

## TERMS OF REFERENCE (ToR)

### CONSULTANCY SERVICES FOR PREPARATION OF A MASTER PLAN AND STRATEGIC ENVIRONMENT ASSESSMENT FOR DEVELOPMENT OF THE SOURCE OF THE NILE (SoN) AREA, UGANDA, INTO A WORLD CLASS TOURISM DESTINATION

#### 1 Definition and interpretation of terms

1.1 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
CBD	Central Business District
CMT	Contract Management Team
DSC	Design and Supervision Consultant
FY	Financial Year
GDP	Gross Domestic Product
GoU	Government of Uganda
Ha	Hectare
ICT	Information and Communication Technology
MLHUD	Ministry of Lands, Housing and Urban Development
MTWA	Ministry of Tourism, Wildlife and Antiquities
MoWT	Ministry of Works and Transport
PWD	Person with Disability
RFP	Request for Proposal Document
SoN	Source of the Nile
UGX	Uganda Shillings
USD	United States Dollars
VIP	Very Important Person
WBS	Work Breakdown Structure

## **A. BACKGROUND INFORMATION TO CONSULTANTS**

### **2 Objectives of these Terms of Reference (ToR)**

- 2.1 The National Development Plan (NDPII) which guides all developments in the country seeks to propel Uganda towards middle income status by 2020, yet in line with the aspirations of Uganda's Vision 2040. The Plan aims at strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth with tourism highly prioritized as one of the sectors with the greatest multiplier effect in the country.
- 2.2 Because of its significance, the tourism sector has vigorously embarked on developing tourism infrastructure to include the source of the Nile in a bid to develop and diversify the tourism products of this country. The developments are also in line with the Presidential directives of attracting and retaining 4 million visitors in the country.
- 2.3 The Ministry of Tourism, Wildlife and Antiquities (MTWA), an entity of the Government of the Republic of Uganda (GoU), therefore intends to redevelop the Source of the Nile (SoN) development area into a world class tourism destination. As part of planning for this development, MWTA intends to engage a consultant to undertake the following:
  - a) Preparation of a master plan for redevelopment of the Source of the Nile area; and
  - b) Strategic Environmental Assessment (SEA) of the master plan.
- 2.4 MTWA has allocated funds within its budget for FY 2016/2017 to be used for acquisition/procurement of consultancy services for preparation of the redevelopment master plan, and undertaking the required Strategic Environmental Assessment of the master plan for the redevelopment of the Source of the Nile area into a world class tourism destination.
- 2.5 These ToR are for consultancy services required for Preparation of a Master Plan and undertaking Strategic Environmental assessment of the master plan for redevelopment of the Source of the Nile development area. These ToR explain the objectives of the consultancy assignment, the scope of work, the activities, and tasks to be performed by the Consultant, the respective responsibilities of the Client and the Consultant, the expected results and the deliverables of the assignment.
- 2.6 The purpose of these ToR is to provide sufficient information to enable prospective Bidders understand the assignment, its correct execution and prepare consultancy proposals that are realistic, competitive and meet the needs of MTWA in the proposed project.

### **3 Brief on – the Client/Employer**

- 3.1 The MTWA will be the Employer or Client on the proposed contract for **'Consultancy Services for preparation of a Master Plan and undertaking Strategic Environmental Assessment for redevelopment of the Source of the Nile area, for MTWA**

The offices and contact address of the Client is: Ministry of Tourism Wildlife and Antiquities, Rwenzori Towers, 2<sup>nd</sup> Floor, Plot No. 6 Nakasero Road, P.O. Box 4241 Kampala, Tel. +256 414 561700 Email: [info@tourism.go.ug](mailto:info@tourism.go.ug), [ps@tourism.go.ug](mailto:ps@tourism.go.ug)

