



**MINISTRY OF EDUCATION AND SPORTS**

**TERMS OF REFERENCE FOR**

**CONSULTANCY SERVICES TO CONDUCT TECHNICAL SURVEYS, ESIA<sub>s</sub>,  
DESIGNS, BILLS OF QUANTITIES, BIDDING DOCUMENTS AND CONSTRUCTION  
SUPERVISION FOR 110 SECONDARY SCHOOLS UNDER THE UGANDA LEARNING  
ACCELERATION PROGRAM (ULEARN)**

**PROCUREMENT REF. No.: MOES-ULEARN/SRVCS/2026-2027/00019**

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## 1. BACKGROUND

The Government of Uganda, through the Ministry of Education and Sports (MoES), is implementing the Uganda Learning Acceleration Program (ULEARN), financed by the International Development Association (IDA) and the Global Partnership for Education (GPE). The Program supports reforms in foundational learning, continuous professional development, improved physical learning environments, support to learners with disabilities, and improved education data systems.

The Program is worth USD324.8 million through a combination of two financing instruments, Program for Results (PforR)- USD298 million and Investment Project Financing (IPF)- USD26.8 million. The PforR will support the program interventions using a results-based approach where the disbursements will be linked with achievement of selected Disbursement Linked Results (DLR) and P4R will be complimented by the IPF component that will support activities in technical assistance, program management, and monitoring and evaluation

The Program Development Objectives are to: (i) improve teaching and learning in Early Grade Reading in target schools; (ii) improve learning environments in targeted schools; and (iii) increase coverage of the Education Management Information System (EMIS) in Uganda.

Under P4R- The Program has three result areas, thus: -

- (i) Result Area 1: Quality Teaching and Learning;
- (ii) Result Areas 2: Equitable Access to Improved Learning Environments; and,
- (iii) Result Area 3: Use of Data for Improved Management

Under Result Area 2, Equitable Access to Improved Learning Environments, ULEARN will support rehabilitation, expansion and construction of facilities in 120 selected Government and Government-aided traditional secondary schools and 66 Special Needs Education institutions. The civil works may include removal and disposal of asbestos containing materials and waste, WASH facilities, classroom blocks, science laboratories, ICT/library blocks, administration blocks, multipurpose halls, sports facilities, staff accommodation and associated external works, water, sanitation, drainage, electrical and other infrastructure.

### 1.1 Purpose of the Consultancy

MoES intends to engage registered, suitably qualified and experienced consultancy firms to undertake all technical investigations, needs assessment, environmental and social assessment, architectural and engineering design, preparation of Bills of Quantities (BoQs), cost estimates, technical specifications and bidding documents, and subsequent construction supervision for the assigned schools.

### 1.2 Institutional arrangements

MoES is the Employer/Implementing Agency. The ULEARN Program Implementation Unit (PIU) will manage the consultancy on behalf of MoES. The Consultant shall report to the Project Coordinator and shall work closely with the PIU, MoES technical departments, beneficiary institutions, local authorities and other relevant stakeholders.

The Consultant shall not approve changes that have financial, contractual or scope implications without the Employer's prior written approval. Recommendations on variations, extensions of time, claims, substitutions and changes in design etc. shall be submitted to the Employer for decision in accordance with the applicable works contract.

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

### **2.1 Overall Objective**

To provide complete, technically sound and construction-ready designs and professional construction supervision services that enable MoES to deliver safe, accessible, climate-resilient, durable and cost-effective school infrastructure in accordance with approved Basic requirements and minimum standards indicators for Education Institutions, the applicable ULEARN ESIA /Project Brief, and the requirements of the works contracts.

### **2.2 Specific Objectives**

- i) Verify the physical condition of existing buildings, functional needs and development priorities of each assigned school.
- ii) Undertake all necessary topographic, hydrological, geotechnical investigations and structural assessment of existing buildings as required to support the designs.
- iii) Develop Site Specific project briefs for existing infrastructure and ESIA providing ESMP/s and specific recommendations to inform the Engineering designs.
- iv) Prepare site-specific preliminary designs and cost estimates, and detailed architectural and engineering designs.
- v) Integrate accessibility, inclusive design, climate resilience, fire safety, water and sanitation, drainage, electrical and other building-services requirements into the designs.
- vi) Prepare accurate BoQs, engineer's cost estimates based on rate analysis derived from prevailing material and labor rates and technical specifications that are fully coordinated with the drawings.
- vii) Prepare bidding documents (drawings, specifications, BoQs, ESMPs/ Project Briefs) suitable for procurement and construction.
- viii) Provide technical support during procurement when instructed by the Employer.
- ix) Supervise construction to ensure compliance with approved drawings, specifications, Bills of Quantities (BoQs), quality standards, programme and environmental and social requirements.
- x) Administer the works contracts within the authority delegated by the Employer, including measurement, certification support, claims and variation review.
- xi) Support testing, commissioning, taking-over, defects correction, preparation of as-built drawings and final acceptance.

### **3. SCOPE OF SERVICES**

#### **3.1 Phase I: Investigations, Needs Assessment and Design**

##### **3.1.1 Mobilization and Inception**

- i) Mobilize the agreed key personnel and establish the required Kampala-based project office and field teams.
- ii) Review all information provided by MoES, including beneficiary school lists, land information, previous surveys where available, Site specific environmental and social screening reports and available site records, and accordingly prepare a scoping report (including ESIA TORs) detailing out key E&S aspects to be considered, as required.
- iii) Prepare a detailed work programme showing activities, outputs, school/site sequencing, field teams, dependencies and submission dates.
- iv) Submit a data-gap matrix identifying information that is unavailable and the investigations required to close each gap.
- v) Submit an Inception Report for the Employer's approval.

