorporation of Client's comments to produce the Final SR	1
c	Approval of SR	1
3.2	**Stage 3, Part 2: Impact Analysis**	
a	Analysis of potential impacts	1
b	Prevention and mitigation measures	1
c	Draft impact analysis report (IAR)	1
d	Workshop + Final IAR	1
e	Approval of IAR	1
3.3	**Stage 3, Part 3: SEA Report**	
a	Public, Stakeholder consultation	1
b	Draft SEA Report	1
c	Workshop + Final ESM/SEA Plan	1
d	Approval of ESM/SEA Plan/Report	1
	Sub-total	**12**
4.	**STAGE 4; TRAFFIC IMPACT ASSESSMENT**	
a	Traffic count and survey results	4
b	Stakeholder engagement	4[1]
b	Draft TIA report for review	2
c	Final TIA report incorporating stakeholder feedback	1
d	Workshop + Final TIA report	1
e	Approval of TIA report	1
	Sub-total	**9**
a	Outline Design and submission of Report	2
b	Approval of Outline Design Report	1
	Sub-total	**3**
	TOTAL ASSIGNMENT DURATION	**52**

[1] Carried out concurrently with Traffic Count and survey results.

Implementation of infrastructure projects contained in the Masterplan will be done in phases and will be the subject of a separate consultancy and works contracts.

5.3 Payment Schedule

Payments will be made in accordance with the Table below.
Table IV: Payment Schedule

ITEM	ACTIVITY DESCRIPTION	% PAYMENT
1.	**STAGE I – INCEPTION**	20%
2.	**STAGE 2 – MASTERPLAN**	40%
3.	**STAGE 3 – STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF THE MASTERPLAN**	10%
4.	**STAGE 4 - TRAFFIC IMPACT ASSESSMENT**	10%
5.	**APPROVAL OF OUTLINE DESIGN REPORT**	20%
	TOTAL CUMULATIVE PAYMENT	**100%**

5.4 Outputs and Reporting Requirements

5.4.1 Outputs, Reporting Requirements and Schedule of Deliverables

5.4.1.1 Meetings of the Consultant and the Client

The Consultant and BU shall agree dates for regular meetings between the BU Contract Management Team (CMT) and the Consultant during the consultancy assignment. It is estimated that at least one (01) such meeting per month will be held throughout the assignment.

5.4.1.2 Contract Management

The Consultant shall.

i. Shall ensure quality, cost effective and timely delivery of tasks as guided by the Statement of Requirements.
ii. Keep the Client regularly informed of the progress of the assignment and any problems encountered.
iii. Ensure that the assignment is executed in accordance with the contract documents, and shall always be available to guide the Client, other stakeholders and answer any queries that may arise.
iv. Attend meetings at BU, inspections, tours, stakeholder meetings and workshops and conduct interviews at locations as required, for the purpose of addressing all aspects for developing the Masterplan.
v. Send out notices for project meetings, record proceedings and distribute minutes in good time to allow required action to be taken timely.
vi. Facilitate meetings as broken down in the Request for Proposal.
vii. Make monthly progress reports to the Client. The reports shall consider; the general performance of the Consultant, cost updates, the assignment progress/programme, payment status, expenditures and any contractual problems.

5.4.1.3 Meetings of the Consultant and stakeholders or end users

The Consultant shall

i. Arrange for, convene and meet the cost of refreshments, other necessary logistical requirements for all consultative meetings with stakeholders and end users.
ii. Provide required stationery, software and office tools to be used by the BU Contract Management Team for purposes of coordinating the assignment.

5.4.2 Requirements for reporting and approvals

5.4.2.1 Form and language of reports:

The Consultant shall:

i. Submit written reports in the English language, in addition to drawings and other pertinent technical illustrations, to the BU during and at the end of each stage. The number of hard copies that will be required are indicated in section Table IV.
ii. Consider all comments received from concerned parties and modify or cause to be modified, the reports, drawings and documents accordingly and at no additional cost.
iii. Ensure all data in reports are in units of the metric system, and all prices quoted are in Uganda Shillings (UGX).
iv. Ensure the general paper format for the presentation of reports shall be size A4 (210 x 297 mm), with A4 multiples folded down to that size.
v. Bear the cost of printing and reproduction of all reports and documents under this assignment, unless specified otherwise.
vi. Power-point summary presentations of reports shall be provided along with the hard and digital copy. Presentations on all draft deliverables shall be made to BU within a formal presentation

5.4.2.2 Soft copies of Reports to be submitted

An editable soft copy of each report, document and drawings shall be submitted together with the hard copy of the report.