#### **Geographic brief on Uganda**

- 3.2 Uganda is a landlocked country lying astride the Equator, positioned at a road distance of over 2000km from the port of Mombasa at the shores of the Indian Ocean. Uganda is 241,551km<sup>2</sup> in area, including 41,027km<sup>2</sup> of inland waters. The capital city, Kampala, is 2,272km by railroad from Mombasa. Uganda is landlocked by five countries: Kenya in the East, DR Congo to the West, Republic of South Sudan to the North, Rwanda, and Tanzania to the South.
- 3.3 Altitudes in Uganda range from 620m ASL (Albert Nile) to 5,111m ASL (Mt. Ruwenzori). The main physical relief element in Uganda is a plateau about 1,372m high ASL, developed from pre-Cambrian age. Regional warping of the plateau in formation of the rift valley system gave rise to shallow basins in which waters of lakes Victoria and Kyoga have gathered and also produced a highland landscape in western Uganda, reaching heights of 5,111m ASL in the Ruwenzori. In the western rift valleys, the floors of the valleys sit at levels of 185-278m ASL. On the eastern part of the country, Mt. Elgon is 4,324m ASL and consists of volcanic cores.
- 3.4 Annual 2013 rainfall for the greater part of Uganda was 855 – 1,703mm/year in 2013. Mean annual temperatures in Uganda were 14 – 32°C.
- 3.5 The population of Uganda (2014 Census) was 34.9 million, with an annual growth rate of 3.03%. About 18.4% of the total population lives in towns, over 24% of whom live in Kampala city, which has a population of over 1.52million residents. The country population density is 174people/km<sup>2</sup>. Uganda society is overwhelmingly rural, with rural densities in the range of 12-100 people/km<sup>2</sup>. Africans comprise over 99% of the population comprising peoples of Bantu, Hamitic, and Nilotic origins making up over 65 indigenous communities (<sup>3rd</sup> Schedule of the 2005 Constitution).
- 3.6 English is the official medium of communication in Uganda. Swahili is an alternative official language, also commonly as the trade language.
- 3.7 The per capita GDP of Uganda in 2013 was USD 634, growing at a rate of 1.1% at constant 2002 prices. 20.9% of the GDP is derived from agriculture, while Industry and Services contribute 25.2% and 47.3% of the GDP respectively.

#### **4 Tourism sector brief on Uganda**

- 4.1 Uganda, located in the East of Africa is the world's second most populous landlocked country after Ethiopia with a GDP of \$85.104 billion as of 2016. It is bordered to the east by Kenya, to the north by South Sudan, to the west by the Democratic Republic of Congo, to the southwest by Rwanda, and to the south by Tanzania. The country boasts of its diverse landscape that encompasses the snow-capped Rwenzori Mountains and immense Lake Victoria. Its abundant wildlife includes the endangered Mountain Gorillas of which the country boasts of having the remaining 54%, chimpanzees and other kinds of primates, as well as rare birds. It is hence with no doubt that the country's tourism sector is growing. The country in 2014 managed to attract 1.3 million tourists with a percentage contribution of 9.9% (UGX 6.395 Trillion) to GDP in 2014 up from 7.9% of GDP (UGX5.619 Trillion) in 2013
- 4.2 Uganda is endowed with a variety of tourist attractions especially being a home to 53.9 per cent of the world's mountain gorillas, 7.8 per cent of the world's mammal species including the unique tree climbing lions and white rhinos, 11 per cent of the world's bird species (1,063 bird species), and variety of butterflies. Other unique attractions include chimpanzees and

golden monkeys. The country has beautiful mountain ranges including the snow-capped Rwenzori Mountain ranges, second largest fresh water lake, third deepest lake and a source of the World's longest river (River Nile) with beautiful waterfalls and unique water scenery in the world.