##### **3.1.2 School Needs Assessment and Existing Facility Verification**

- i) Undertake physical verification of all existing buildings and infrastructure at each assigned school.
- ii) Prepare an asset-by-asset condition assessment identifying the facility, age, condition, defects, functional adequacy, recommended rehabilitation/repair, estimated cost and suggest whether replacement or new construction is more appropriate.
- iii) Verify room dimensions, floor areas, structural condition, existing services, accessibility, sanitation, water supply, drainage, electrical installations and site circulation.
- iv) Confirm the proposed scope with the school and relevant MoES representatives
- v) Prepare a school-specific Needs Assessment and Scope Confirmation Report- Ensure it is approved by PC/ULEARN before proceeding to the subsequent stages of design.

##### **3.1.3 Land, Cadastral and Site Verification**

- i) Review land title/cadastral information provided by the MoES and identify any gaps that could affect implementation.
- ii) Verify site boundaries, existing developments, access, encumbrances and other site constraints relevant to the proposed works.
- iii) The consultant shall not commence design of permanent structures on land with unresolved tenure or boundary issues unless expressly authorized in writing by MoES.
- iv) Record coordinates of major existing and proposed facilities and prepare a site constraints plan.

##### **3.1.4 Topographic Survey**

- i) Establish survey control points and benchmarks tied to an agreed coordinate reference system and vertical datum.

- ii) Survey the full area required for the proposed works, including existing buildings, roads, paths, drainage, utilities, trees, water points, boundaries, terrain breaks and other relevant features.
- iii) Provide contours at an appropriate interval based on terrain and design requirements and identify spot levels at critical locations.
- iv) Provide survey plans in editable CAD format and georeferenced digital format, together with survey control information and field notes.
- v) Clearly identify survey accuracy, datum, coordinate system, benchmarks and survey equipment used.
- vi) Prepare a specific topographical survey report for each institution

### **3.1.5 Hydrological and Drainage Investigations**

- i) Assess existing drainage patterns, catchments, flood-prone areas, outfalls and downstream constraints.
- ii) Determine storm-water flows and design appropriate drainage systems, culverts, channels, soak ways/outfalls or other measures as required.
- iii) Assess risks of flooding, erosion and waterlogging and incorporate mitigation into the site and building designs.
- iv) Submit calculations and design assumptions supporting the proposed drainage solutions.
- v) Prepare a specific hydrological and drainage investigation survey report for each institution

### **3.1.6 Geotechnical Investigations**

- i) Undertake site-specific geotechnical investigations at locations and depths adequate for the proposed structural designs and ground conditions.
- ii) Carry out field and laboratory tests necessary to establish soil profile, bearing capacity, groundwater conditions and other parameters required for foundation design.
- iii) Recommend appropriate foundation types and founding levels for each proposed structure.
- iv) Identify problematic soils, slope instability, expansive soils, groundwater or other geotechnical risks and provide mitigation recommendations.
- v) Submit a signed geotechnical report for each school/site, including borehole/trial-pit logs, laboratory results, interpretation, design parameters and recommendations.

### **3.1.7 Structural Assessment of Existing Buildings**

- i) For buildings proposed for rehabilitation, undertake a systematic condition and structural integrity assessment.
- ii) Inspect structural acceptability of foundations, structural members, roof structure, walls, floors and other load-bearing elements.
- iii) Undertake non-destructive or destructive testing where necessary to establish structural adequacy.
- iv) Identify defects, their causes, severity and required remedial measures.
- v) Clearly distinguish between rehabilitation works, strengthening works and replacement/new construction.
- vi) Provide structural assessment reports and recommendations signed by the responsible

engineer

- vii) Producing as built Architectural, structural and Mechanical & Electrical drawings for existing buildings.
- viii) Prepare broad cost estimates for repairs and rehabilitation works to inform whether the structure should be retained or demolished.

### **3.1.8 Environmental and Social Assessment**

- i) Undertake screening, scoping and site-specific environmental and social impact assessments required under applicable Ugandan law and the ULEARN environmental and social framework/instruments.
- ii) Carry out baseline studies such as Physical, Biological, Social Economic
- iii) Carry out stakeholder consultations and information disclosure
- iv) Identify environmental and social risks associated with construction and operation of the facilities and incorporate mitigation measures into the designs and BoQs.
- v) Address occupational and community health and safety, child safeguarding, labour risks, GBV/SEA/SH risks, stakeholder engagement, grievance redress, waste management, traffic/access management and protection of school operations.
- vi) Assess presence of asbestos and other hazardous-material risks where existing facilities contain such materials and specify appropriate management, removal and disposal measures where applicable in line to Government of Uganda rules and procedures.
- vii) Prepare required ESIA/ESMP and related instruments and obtain the NEMA approvals/certificates required before works procurement or commencement.