The Consultant shall provide the reports in both hard and soft copy formats. Additionally, the Consultant shall provide soft copies on flash drive that include all the reports in Word, and PDF, and the accompanying files used to create the reports or use during the assignment in Excel, Power Point, AutoCAD or other formats

5.4.2.3 Failure to comply with reporting schedule

Reports and documents submitted by the Consultant shall comply with the implementation schedule in Table 2 above. Failure on the part of the Consultant to meet submission deadlines shall attract liquidated damages, which shall be agreed upon and inserted in the consultancy contract.

5.4.3 Procedure for approvals by the Client

i. ‘Client’ in these ToR means BU
ii. Submission of reports and documents by the Consultant shall be addressed to the Chairperson Taskforce Management Committee, Busoga University, Ministry of Education and Sports.
iii. Where it is indicated that the Client will give approval, it means the Permanent Secretary, MoES or their designated representative will issue a notice of the approval to the Consultant; and

iv. BU shall reserve the right to subject the submissions of the Consultants to the required internal approvals of any other local or central government or statutory agencies.

5.4.4 Cost of making changes to reports and documents

If the Consultant's reports or designs and documents are found unacceptable at any stage of the assignment, the Consultant shall resubmit revised reports or documents or designs at no additional cost. **Any revisions required by BU following submissions for approval shall be completed by the Consultant within the contract price for consultancy fees and expenses.**

5.4.5 Return of documents, soft copies and software to the Client

i. At the end of the assignment, the Consultant shall return to BU, documents, reports and all written communications originating from both parties and put at the disposal of the Consultant for the purpose of the project, together with an inventory.
ii. Soft copies and the software used for generating the documents shall also be handed over to BU, where applicable.
iii. Neither the Consultant nor any of their staff shall claim a right of authorship or design patent on the contents of any of the reports and documents submitted during the project.

5.4.6 Content, number of copies and distribution of reports

The Consultant shall generally submit:

i. Reports on the progress of the assignment for the various stages mentioned in the Terms of Reference.
ii. Study and design reports, reports on assessment of impact of the development on the environment, economy, society, and politics of the constructed facility.
iii. Monthly progress reports: indicating progress of the assignment as measured against the Consultants work program.
iv. Periodic financial reports to the Client including the effect of any variations on the assignment costs.

The schedule of reports to be submitted are in Table V below.

Table V: Schedule of Reports / deliverables

ITEM	REPORT/DOCUMENT TITLE	CONTENT	NO. OF COPIES[2]
	MASTERPLAN PREPARATION		
1.	Monthly progress report on the Consultant's contract: to be submitted in the first week of every calendar month.	Narrative and bar charts or other graphic presentation, showing details of the consultant's progress and any changes in the assignment schedule, impediments and proposed remedies.	5
2.	Quarterly progress report on the Consultant's contract: to be submitted not later than the 10th day of the first month of every quarter.	As for item 1 above but suitably modified to include intervening and pertinent details.	5

[2] A copy per campus.

ITEM	REPORT/DOCUMENT TITLE	CONTENT	NO. OF COPIES[2]
3	Draft Inception Report (IR)	Background, objectives Document review findings Masterplan aims, objectives Stakeholder mapping Site visit, reconnaissance findings Methodologies, work plan	5
4	Final Inception Report	Incorporating comments from the Client on the Draft IR	5
5	Draft report on baseline study	Baseline information Situation analysis/Condition Survey Reports	5
6	Draft report on stakeholder analysis, business case, Vision	Stakeholder analysis and management plan Business case for Masterplan Vision for Masterplan	5
7	Workshop/Final report on stakeholders, business case, Vision	Recommendations on stakeholders, business case, Vision	5
8	Report on tests/parameters	Passing/failure of framework, business case, land use options, etc.	5
9	Draft Masterplan drawings, diagrams, charts	3-dimensional Masterplan drawings	5
10	Draft Masterplan written report	Vision statement Site and context appraisal Policy review Feasibility appraisal Planning and design principles Development process/delivery strategy	5
11	Workshop/Final report on Masterplan drawings and written report	Final Masterplan drawings Final Masterplan report	5
12	Scale model/mock-up of approved Masterplan (3D model)		1[3]
13	Implementation action plan	Implementation action plan Cost estimate of Masterplan	5
	STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF MASTERPLAN		
14	Draft Scoping Report	Appraisal of Masterplan components Situation analysis (environmental) Policy, legal, institutional analysis Preliminary impacts analysis	5

[3] One 3D model for all campuses to be located at the main campus and individual 3D models to be located the respective campuses.