- 4.3 The tourism sector has been growing consistently since the restoration of peace and security, and now accounts for around 9 percent of GDP, amounting to USD 1.7 billion. As a foreign exchange earner, the sector is estimated to account for about 19.6 percent of total exports or over 60 percent of total inflows from services annually. UBOS estimates that foreign visitors brought into the country an equivalent of USD1.003 billion in foreign exchange earnings in 2012, up from USD 805m in 2011 and USD 662m in 2010. As a source of employment, the sector employs an estimated 200,000 people, which is 6.6 percent of the total labour force, with 180,900 people employed directly in travel and tourism in Uganda. This figure rises to 447,400 people when all jobs indirectly supported by the tourism industry are factored in. Secondary and tertiary employment in other sub-sectors makes this figure even higher. These developments are supported by the increasing number of tourist arrivals where Uganda received 1,151,000 visitors in 2013, an increase of 21.7 percent from 2010 (945,899). The disaggregation of tourist arrivals using the criteria of purpose of visit indicates three categories of tourists: "leisure" or "holiday tourists", "visiting friends and relatives" (VFR), "business tourists", and "transit tourists". Leisure tourists represented only 15.7 percent (149,000) of all international arrivals to Uganda in 2010, declining to 12.4 percent (148,000) in 2012 and increasing to 15.6 percent (188,000) in 2013. It is worth noting that leisure tourists are the most coveted type of tourists, as they tend to stay longer and spend more money. Most of these leisure tourists come from traditional source markets of the United States, United Kingdom, Germany, Canada, the Netherlands, Australia, Italy, France, Sweden and Japan.
- 4.4 The tourist composition is largely dominated by foreign tourists. Presently the country has one international airport that is too small to meet the growing international traffic, limited direct flights from key source markets, and lacks a national air carrier which would be used to market the country as tourist destination. In addition, access and connectivity to the various tourist sites is hampered by inadequate infrastructure. There is narrow product diversity, shortage of wildlife stock in key National parks, limited tourism activities and infrastructure in most Parks, poor tourism skills, especially in the hospitality industry, and low motivation of human resources which impact negatively on the quality of service delivery.

## **5 Brief on the Nile**

- 5.1 The River Nile is the longest river in the World, covering a distance of 6,853 km (4,258 miles) from Jinja in Uganda to the Mediterranean Sea in Egypt. Its existence has for long been of great importance to the twelve Nile basin countries until now. The attraction and exploration of the interior of Africa by Europeans was largely motivated by the search for the Source of the Nile, an obsession that was deeply influenced by the importance of the Nile as a sustaining force in the development of complex civilizations. When European Explorers such as John Speke played out their quest for the Source of the Nile, they were astonished with the complex civilization in the Lake Victoria basin, the ultimate source of the Nile at today's Jinja.
- 5.2 The narratives that have developed from these early motivations continue to influence the arrival of international visitors who consider the Source of the Nile as a compelling experience during their visits to Uganda. Henry Wadsworth Longfellow in one of his famous quotes

noted that “the Nile, forever new and old, is among the living and the dead. Its mighty, mystic stream has rolled”. Israel more Ayivor in the Daily Drive 365 noted that “Life's always sweeter behind River Nile! Cross it; forget the days of the bitter Bile! Leave the torture behind and give a Smile! Keep smiling; Don't just do it just for a While!” These and more have therefore influenced a number of tourists especially the explorers and adventurers to come visit the Nile hence making it a significant tourism product in the country.