### **3.1.9 Preliminary and Scheme Designs**

- i) Develop at least one technically and economically viable design option where alternatives are material, and recommend the preferred option based on functionality, cost, constructability, site conditions, environmental/social considerations and lifecycle cost.
- ii) Prepare site development plans, building layouts, preliminary architectural drawings, structural concepts and building-services concepts.
- iii) Prepare preliminary cost estimates and confirm affordability against the approved project budget.
- iv) Prepare scheme designs for each service (water supply and disposal and electricity supply) for Employer's review and approval before proceeding to final detailed design

### **3.1.10 Detailed Architectural and Engineering Designs**

- i) General site plan and setting-out plan.
- ii) Architectural floor plans, elevations, sections, roof plans, doors and windows schedules, flooring schedules and all construction details as required for smooth implementation of construction.
- iii) Structural design calculations, foundation plans, reinforcement details, structural framing and relevant details.
- iv) Civil works, external works, roads, walkways, drainage and site-development drawings.

- v) Water supply, plumbing, sanitation and wastewater/sewerage designs.
- vi) Electrical power, lighting, earthing, lightning protection and related services designs.
- vii) ICT and communications infrastructure provisions were included in the works scope.
- viii) Fire detection/protection, emergency access and means of escape provisions as applicable.
- ix) Accessibility provisions in line with Building Control (Accessibility Standards for Persons with Disabilities) Code, 2019 standards including ramps, accessible circulation and sanitation facilities.
- x) Climate-resilient and environmentally sustainable design measures.
- xi) Demolition, alteration and temporary-works requirements where rehabilitation is involved.
- xii) Construction specifications and schedules.

### **3.1.11 Design Quality Assurance**

- i) Undertake an internal multidisciplinary design review before each submission to MoES.
- ii) Confirm that architectural, structural, civil, electrical, mechanical, ICT and other drawings are coordinated and free from material conflicts.
- iii) Reconcile drawings, specifications and BoQs to ensure that all measurable works are captured and no material item is duplicated or omitted.
- iv) Confirm that the final design is constructible within the site constraints and the approved cost envelope.
- v) Submit a signed Design Compliance and Quality Assurance Certificate with the final design package

### **3.1.12 Bills of Quantities, Cost Estimates and Specifications**

- i) Prepare detailed BoQs using the approved measurement methodology and take-off sheets.
- ii) Ensure every BoQ item is traceable to the drawings and technical specifications.
- iii) Prepare a confidential engineer's cost estimate based on rate analysis derived from prevailing market rates of material and labor.
- iv) Identify provisional sums, prime-cost items and assumptions separately and only where justified.
- v) Prepare complete technical specifications, including materials, workmanship, testing, quality control, environmental/social requirements and measurement/payment provisions.
- vi) Carry out a final design-to-cost review before submission.

### **3.1.13 Bidding Documents**

- i) Prepare complete technical sections of the bidding documents using the applicable Government of Uganda standard bidding documents and instructions issued by MoES.
- ii) Ensure consistency between drawings, BoQs, specifications, conditions of contract and environmental/social requirements.
- iii) Provide drawings and schedules in both PDF and editable formats.
- iv) Support the Employer with technical responses to bidder clarification requests and pre-bid/site meetings when specifically instructed.

## **3.2 Phase II: Construction Supervision and Contract administration**

Following award of the works contracts, the Consultant shall perform the duties assigned as “Project Manager” under the applicable conditions of contract and within the authority delegated by MoES.

### **3.2.1 Pre-Commencement**

- i) Review the contractor's mobilisation plan, personnel, equipment, construction methodology and work programme.
- ii) Verify contractor's insurances, bonds/guarantees and other contractual prerequisites and report compliance to MoES.
- iii) Review the contractor's Health, Safety, Environmental and Social plans, Quality Assurance/Quality Control Plan, traffic/access arrangements, method statements and inspection/test plans.
- iv) Verify contractor's acquisition of the required statutory approvals before commencement of the construction works.
- v) Verify site possession and establish survey controls and benchmarks.
- vi) Confirm that approved drawings, specifications and other construction documents are available at site.
- vii) Recommend commencement only after the contractual and technical prerequisites have been satisfied.

### **3.2.2 Day-to-Day Site Supervision**

- i) Maintain appropriately qualified site supervision teams for each active school.
- ii) Inspect works continuously during critical activities and ensure that defective or non-conforming work is identified and corrected.
- iii) Verify setting-out, dimensions, levels, materials, workmanship and construction methods against approved documents.
- iv) Witness and record required laboratory and field tests and verify test results before acceptance of relevant works.
- v) Maintain daily site diaries recording labour, equipment, weather, activities, instructions, inspections, tests, incidents/accidents, grievances and key environmental parameters contained in the Environmental and Social Management and Monitoring Plans.
- vi) Maintain photographic records of progress and critical concealed works, with the school/site, date and activity identifiable.

### **3.2.3 Materials and Workmanship**

- i) Approve or recommend approval of material sources only after verifying compliance with specifications.
- ii) Review material samples, manufacturer information, certificates and test results.
- iii) Ensure materials are tested by competent/accredited laboratories where required.
- iv) Reject materials and workmanship that do not comply with the contract and document the basis for rejection and required corrective action.
- v) Maintain a materials approval and testing register for each works contract

### **3.2.4 Programme and Progress Control**

- i) Review the contractor's baseline programme and resource schedule.
- ii) Monitor planned versus actual physical progress and identify slippage at an early stage.
- iii) Require recovery measures where progress falls behind the approved programme.
- iv) Provide monthly forecasts of completion dates and identify activities on the critical path.
- v) Escalate material delays and recommend corrective actions to MoES.
- vi) Submit monthly progress reports.