ITEM	REPORT/DOCUMENT TITLE	CONTENT	NO. OF COPIES[2]
15	Final Inception/Scoping Report	As for Item 16, but incorporating Client's comments	5
16	Draft SEA report	Impacts analyses Occupational Health and Safety analysis Prevention and mitigation measures Environmental and Social Management Plan	5
17	Public, stakeholder consultation material	Public response/feedback	5
18	Workshop report on draft SEA and public consultation	Recommendations	5
19	Final SEA report	As for Item 19, but incorporating contents of Items 20, 21	5
20	Consultant's assignment completion report, including final accounts		5
	DESIGN DEVELOPMENT		
21.	Monthly progress report on the Consultancy contract: to be submitted in the first week of every calendar month.	Narrative and bar charts or other graphic presentation, showing details of the consultant's progress and any changes in the assignment schedule, impediments and proposed remedies.	5
22.	Quarterly progress report on the Consultancy contract: to be submitted not later than the 10th day of the first month of every quarter.	As for item 1 above but suitably modified to include intervening and pertinent details.	5
23	Inception Report: as per implementation schedule	Accommodation needs assessment report. Topographic and cadastral survey report Geo-technical investigations report. Approved Project Brief. Selected Concept. Comprehensive Plan	5
24	Preliminary Design Report	Masterplan for use of plots. Preliminary design drawings Report on designs	5

5.5 Data, Services to be provided by BU

5.5.1 Data to be provided by BU, TFMC

i. BU shall provide and make available to the Consultant the following documents or information:
   a. Strategic plan for BU covering the period 2022-25.
   b. Cadastral and topographic maps of BU land.
   c. Title deed.
   d. As-built drawings of existing buildings and infrastructure
   e. Structural integrity report carried out by Ministry of Works and Transport for the Bugiri Campus.

ii. The Consultant will be expected to obtain from other relevant agencies, additional documents that may be applicable to the services. Where the documents are public, the consultant will be expected to purchase them from Uganda Printing and Publishing Corporation (UPPC) or any other public office. Those that are specific to the institution will be provided by BU

5.5.2 Services to be provided by BU, TFMC

i. Liaison and assistance to obtain any other information and documents required from other agencies which BU considers essential for the proper conduct of the Consultant's assignment.

ii. Assistance to obtain work permits for foreign staff of the Consultant.

5.5.3 Services that will not be provided by BU, TFMC

i. **BU shall not have support or counterpart personnel** assigned to work with or under the supervision of the Consultant and the Consultant should therefore provide for all staffing required to undertake the assignment.

ii. **BU SHALL NOT provide** the following facilities, and the Consultant must therefore make their own arrangements to provide them for the assignment.
   a. Vehicles for use by the Consultant during the assignment.
   b. Office space and accommodation for the Consultant's staff (except that the Estates Department may offer limited office accommodation if requested for by the Consultant).
   c. Survey equipment.
   d. Field investigations equipment (geotechnical, water, etc.)
   e. Information Technology equipment and systems.

6 STAFFING

6.1 The Consultant's key Staff

The Consultant shall organize their resources as they deem appropriate. The estimated staff input, and the minimum qualification is detailed in the Data Sheet to the Instructions to Consultants in the Request for Proposals (RFP) document. However, the Consultant shall as a minimum be expected to consist of the following suitably qualified and experienced specialists who will be evaluated as **key personnel**:

Key Personnel

i. Project Manager/Team Leader
ii. Higher Education Specialist
iii. Architect
iv. Physical Planner
v. Economist
vi. Civil/Structural Engineer
vii. Quantity Surveyor
viii. Land Surveyor
ix. Valuation Surveyor
x. Electrical Engineer
xi. Mechanical Engineer
xii. ICT specialist (Telecom and IT Networks)
xiii. Environmental Specialist
xiv. Social Development Specialist/ Sociologist
xv. Traffic Engineer

6.2 Minimum qualifications and experience of key staff

The minimum required qualifications and experience for the key staff is in Table VI below.