- 5.3 The Nile is rich in its history making it one of the sites the country boasts of with rich historic significance. The Nile River facilitated agricultural developments in areas it passed due to the silt deposits from the Nile that made the surrounding land fertile. Towns and cities such as Jinja, Khartoum, Luxor, Alexandria to mention a few have also developed because of the Nile existence. The far-reaching trade carried on along the Nile since ancient times has greatly facilitated these developments. It is hence due to its historical and present significance that Government of Uganda through the Ministry of Tourism, Wildlife and Antiquities has identified the need to develop the Source of the Nile area as a primary historic and natural site.
- 5.4 Developing the Source of the Nile and its environs will enhance socio economic benefits of communities around the site and will also increase tourist range of activities and services in line with the Uganda Vision 2040 which seeks to transform the country from a peasant to a middle class society. The Uganda Tourism Policy 2015 (Pg 16), the Uganda Tourism Development Master Plan 2014-2024 (Pg 114), the Uganda Domestic Tourism Study Report (Pg 45) the National Development Plan II and the Tourism Sector Development plan 2015/16 – 2019/20 all emphasize the need to develop tourism support infrastructure to include re-designing and developing the Source of the Nile tourist site.
- 5.5 The Source of the Nile is a primary attraction for tourists visiting Jinja and Uganda. It is recognized as one of the world's best venues for rafting, drawing prominent international figures such as Prince William, Ginger Spice and Charlie Boorman who all visited the site. However, the nature and kind of facilities and services in place preclude the site from offering optimal visitor engagement and satisfaction. Whereas the natural, cultural, social, historical dimensions and the physical landscapes around the Nile are embryonic in the development of the Nile as a potential tourism product, the site remains undeveloped and largely accounts for the low average length of stay by foreign visitors. The state of underdevelopment at the site is further evident from the limited tourism investments in other water-based activities (including cruises). Boats crossing to the Speke monument on the side of Buikwe are run by private sector entities and often have inadequate carrying capacities, highly priced, and with inadequate life jackets in the case of accidents. Visitor experience is further dampened by the poor state of souvenir shops selling low quality products, and inadequate parking space. The site is further characterized by the poor quality of visitor amenities such as toilet facilities, inadequate signage (directional and informational) and rudimentary accommodation.
- 5.6 The Uganda Tourism Master Plan 2014-2024 identifies poor viewing infrastructure and sightlines, bargain craft shops that are neither orderly and nor regulated, inadequate signage and limited access, rudimentary interpretation of the site's historic importance and inappropriate advertising hoardings as some of the challenges that must be addressed to improve the competitiveness of the Source of the Nile as a prime tourist attraction for Uganda.
- 5.7 In the absence of state of the art infrastructure and facilities that would provide a diversity of tourism activities to attract and retain visitors, the Source of the Nile will remain under-utilized

with little contribution to the economy, yet it has great potential for geo-political leverage to maximize political and economic benefits, and take advantage of excursionists as well as tourists.

- 5.8 It is evident that it is only deep engagement with all stakeholders that has the potential to ensure that infrastructural development occurs in a way that transforms current site users to stewards of history and natural values. With such an approach, historical interpretation that draws significantly on Ugandan history of the area as well as European exploration will be developed.
- 5.9 The recent Economic and statistical analysis of Tourism in Uganda indicates that Jinja is the second-most popular tourist destination, accounting for 24% of all tourists after Kampala which accounts for 54% of all tourists into the country. This presents an opportunity to reap more from the Nile if the site is developed to world class standards
- 5.10 The Ministry of Tourism, Wildlife and Antiquities hence desires to spur off developments at the Source of the Nile area by commissioning a consultancy to develop a master plan and undertake a strategic environment and social analysis of the source of the Nile area. These as noted will guide all developments at the source of the Nile area. The master plan should provide for the sustainable development of the natural, environmental, socio-economic cultural and historical and experiential tourist resources of the source of the Nile and its environs into a world class tourist destination

## **6 Brief on Buikwe and Jinja Districts**

- 6.1 At the Source of the Nile, the western shore of the river is located in Buikwe District, while the eastern shore is located in Jinja District. The Nile River, in the area of the source, forms the border between the districts of Buikwe and Jinja
- 6.2 Buikwe and Jinja districts are approximately 60 and 81 Km respectively east of Kampala by road. Buikwe District is bordered by Kayunga District to the north, Jinja District to the east, Buvuma District to the southeast, the Republic of Tanzania to the south and Mukono District to the west. Jinja is commonly regarded as "the adventure capital of East Africa" due to the variety of activities in town that one could engage in, especially for tourists. Some of the local attractions include but not limited to white-water rafting, the Source of the Nile, Bungee Jumping, and a large brewery usually frequented by schools on educational tours. About 5 miles (8.0 km) north of Jinja is the Bujagali Power Station which will provide 250 megawatts of electric power.
- 6.3 The Source of the Nile development project is envisaged to cover a strip on land stretching for a distance of approximately 10 Km or more on both the eastern and western banks of the River, starting from the area of Bugungu prison.