### **3.2.5 Measurement, Payment and Financial Control**

- i) Undertake joint measurement with the contractor for completed works.
- ii) Verify quantities against approved drawings, BoQs, site records and actual physical works.
- iii) Review interim payment applications and certify only quantities and works that meet contractual requirements.
- iv) Maintain measurement sheets, payment registers and supporting records.
- v) Monitor cumulative contract expenditure against the contract price and approved variations.
- vi) Immediately notify MoES of any risk of cost overrun.
- vii) Prepare and submit to MoES individual site reports for schools that have achieved 50% completion of civil works; and then after those at 80% completion of Civil works

### **3.2.6 Variations, Claims and Extensions of Time**

- i) Review requests for variations, extensions of time and contractor claim and provide written technical and contractual recommendations to MoES.
- ii) No variation shall be instructed or implemented without the approval required under the works contract and MoES' delegated authority.
- iii) For each proposed variation, provide a clear description of the cause, technical justification, quantity impact, cost impact, programme impact and funding implication.
- iv) Review contractor rates for new or varied items and verify supporting calculations and market evidence.
- v) Maintain a variation and claims register for each contract

### **3.2.7 Environmental, Social, Health and Safety Compliance**

- i) Monitor contractor compliance with approved ESMPs, environmental and social instruments, applicable legislation, permits/licenses/certificates and contractual E&S requirements.
- ii) Verify implementation of occupational health and safety measures, child safeguarding, community health and safety, pollution and waste management, grievance redress, stakeholder engagement and GBV/SEA/SH risk-management measures.

- iii) Monitor implementation of labour and working conditions, including but not limited to: verifying worker contracts and terms of employment, verifying wage payment compliance, assessing worker grievance mechanisms, monitoring subcontractor compliance, verifying workers' code of conduct.
- iv) Monitor management of asbestos containing materials/hazardous materials where applicable, including but not limited to the following: Confirm hazardous materials identification before demolition, Approve asbestos removal methodologies, Ensure only licensed asbestos personnel undertake removal, Supervise establishment of exclusion zones, Monitor use of specialized PPE and respiratory protection, Monitor packaging, storage, transport, and disposal of asbestos waste, Verify asbestos waste tracking manifests, Confirm clearance inspections and reoccupation requirements, Monitor protection of students, staff, and nearby communities.
- v) Record non-compliances, issue corrective-action requirements within delegated authority and report unresolved issues to MoES.
- vi) Include E&S performance in monthly and quarterly progress reporting.
- vii) Ensure that mitigation measures for environmental and social issues as outlined in the environmental and social impact statement are implemented, evaluated and reported upon during this period.
- viii) Undertake management of incidents including but not limited to: investigating all major incidents, conducting root cause analysis, developing corrective and preventive actions and verifying implementation of lessons learned.
- ix) Undertake E&S capacity building activities including but not limited to: training contractors and workers, conducting school management sensitization, training local government supervisors, providing toolbox talks and ESHS awareness programs.
- x) Monitor the following E&S aspects: The Supervision Firm should monitor: Lost Time Injuries (LTI), Dust and Noise complaints, Waste tracking records, Supervise restoration of disturbed areas, Community grievances, SEA/SH complaints and GBV cases, Worker grievances, Training records, PPE compliance rates, Environmental non-compliance notices, and Corrective action closure rates.
- xi) Monitor impacts on surrounding communities and Support resolution of community complaints and disputes Monitor child labor and forced labor prevention measures.
- xii) Verify school safety and separation of construction zones, Supervise contractor access controls, Monitor disease prevention measures, Verify fencing, barricades, and warning signage, Review security arrangements, and Monitor prevention of communicable diseases, GBV, SEA/SH, and HIV/AIDS risks.
- xiii) Monitor work at heights, excavations, confined spaces, electrical works, and lifting operations, Verify emergency preparedness and response systems, Monitor first aid facilities and trained first aiders, investigate accidents, incidents, near misses, and dangerous occurrences, verify toolbox talks and safety training, Monitor worker health surveillance programs.
- xiv)

### 3.2.8 Contract Records and Reporting

- i) Maintain a complete contract file for each school/works contract, including drawings, specifications, BoQs, instructions, site diaries, minutes, tests, photographs, measurements, payment records, variations, claims, correspondence and certificates.
- ii) Submit a monthly report by the 10th day of the following month.
- iii) Submit quarterly consolidated reports covering all assigned schools and contracts.
- iv) Submit immediate incident notifications for serious accidents, safeguarding incidents, major environmental/social incidents or other events requiring urgent Employer attention, including submitting incident reports within prescribed periods, maintaining incidents and grievance registers/Logs.

### 3.2.9 Testing, Commissioning and Taking Over

- i) Prepare and implement a testing and commissioning schedule.
- ii) Verify completion against the contract drawings, specifications, BoQ and approved variations.
- iii) Prepare a snag/defects list and supervise corrective works.
- iv) Verify submission of operation and maintenance information, warranties, test certificates and asset information.
- v) Prepare and certify/recommend Taking Over or Practical/Substantial Completion in accordance with the applicable contract.

#### 3.2.10 Supervise preparation and implementation of restoration plans **As-Built Documentation**

- i) Ensure that the contractor maintains as-built information throughout construction.
- ii) Verify the accuracy of final as-built drawings against the completed works.
- iii) Submit approved as-built drawings in PDF and editable CAD formats together with relevant schedules and service information

### 3.3 Phase III – Defects Liability/Notification Period and Final Acceptance

- i) Undertake inspections at commencement and at Months 3, 6, 9 and 12 of the defects liability/notification period, or as otherwise required by the works contract.
- ii) Maintain defects register identifying the defect, location, responsible party, required corrective action and closure date.
- iii) Notify the contractor of defects within the contractual period and monitor rectification.
- iv) Verify completion of remedial works before recommending release of relevant contractual obligations.
- v) Undertake a final inspection and submit a Final DLP Report and recommendation for Final Acceptance.
- vi) Prepare E&S completion report.