Table VI: Minimum requirements for key personnel (Master Plan, SEA team & TIA)

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
1.	**Project Manager/Team Leader (PM/TL)**	15	Bachelor's degree in architecture. Postgraduate qualifications in any of the fields of physical infrastructure development, or urban planning, Project Management	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken** infrastructure planning and development for institutional site ● **Responsibility level/position in previous similar projects:** Team Leader/Project Manager/Co-Leader/Coordinator ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2 ● **Other countries worked in with conditions like Uganda:** ≥ 2.
2.	**Higher Education Specialist**	10	A minimum of a PhD in in education (economics of education, education policy, education planning, etc.), public policy, or a related field.	Not Applicable	● **Similar assignment/project undertaken**: ▫ Education policy. ▫ Education management. ▫ Education planning. ▫ Pedagogy and curriculum design ▫ Teaching and learning. ● **Responsibility level/position in previous similar projects:** Education Specialist / Advisor **No. of similar projects where has held similar position in past 10 years:** ≥ 2
3.	**Architect**	12	Bachelor's degree in architecture; Postgraduate qualifications in	Professional registration and valid practicing certificate from	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, project implementation planning,

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
			Architecture or any field of specialty in the built environment	a recognized professional body	▫ Proven knowledge of public sector frameworks and procedures ● **Responsibility level/position in previous similar projects:** Project Architect ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
4.	**Physical Planner**	10	Bachelor's degree in physical planning, or Land Use Planning, or urban planning or urban and Regional Planning, or Urban Design or Geography and relevant post graduate training in either Geographic Information Systems or Land Management	Member of the Society of Professional Physical Planners of Uganda.	● **Similar assignment/project undertaken**: ▫ Preparation of Masterplans either for urban councils, district councils or education institutions. ● **Responsibility level/position in previous similar projects:** Physical Planner ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
5.	**Economist**	8	Bachelor's degree in economics or quantitative or any other related field. A master's in economics is a MUST.	N/A	● **Similar assignment/project undertaken**: ▫ Preparation of project feasibility study. ● **Responsibility level/position in previous similar projects:** Economist ● **No. of similar projects where has held similar position in past 10 years:** ≥ 1
6.	**Civil/Structural Engineer**	15	Bachelor's degree in civil/ Structural Engineering or equivalent.	Professional registration and valid practicing certificate from	● **Similar assignment/project undertaken**:

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
			Postgraduate qualification in Structural Engineering is a desired.	a recognized professional body	▫ Preparation of similar Masterplans, project implementation planning, for highways, transportation, structures and sanitation ▫ Proven knowledge of public sector frameworks and procedures ● **Responsibility level/position in previous similar projects:** Project Civil / Structural Engineer ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
7.	**Quantity Surveyor**	15	Bachelor's degree in quantity surveying, Building Economic or its equivalent	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, project implementation plans, cost planning of projects, financial appraisal of public sector investment projects ▫ Proven knowledge of public sector frameworks and procedures for development projects ● **Responsibility level/position in previous similar projects:** Quantity Surveyor, Building Economist, Cost Consultant ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
8.	**Land Surveyor**	10	A bachelor's degree qualification or equivalent in Land Surveying.	Professional registration and valid practicing certificate from a recognized	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, project implementation plans, cost planning of projects, financial appraisal of public sector investment projects

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
				professional body	▫ Proven knowledge of public sector frameworks and procedures for development projects ▫ experience in similar cadastral and topographic surveys for similar projects. Proven knowledge of surveying procedures and regulations for similar properties is required. ● **Responsibility level/position in previous similar projects:** Quantity Surveyor, Building Economist, Cost Consultant ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
9.	**Valuation Surveyor**	10	A bachelor's degree qualification or equivalent in Valuation Surveying or Estates Management.	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, project implementation plans, cost planning of projects, financial appraisal of public sector investment projects ▫ Proven knowledge of public sector frameworks and procedures for development projects ● experience in property management with proven abilities in pre- and post-investment appraisal for property development. ● **Responsibility level/position in previous similar projects:** Building Economist, Cost Consultant. ● **No. of similar projects where has held similar position in past 10 years: ≥ 2**