## **7 Description of the Proposed Source of the Nile project area and site**

- 7.1 The Source of the Nile development area is situated within the channel of the Nile River at location between Jinja Municipality and Njeru Town Council of Jinja and Buikwe districts, respectively
- 7.2 In order to effectively cover the Source of the Nile and its environs, the Source of the Nile development area will cover an area of 10km stretching from the area of Bugungu prison.

7.3 A bigger part of the Source of the Nile site on the eastern banks belongs to Jinja golf club (approximately 60% of the land) and Jinja Municipal Council. On the western banks of the river, land is largely private including the Speke monument area. This hence presents a need to better understand how some sites were acquired by private persons and the possibilities of government possessing the land for tourism development.

7.4 The proposed development area is hilly yet gently sloping in some areas while in other areas especially Buikwe side, it is steep. The developments envisaged will be on a 10 kilometer stretch from present day Bugungu prison and on both banks of the river, on each bank covering approximately 200-300 meters from the protected zone (green belt) which is 100 meters from River Nile and 200 Meters from Lake Victoria.

#### 7.5 ***Land tenure and use***

The tourism development planning shall take into account tenure and current land and water resources uses as elaborated hereunder

#### 7.6 ***Land tenure***

Land around the Source of the Nile is owned under customary, mailo, lease and freehold tenure systems. These forms of land tenure around the Source of the Nile present a challenge to tourism planning of the area.

#### 7.7 ***Land use***

The following categories of land use are common at the Source of the Nile and its environs.

- a) **Commercial use** in form of factories, industries, markets and shops.
- b) **Transport** such as the airstrip near Kimaka, the road network, railway, and the proposed new Jinja Bridge.
- c) **Agriculture** for both subsistence and commercial uses.
- d) **Tourism and Leisure** activities especially in form of hospitality facilities (beaches, cottages, leisure gardens, restaurants, sports).
- e) **Residential/settlements** both for low, middle and high
- f) **Government installations** such as the monuments.

#### 7.8 ***Climate***

7.8.1 The portion of Nile basin lying in Uganda experiences an equatorial type of climate with two dry and two rainy seasons every year. March to May is a rainy period with April receiving the highest rains. The September to November period constitutes the second rainy season, while December to February and June to August are the dry periods.

7.8.2 Around the Source of the Nile, climate is moderated by the influence of Lake Victoria. The average annual rainfall in around Lake Victoria is 2,000 mm. Observations from stations located on some islands in the lake indicate annual rainfall of up-to 3,000 mm. In 2010, Jinja recorded an annual average rainfall of 1,172 mm, mean relative humidity of 12.0 degrees centigrade and average temperature ranging from 16 to 32 degrees centigrade (UBOS, 2011).

#### 7.9 ***Geotechnical conditions***

## 7.10 Physical planning requirements

## 8 Tourism development of SoN area: problem overview

The issues at the SoN area, and to be considered in formulating the strategies and interventions for the redevelopments are hereunder.

### 8.1 Planning and management issues

- a) Shortage of reliable and up-to-date tourism statistics and data
- b) Non-existent or incomprehensive tourism statistics, collection and analysis system
- c) Unclear roles between central, local government and tourism agencies, overlaps
- d) Limited awareness and knowledge about tourism sector at the local government level
- e) Multiple/Duplicated national and local taxes and fees for tourism products at SoN
- f) Inadequate funding of tourism sector
- g) Limited tourism coordination among or with regional (such as East Africa) integration blocs

### 8.2 Marketing issues

- a) Negative/Poor publicity on Uganda
- b) Limited market visibility/presence
- c) Limited awareness of SoN tourism offer – internationally, regionally and domestically
- d) Weak SoN tourism brand and positioning
- e) Inadequate marketing capacity
- f) Limited SoN marketing coordination
- g) Underfunding of SoN tourism marketing
- h) Weak marketing research