#### 4. DURATION AND PHASING

The assignment is structured in three phases. The source ToR provides 18 weeks for Phase I, 80 weeks for Phase II and 52 weeks for Phase III, giving 150 active consultancy weeks. The elapsed calendar period may be longer because Phase II depends on completion of procurement, contract award and mobilisation of the works contractors.

| Phase                           | Activities                                                                                                                  | Indicative duration |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------|
| Phase I                         | Investigations, needs assessment, ESIA/ESMP, preliminary/scheme/detailed design, BoQs, specifications and bidding documents | 18 weeks            |
| Phase II                        | Construction supervision, contract administration, testing, commissioning and Taking Over/Substantial Completion            | 80 weeks            |
| Phase III                       | Defects monitoring, inspections, defect correction and Final Acceptance                                                     | 52 weeks            |
| Total active consultancy period |                                                                                                                             | 150 weeks           |

#### 5. KEY DELIVERABLES AND ACCEPTANCE CRITERIA

Each deliverable shall be submitted for review and approval by MoES. Submission alone shall not constitute acceptance. A deliverable shall be considered complete only when the Consultant has addressed the Employer's comments and submitted the final approved version

| No.  | Deliverable                                   | Indicative timeframe from contract commencement | Minimum content / acceptance requirement                                                                       |
|------|-----------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| i)   | Inception Report                              | Within 3 weeks                                  | Methodology, work programme, staffing/deployment plan, data-gap matrix, school sequencing and risk register.   |
| ii)  | Needs Assessment & Existing Facilities Report | Within 4 weeks                                  | School-by-school verified scope, condition assessment, photographs, constraints and recommended interventions. |
| iii) | Topographic Survey Reports/Plans              | Within 5 weeks                                  | Survey controls, datum, coordinates, contours, existing features and editable CAD/GIS outputs.                 |
| iv)  | Hydrological report                           | Within 7 weeks                                  | Specific hydrological and drainage investigation survey report for each institution                            |
| v)   | Geotechnical/Structural                       | Within 8 weeks                                  | Site-specific investigation results, test                                                                      |

|         |                                                                             |                       |                                                                                                                                                                    |
|---------|-----------------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         | Investigation Reports                                                       |                       | data, structural condition findings and design recommendations.                                                                                                    |
| vi)     | Preliminary Design Report, broad cost estimates & Drawings                  | Within 10 weeks       | Options, preferred solution, preliminary drawings, accessibility/E&S considerations and preliminary cost estimate.                                                 |
| vii)    | Draft Site-Specific E&S Instruments                                         | Within 13 weeks       | Screening/scoping and required ESIA/ESMP and mitigation measures, subject to applicable approval requirements.                                                     |
| viii)   | Scheme Design Package                                                       | Within 14 weeks       | Coordinated scheme drawings, draft BoQs, specifications and cost estimate.                                                                                         |
| ix)     | Final Detailed Design Package, BoQs and cost estimates                      | Within 16 weeks       | Approved coordinated drawings, calculations, BoQs, specifications, cost estimates, E&S instruments and design QA certificate.                                      |
| x)      | Bidding Documents (Drawings, specifications, BoQs and ESMPs/Project Briefs) | Within 17 weeks       | Complete procurement-ready technical documentation consistent with applicable standard bidding documents, Final ESIA report and final ESIA certificate of approval |
| xi)     | End-of-Design Stage Report                                                  | Within 18 weeks       | Summary of completed investigations/designs, approvals, outstanding issues, cost reconciliation and handover to supervision phase.                                 |
| xii)    | Monthly Construction Supervision Report                                     | Monthly               | Physical/financial progress, QA/QC, tests, payments, variations, claims, E&S, risks, photographs and actions.                                                      |
| xiii)   | Quarterly Consolidated Report                                               | Quarterly             | Cross-school progress, contract performance, emerging risks, financial/physical status and recommendations.                                                        |
| xiv)    | Taking-Over/Completion Report                                               | At completion         | Completion status, tests, defects, certificates, as-builts, O&M documents and recommendations.                                                                     |
| xv)     | DLP Inspection Reports                                                      | Months 3, 6, 9 and 12 | Defects register, rectification status, inspection findings and recommendations.                                                                                   |
| xvi) 15 | Final Acceptance Report                                                     | End of DLP            | Confirmation of defect closure, final documentation and recommendation for Final Acceptance.                                                                       |

N.B: The client shall have a period of eight weeks to review every deliverable and give feedback where applicable.

## 6. LOTTING AND SCHOOL COVERAGE

The beneficiary schools are packaged into six geographical lots. Each school is to be treated as a multi-building construction project where applicable, and the consultant shall provide sufficient parallel supervision teams to maintain effective coverage of all active sites.

| Lot   | Regions                          | No. of schools | Indicative construction value |
|-------|----------------------------------|----------------|-------------------------------|
| 1     | Acholi; West Nile                | 14             | UGX 56 billion                |
| 2     | Lango; Karamoja; Teso            | 15             | UGX 60 billion                |
| 3     | Ankole; Kigezi                   | 22             | UGX 88 billion                |
| 4     | Bunyoro; Rwenzori; Army & Police | 18             | UGX 72 billion                |
| 5     | Buganda                          | 21             | UGX 84 billion                |
| 6     | Busoga; Elgon; Bukedi            | 20             | UGX 80 billion                |
| Total |                                  | 110            | UGX 440billion                |

Indicative construction values are for pricing guidance only and shall not be construed as guaranteed contract values. The final scope and values shall be determined following the approved needs assessments and detailed designs.