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
10.	**Electrical Engineering**	10	Bachelor's degree in electrical engineering or electronic engineering or equivalent qualifications	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, planning and implementation of electrical power supply, networks, service installations, alternative energy resources in infrastructure projects ▫ Proven knowledge of public sector frameworks and procedures for power infrastructure development projects ● **Responsibility level/position in previous similar projects:** Electrical Engineer ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
11.	**Mechanical Engineer**	10	Bachelor's degree in mechanical engineering	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, planning and implementation of electrical power supply, networks, service installations, alternative energy resources in infrastructure projects ▫ Proven knowledge of public sector frameworks and procedures for power infrastructure development projects ▫ Waste Management ● **Responsibility level/position in previous similar projects:** Mechanical Engineering ● **No. of similar projects where has held similar position in past 10 years: ≥ 2**

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
12.	**ICT Specialist (Telecom and IT networks)**	10	Bachelor's degree in any relevant foundation degree such as Electrical Engineering or Telecom Engineering	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, planning and implementation of ICT infrastructure and services requirements for similar developments ▫ Proven knowledge of public sector frameworks and procedures for ICT infrastructure development projects ● **Responsibility level/position in previous similar projects:** ICT Specialist / Officer ● **No. of similar projects where has held similar position in past 10 years: ≥ 2**
13.	**Environment Specialist**	10	Bachelor's degree in a field of Natural Resources, Physical Sciences, Agricultural Science or related field with a Postgraduate qualification in Environmental Sciences,	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignment/project undertaken**: ▫ Researching, planning, managing, protection or enhancement of various natural habitats including grasslands, woodland, forests, wetlands, marine habitat ▫ Managing environmental issues of natural habitats ▫ Preparation of conservation Masterplans, implementation planning, proven knowledge of public sector procedures ▫ Preparation of ESIA/SEA of Masterplans for similar infrastructure developments Proven knowledge of public sector frameworks and procedures for ESIA/SEA processes

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
					● **Responsibility level/position in previous similar projects:** Nature or environmental conservationist ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
14.	**Social Development Specialist/Sociologist**	8	Bachelor's degree in social sciences or development studies or Humanities equivalent. Postgraduate degree in Sociology, Social Sciences, Social Work and Administration, Or Anthropology or any other relevant social science	Not Applicable	● **Similar assignment/project undertaken**: ▫ Preparation of similar Masterplans, formulation of social safeguards for public sector development projects ▫ Proven knowledge of public sector frameworks and procedures ● **Responsibility level/position in previous similar projects:** Project Sociologist ● **No. of similar projects where has held similar position in past 10 years:** ≥ 2
14.	**Traffic Engineer**	10	Bachelor of Science Degree in Civil Engineering and a Master of Science in a related field.	Professional registration and valid practicing certificate from a recognized professional body	● **Similar assignments/ projects undertaken** ▫ Technical proficiency in traffic engineering principles and traffic flow theories. ▫ Proficiency in traffic modelling software and data analysis tools. ▫ Project management skills for overseeing complex transportation projects. ▫ Effective communication and interpersonal abilities for collaboration with multidisciplinary teams and stakeholders.

No	Position	General qualifications			Adequacy for the assignment
		Working experience in years, relevant to assignment	**Relevant education: minimum academic qualification**	**Minimum professional qualification**	**Minimum specific experience**
					▫ Analytical skills for evaluating traffic data and proposing effective solutions. ▫ Adaptability and willingness to stay updated with the latest trends and technologies in traffic engineering. ● **Responsibility level/position in previous similar projects: Traffic Engineer** ● **No. of similar projects where has held similar position in past 10 years: ≥ 2**

6.3 Support Staff

The Consultant should consider including the following suggested specialists or any other specialist of their choice among the **support personnel** of the team as well as in the Financial Proposal, for execution of specific tasks in the assignment.

The support personnel shall not be evaluated at the bidding stage.

i. Landscape Architect
ii. Interior Designer
iii. Materials Engineer
iv. Audio visual and Acoustics Specialist
v. Finance and Investment/Economic Development Specialist
vi. Artist/Sculpturist
vii. Organization Development Specialist
viii. Property/Estate Management Specialist
ix. Occupational Health and Safety Specialist
x. GIS specialist