### 8.3 Infrastructure development issues

- a) Poor state or lack of some roads to key tourism centres within the broader tourism development area in which the SoN is located
- b) Insufficient or unsatisfactory purpose built rest stops on routes to SoN
- c) Inadequate signage
- d) Limited tourist tracks within the SoN area and the broader TDA
- e) Air transport/accessibility: high cost of regional flights; existence of only one international airport; no national carrier; non-operational airfield at Jinja that is not upgraded
- f) *Water transport/accessibility*: limited water transport facilities
- g) *Railway transport/accessibility*: absence of passenger railway services
- h) *Accommodation and hospitality facilities*: few budget, mid-range and high-end accommodation facilities in Jinja; unsatisfactory standards and service quality in accommodation; few accommodation facilities near SoN area; unsatisfactory standards and service quality in restaurants/eating outlets; poor architectural designs of hospitality facilities
- i) *Conference facilities*: no or limited modern conference, exhibitions and events facilities in Jinja;
- j) *Utilities (electricity, water)*: limited access to electricity from the national grid in some areas around the SoN; high energy cost of alternative power sources (e.g. solar power); limited supply of adequate and reliable running water in some key area
- k) *ICT*: slow and limited internet coverage;

#### **8.4 Conservation of natural and cultural heritage issues**

- a) Encroachment on protected areas; loss of biodiversity; loss of wildlife habitat
- b) Limited private sector and community involvement/participation in conservation
- c) Limited implementation of trans-boundary resource management agreements
- d) Illegal wildlife trade, poaching
- e) Human wildlife conflicts
- f) Limited wildlife research and training
- g) *Cultural heritage*: limited documentation, interpretation and awareness of historical and cultural heritage resources; limited training and experts in cultural heritage conservation; limited coordination between regional/community museums and cultural centres; limited funding and investment

#### **8.5 Product development issues**

- a) Limited awareness of SoN tourism products
- b) Limited product development skills and capacity
- c) No zoning of potential tourism product areas
- d) Narrow product range on offer; over reliance on a single or ill-defined product at SoN
- e) Loss of tourism product to other developments
- f) Poor product branding and packaging
- g) Lack of product development strategy

#### **8.6 Human resource development issues**

- a) Limited hands-on skills among tourism graduates/workers
- b) Limited monitoring and accreditation of tourism training institutions
- c) Insufficient quality tourism and hospitality training
- d) Limited quality vocational and technical training institutions
- e) High cost of establishing tourism and hospitality training
- f) Limited tourism research and development
- g) Unfavourable image of the tourism profession
- h) Limited CPD among tourism enterprises
- i) Inadequate tourism management and development expertise – at national and local levels

#### **8.7 Tourism financing and investment issues**

- a) Inadequate funding of sector
- b) Limited investment in sector
- c) Limited awareness of investment opportunities in tourism
- d) Limited tourism investment zones across the country
- e) Multiple taxes/licensing

#### **8.8 Private sector capacity development issues**

- a) Weak and fragmented sector players
- b) Low capitalization
- c) Inadequate knowledge and skills base
- d) Weak business management capacity
- e) Low business volumes in low tourism season
- f) Weak self-regulation

## 8.9 Community tourism development issues

- a) Limited community tourism products
- b) Limited business and entrepreneurial skills
- c) Inadequate linkage between private sector and community to ensure community development
- d) Limited marketing capacity

## 9 Environmental impact of development of SoN: problem overview

9.1 Developing a world class tourist destination at the Source of the Nile area in Jinja has potential to cause adverse social and environmental impacts. The impacts can broadly be broken down into categories that could affect people, flora and fauna depending on the nature of intervention, as follows:

- a) Impacts of bank stabilization, to ensure better navigability conditions on the river;
- b) Impacts related to the construction and improvements docking facilities;
- c) Impacts associated with water pollution, noise pollution, and accidents; and
- d) Impacts from other induced human development effects.

9.2 Development along the river to promote tourism could affect the bottom and bank characteristics of this section of the water body and the dynamics of sediment transportation. Effects can extend up and downstream of the river over many years. Without careful attention, could be disastrous. Permanent changes to water levels and flows affect the whole river valley bottom and notably the ecology of floodplains. This constrains the natural dynamics of the river that create and renew transitory habitats that can be of intrinsic ecological value. Thus impacts on biodiversity can be substantial.