## 7. MINIMUM FIRM QUALIFICATIONS AND EXPERIENCE

The firm must possess the following:

- i) Registered by Uganda Registration Services Bureau (URSB): Evidence of valid registration, operation permit, professional indemnity, and/or any other applicable certificate/ permits or License to operate in Uganda.
- ii) At least 10 years' general experience as a legally established consulting firm of which at least seven 7 years demonstrated experience in similar multidisciplinary building design and construction supervision assignments.
- iii) Evidence of at least Two (2) comparable assignments involving design and construction supervision of new buildings and renovation/rehabilitation of existing buildings, each with a construction contract value of not less than UGX 40,000,000,000 within the last seven (7) years starting from 2019.
- iv) At least two (2) similar assignments (Buildings) completed or substantially implemented within the last ten (10) years for an international development partner/donor-funded project/ Government of Uganda.
- v) Demonstrated capacity to mobilize multiple concurrent field teams and manage geographically dispersed school sites for example in terms of financial resource, equipment and human resource comprising of Experts in Architecture, Structural Engineering, Building Economics/Quantity

Surveying, Land Surveying, Electrical and Mechanical Engineering, Environment, Health & Safety, Social safeguards, ICT and Clerks of works.

## 8. KEY PERSONNEL AND MINIMUM FIRM QUALIFICATION AND EXPERIENCE

The Consultant shall propose a staffing structure adequate for the number of schools in the relevant lot. The Employer shall approve the final mobilization schedule during contract negotiations.

### 8.1 Consultants team

The Consultant must be able to mobilize and maintain a team of qualified and high-quality professionals consistent with the requirements of a complex work program. The Consultant's team must have relevant experience, required expertise, and familiar with local conditions and laws. During the services, the consultant will require additional assistants including assistant architects (2No.), engineering assistants (2No.), assistant quantity surveyors (2No.), assistant safeguards specialists (2No.), assistant Environmental specialists (2No.), Assistant Electrical Engineer (1No.) and, Assistant Mechanical Engineer (1No.). The consultants should provide two to three fully constituted teams depending on the actual Lot awarded. The above additional assistants are required but shall not be evaluated.

The estimated **Man-month input** of key staff requirements is indicated in the table below.

| Sn | Key Personnel                           | Man-month input per individual consultant |          |                 |       |
|----|-----------------------------------------|-------------------------------------------|----------|-----------------|-------|
|    |                                         | Phase I                                   | Phase II | Phase III (DLP) | Total |
| 1  | Architect ( <b>Team Leader</b> )        | 4                                         | 8        | 1               | 13    |
| 2  | Senior Civil/ Structural Engineer       | 3                                         | 6        | 1               | 10    |
| 3  | Building Economist/Quantity Surveyor    | 3                                         | 8        | 1               | 12    |
| 4  | Land Surveyor                           | 2                                         | 4        | 0               | 6     |
| 5  | Electrical Engineer                     | 2                                         | 4        | 1               | 7     |
| 6  | Mechanical Engineer                     | 2                                         | 4        | 1               | 7     |
| 7  | Environmental Specialist                | 3                                         | 8        | 1               | 12    |
| 8  | Health & Safety officer                 | 3                                         | 8        | 1               | 12    |
| 9  | Social safeguards Specialist            | 3                                         | 8        | 1               | 12    |
| 10 | ICT Building specialist                 | 2                                         | 2        | 1               | 5     |
| 11 | Resident Clerks of Works (for 20 sites) | 0                                         | 380      | 1               | 381   |

## **8.2 Qualifications & Experience of Key Personnel**

The desired qualifications and experience for the key personnel are as follows:

### **8.2.1 Architect/ Team Leader**

- Graduate Degree in Architecture;
- Shall have 15 years professional experience out of which 10 years should be in the field inspections, planning, design, and construction of institutional building projects.
- Shall be a Registered Architect with valid license to practice in Uganda.
- Possession of qualifications in Construction Management is an added advantage
- Shall have conducted projects of similar nature in the public sector

### **8.2.2 Senior Civil/ Structural Engineer**

- Graduate Degree in Civil/ Structural Engineering;
- Possession of qualifications in Construction Project Management is an added advantage
- Shall have at least 10 years professional experience on similar projects out of which 5 years must be in developing countries in the field of structural integrity assessments, planning, civil works and structural design, modifications and construction of institutional buildings in a green field.
- Shall be Registered Engineer with valid license to practice in Uganda.

### **8.2.3 Building Economist/ Quantity Surveyor**

- Graduate Degree in Building Economics / Quantity Surveying with 10 years of Professional experience out of which 5 years in carrying out field inspection, planning and construction supervision of institutional building projects.
- The candidate shall have professional experience in the preparation of bill of quantities, bidding documents, contract documents for Institutional building projects.
- Shall be a Registered Quantity Surveyor with valid license to practice in Uganda.