9.3 The water ecosystem is large, complex, multi-dimensional and dynamic. It is thus much more than a longitudinal channel network that can be easily conceptualized like a road. Understanding the social and environmental issues thus requires comprehensive observations and management at the catchment scale in a holistic manner.

9.4 Given the scope of the interventions likely at the SoN, with knock-on effects on the lake's overall catchment area, a strategic planning framework for the development and protection of the river and the lake, its dependents, and associated infrastructure is critically important. One such planning framework is the SEA which follows steps similar to EIA but has a much larger scope in terms of time, space and subject coverage. The SEA process also enables the identification and analysis of cumulative, residual and trans-boundary impacts in a holistic manner that cannot otherwise be undertaken in isolated single locus-specific ESIA work.

9.5 The SEA process is expected to result in (i) SEA for the Master plan; (ii) an environmental and social framework document (ESMF) for environment safeguards and resettlement to guide the preparation of activity specific ESIA and RAPs in subsequent projects.

## 10 Rationale, objectives for development of the Source of the Nile area.

10.1 The rationale and objectives for redeveloping the SoN area include the following:

- a) To ensure that tourism resources associated with the Source of Nile and environs are optimally and sustainably utilized, to contribute to the social and economic development of the site and environs.
- b) To provide for the sustainable development of the natural, environmental, socio-economic cultural and historical and experiential tourist resources of the source of the Nile and its environs into a world class tourist destination
- c) To enhance socio economic benefits of communities around the site and will also increase tourist range of activities and services in line with the Uganda Vision 2040 which seeks to transform the country from a peasant to a middle class society. The Uganda Tourism Policy 2015 (Pg 16), the Uganda Tourism Development Master Plan 2014-2024 (Pg 114), the Uganda Domestic Tourism Study Report (Pg 45) the National Development Plan II and the Tourism Sector Development plan 2015/16 – 2019/20 all emphasize the need to develop tourism support infrastructure to include re-designing and developing the Source of the Nile tourist site
- d) To provide a vehicle for economic development and poverty alleviation, through execution of the interventions at the SoN

## **11 Relevant studies carried out and basic data available**

11.1 No technical studies have previously been carried out for the purpose of preparing the proposed master plan for development of the SoN. However, relevant previous studies, policy and regulatory framework documents available for the Consultant to use include among others the following:

- a) Sustainable Tourism Development Plan for the Source of the Nile
- b) Uganda Vision 2040
- c) National Development Plan II
- d) Uganda Tourism Act 2008
- e) The Uganda Tourism Policy 2015,
- f) Lake Victoria Transport Act 2007
- g) Inland Water Transport Bill 2015
- h) Strategic Master plan for IOM
- i) Physical development plans for Jinja Municipal Council, Njeru Town Council and Buikwe
- j) Jinja City Development Strategy
- k) Physical Planning Act 2010
- l) NEMA Act 2008
- m) Uganda Tourism Master Plan 2014-2024
- n) The Nile Development Plan.

## **12 The need for Consultants and activities to be undertaken**

- 12.1 In order to address the issues in paragraph 9 – 10 above, MTWA now intends that a 20-year master plan be prepared, and a strategic environmental assessment (SEA) be undertaken, to develop the Source of the Nile area in Jinja, Uganda, into a world-class tourism destination.
- 12.2 MTWA therefore requires the services of a Consultant to undertake the following activities and for which these ToR have been prepared and issued:
- a) Situation analysis, assessment of requirements, prepare tourism development concept for the SoN
  - b) Prepare a 20-year master plan for development of the SoN area, based on the concept in (a)
  - c) Strategic Environmental assessment of the master plan
  - d) Implementation action plan (prioritized), with cost estimates, for each of the sectors comprising the master plan