### **8.2.4 Land Surveyor**

- Graduate Degree in Land Surveying with at least 7years of Professional experience out of which 5 years in carrying out land and cadastral surveying, site planning, setting out and providing surveying services for construction of institutional building projects.
- The candidate shall have professional experience in the preparation of site survey reports, site controls, survey data generation and analysis.
- Shall be a Registered Surveyor of Uganda with valid practicing license

### **8.2.5 Mechanical & Services Engineer**

- Graduate Degree in Mechanical Engineering and related fields;

- Shall have 10 years professional experience out of which 7 years should be in the field of building inspections, planning, design, renovation, plumbing & drainage systems, and construction of institutional building projects.
- Shall assess existing services and advise on the condition and suitability.
- Shall review and advise on the suitability, floor design of workshop equipment, generators plant and tools to be procured and installed.
- Shall be responsible for the design of new services and their specifications and bills of quantities.
- Shall be responsible for the production of mechanical specifications and flow diagrams
- Shall be a Registered Engineer with valid license to practice in Uganda.

#### **8.2.6 Electrical Engineer**

- Graduate Degree in Electrical Engineering and related fields;
- Shall have 10 years professional experience out of which 7 years should be in the field of building inspections, planning, design, renovation, electrical installation and construction of institutional building projects.
- Shall assess existing services and advise on the condition and suitability.
- Shall review and advise on the suitability, floor design of workshop equipment, generators plant and tools to be procured and installed.
- Shall be responsible for the design of new services and their specifications and bills of quantities.
- Shall be responsible for the production of electrical specifications and flow diagrams
- Shall be a Registered Engineer with valid license to practice in Uganda.

#### **8.2.7 ICT Building Specialist**

- Graduate Degree in Computer system/ICT or equivalent
- Shall have 7 years professional experience in design of ICT systems for institutional building projects.
- Shall demonstrate competence in developing specifications

#### **8.2.8 8.4.6 Environmental Specialist/ Team Leader for E&S Assessments**

The Environmental safe guards Specialist shall have the following minimum qualifications:

- Higher Education Qualification (Master's degree) in Environmental Science, Natural Resources Management/ or other relevant discipline;
- NEMA registered and Certified as Team Leader with a valid Practicing Certificate
- At least 10 years of work experience in a relevant field of Environmental and Social Impact Assessments;
- Experience with environmental sustainability issues in development projects,

- Experience with environmental safeguards policies of International Financial Institutions and with ensuring project compliance with social safeguards requirements;
- The Environmental Consultant shall also:
- Oversee compliance with the Project Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF) required by the project and its contractors and implementing partners.
  - Oversee project activities and policies related to environmental, gender sensitivity, inclusion of vulnerable groups in the Project, stakeholder engagement, social analysis, HIV/AIDS and preparation of any related action plans as may be required.
  - Promote within the [project management entity] design and implementation solutions which minimize potential negative environmental impacts and maximize potential positive benefits of the Project, including development of relevant sections of the Project Operations Manual.
  - Assess potential environmental and social impacts of civil works planned under the Project, provide recommendations for adjusting designs for decreasing of negative impacts to the extent possible, and identify measures for mitigating negative environmental and social impacts of the rehabilitation/construction and operation of these buildings;
  - Oversee compliance by all project contractors with good environmental and social practices adopted by the Project (including stakeholder consultation, beneficiary feedback, gender sensitivity, etc.), and with the project RPF and any RAPs.
  - Undertake regular field visits to project sites to assess environmental and social impacts and verify social monitoring information provided in the reports of contractors and implementing partners, including photo documentation as applicable.
  - Prepare an Environmental and Social Management Plan (ESMP) and undertake monitoring to ensure that the contractor complies with environmental and social mitigation measures proposed in the plan
  - Keep records of social supervision of project activities in a systemic manner that allows easy search-and-find of all documents upon request of [project management entity], the World Bank, and national authorities;
  - Preparation of regular safeguards monitoring reports for the [project management entity], including preparation of the social safeguards, gender sensitivity and beneficiary engagement content of project progress reports submitted to the World Bank.
  - Provide training and capacity building on environmental issues to staff of [project management entity] and project partners.

### 8.2.9 Social Safeguards Specialist

The Expert should have Master's degree in Social Sciences or other relevant social science discipline with minimum 10 years on social impact assessment of infrastructure development projects:

- NEMA registered and Certified with a valid Practicing Certificate
  - At least 10 years of work experience in a relevant field of Social Impact Assessments;
  - Experience with social sustainability issues in development projects, including gender sensitivity, HIV/AIDS, inclusion of vulnerable groups, stakeholder consultation, citizen engagement and grievance redress;
  - Strong experience designing and undertaking social analysis, including qualitative research methodologies;
  - Experience with environmental and social safeguards policies of International Financial Institutions and with ensuring project compliance with social safeguards requirements;
- The Environmental and Social Consultant shall also:
- Oversee compliance with the Project Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF) required by the project and its contractors and implementing partners.
  - Oversee the preparation of any Resettlement Action Plans (RAPs), required under the terms of the RPF.
  - If required, oversee RAP implementation and implementation quality (including such aspects as public consultation processes, land acquisition processes, accommodation/land replacement, livelihood restoration, grievance redress mechanism etc.).
  - Oversee project activities and policies related to environmental, gender sensitivity, inclusion of vulnerable groups in the Project, stakeholder engagement, social analysis, HIV/AIDS and preparation of any related action plans as may be required.
  - Promote within the [project management entity] design and implementation solutions which minimize potential negative environmental and social impacts and maximize potential positive benefits of the Project, including development of relevant sections of the Project Operations Manual.
  - Assess potential social impacts of civil works planned under the Project, provide recommendations for adjusting designs for decreasing of negative impacts to the extent possible, and identify measures for mitigating negative environmental and social impacts of the rehabilitation/construction and operation of these buildings;

- Lead the design and conduct of stakeholder consultations and consultations with Project Affected People (PAPs) on project activities, environmental and social safeguards issues and other issues with potential environmental and social safeguards implications.
- Oversee compliance by all project contractors with good environmental and social practices adopted by the Project (including stakeholder consultation, beneficiary feedback, gender sensitivity, etc.), and with the project RPF and any RAPs.
- Undertake regular field visits to project sites to assess environmental and social impacts and verify social monitoring information provided in the reports of contractors and implementing partners, including photo documentation as applicable.
- Prepare an Environmental and Social Management Plan (ESMP) and undertake monitoring to ensure that the contractor complies with environmental and social mitigation measures proposed in the plan
- Keep records of social supervision of project activities in a systemic manner that allows easy search-and-find of all documents upon request of [project management entity], the World Bank, and national authorities;
- Preparation of regular safeguards monitoring reports for the [project management entity], including preparation of the social safeguards, gender sensitivity and beneficiary engagement content of project progress reports submitted to the World Bank.
- Provide training and capacity building on social issues and social safeguards to staff of [project management entity] and project partners.

#### **8.2.10 Occupational Safety and Health Officer**

- Implementing and maintaining the firms' procedures to promote a safe work environment. He/She conducts incident investigations and identifies cases of non-compliance with firms' procedures and legal requirements nationally and standards of the World Bank.
- Should have Bachelor's Degree in Environmental Science, Industrial Hygiene, or Engineering or A degree in Occupational Health and Safety (OHS).
  - Should have NEBOSH International General Certificate (IGC) in Occupational Safety and Health or related Certificates in Occupational Safety and Health.
  - Shall Inspect work areas, machinery, and tasks to spot hazards before accidents happen.
  - Shall enforcing safety rules: Making sure staff follow government laws and use required protective gear like helmets and gloves.
  - Investigating incidents: Reviewing workplace accidents or close calls to find the root cause and stop them from happening again.
  - Training employees: Running safety inductions, emergency drills, and routine safety talks for staff.

- Maintaining records: Keeping logs of safety checks, training records, and injury reports.

#### **8.2.11 Clerk of Works (1 for each site)**

- Minimum of Higher Diploma in Construction and related fields with 7years of experience or a National Diploma with 10years experience;
- Shall have 7 years' experience in the supervision of building projects with a particular focus on renovation works and construction of new industrial and institutional buildings in brown and green field respectively.
- Shall represent the Consultant and be full-time on site.
- Shall be responsible for site diary, with daily and weekly progress reports, records of contractor's resources
- Shall witness the carrying out of tests
- Shall make joint measurements with contractor
- Shall have comprehensive knowledge of on-site matters and including on-site contractual compliance.

### **9. QUALITY ASSURANCE AND DOCUMENT CONTROL**

- i) The Consultant shall operate a documented Quality Assurance Plan covering design, surveys, laboratory testing, supervision, records and reporting.
- ii) All drawings and technical documents shall carry revision numbers, dates, responsible professional signatures and approval status.
- iii) The Consultant shall maintain a document register showing submission date, revision, review comments, response and approval status.
- iv) No superseded drawing shall remain in active site circulation.
- v) All final deliverables shall be provided in searchable PDF and editable native formats, including CAD files for drawings and editable spreadsheets for BoQs where applicable.

## **10. EMPLOYER-PROVIDED INFORMATION AND CONSULTANT RESPONSIBILITY**

MoES may provide existing surveys, reports, institutional development documents, land information, previous designs and other available records. The Consultant shall review their adequacy and shall remain responsible for obtaining any additional information, surveys, investigations or verification reasonably required to complete the assignment unless expressly identified in writing as an Employer responsibility.

## **11. PROFESSIONAL LIABILITY, DESIGN ERRORS AND CORRECTIONS**

The Consultant shall be responsible for the accuracy, completeness and technical adequacy of the professional services and deliverables produced under the assignment.

Where an error, omission or inconsistency in the Consultant's design or technical documentation is attributable to the Consultant, the Consultant shall promptly correct it at its own cost, subject to the terms of the consultancy contract.

The Consultant shall maintain professional indemnity insurance for the period and amount required by the contract. The Consultant shall immediately notify MoES of any discovered design error that may affect safety, cost, scope or programme

## **12. COORDINATION, APPROVALS AND AUTHORITY**

- i) The Consultant shall report to the ULEARN Project Coordinator and shall obtain required technical approvals through the PIU/MoES.
- ii) The Consultant may issue routine technical instructions only within the authority expressly delegated under the works contract.
- iii) Any instruction with financial, scope, contractual or completion-date implications shall be referred to MoES for approval in accordance with the applicable delegation of authority.
- iv) The Consultant shall maintain an approvals and decisions register.

## **13. SUPPORTING SCHEDULES**

- i) Final approved list of beneficiary schools by Lot.
- ii) GPS/location and access information.
- iii) Indicative facilities to be considered at each school following needs assessment.
- iv) Any available land, institutional development, survey and environmental/social documentation.
- v) Applicable design standards, codes and ULEARN technical/environmental/social instruments

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