## **13 Source of financing and budget for the SoN consultancy assignment**

- 13.1 MTWA currently has funds allocated from government budget to meet the cost of consultancy services required for the proposed master plan preparation and strategic environmental assessment of the master plan;

## **14 Supervision and implementing arrangements**

- 14.1 The project of preparation of a master plan and undertaking strategic environmental assessment of the master plan for development of the SoN area shall be implemented by MTWA on behalf of GoU and the end-users.
- 14.2 The Consultant selected shall report to the Permanent Secretary, MTWA who is the Accounting Officer of the Client and will represent MTWA as the Employer/Client in the contracts for preparation of the master plan and undertaking the strategic environmental assessment of the master plan. All other offices or agencies of MTWA acting on the contracts will do so on behalf of the Permanent Secretary, MTWA
- 14.3 Management of the contracts for consultancy services shall be the responsibility of the Department of Tourism Development in MTWA, and designated to perform that role by MTWA, in accordance with GoU's PPDA (Contracts) Regulation 52.
- 14.4 The Department of Tourism Development in MTWA will designate a Contracts Manager (CM) or a Contract Management Team (CMT), to represent MTWA and manage the consultancy contract on behalf of MTWA, all in accordance with PPDA (Contracts) Regulation 53. The membership of the CMT shall comprise representation from other GoU agencies as appropriate.
- 14.5 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.

## **B. OBJECTIVES**

The objectives of this consultancy are aimed at strengthening Uganda's Competitiveness for sustainable wealth creation, employment and inclusive growth, the main theme for the National Development plan II.

### **15 Objectives of the consultancy assignment**

#### **15.1 Overall objective:**

15.2 The objective of the Consultants' assignment is to produce the following for the purpose of developing the SoN area into a world class tourism destination:

- a) A 20-Year Master Plan for development of the SoN area;
- b) An implementation/action plan; and
- c) A strategic environmental assessment of the master plan in (a)

#### **15.3 Specific objectives:**

15.4 Objectives of the Master Plan is to:

- a) Strengthen Uganda's tourism competitiveness for sustainable wealth creation, employment and inclusive growth
- b) To explain the development strategy and outline the strategic interventions required to achieve key objectives and targets at the SoN in respect of:
  - i. Institutional and regulatory reform
  - ii. Product and infrastructure development
  - iii. Marketing
  - iv. Tourism skills development
  - v. Financing and investment
- c) Provide implementation action plan/matrix for the interventions in (a)

15.5 The Consultant shall accomplish and deliver the overall objective in 15.4 above by carrying out the following:

- a) Develop a feasible concept plan for development of the Source of the Nile area into a world class tourism destination. The concept plan shall entail among others:
  - i. Situation analysis and feasibility assessment (market, financial)
  - ii. Market demand
  - iii. Uniqueness of place (locality, site), nature of experience
  - iv. Proposed attraction enhancements and facilities required
  - v. Business enterprise services

- vi. Infrastructure requirements (facilities, transport, utilities)
  - vii. Access to finance for development
  - viii. Environmental responsibility
  - ix. Community support; and
  - x. Cultural sensitivity of the development.
- b) Develop a 20-year Master Plan for development of the Source of the Nile area, that considers, emphasizes, focuses on, among others, the following:
- i. Planning and management of the destination (tourism information management system; statistics and research; streamlined roles of central government, local government and tourism agencies; etc
  - ii. Institutional strengthening
  - iii. Legislation and regulations review
  - iv. Product development
  - v. Marketing and promotion
  - vi. Infrastructure development (road, air, water, rail transport; accommodation/hospitality facilities; events facilities; ICT)
  - vii. Source of the Nile area development concepts with artistic and architectural impressions of tourist infrastructure and facilities
  - viii. Land use plans for source of the Nile area detailing tourist zones and settlement areas
  - ix. Source of the Nile infrastructure and utility plan detailing the access of road network, water transport, rail, zip lines, electricity, water and communication needs among others.
  - x. Tourism financing and investment in the area detailing the Public and Private investments required and subjected to Investment analysis tools (i.e. ROI, NPV and CBA)
  - xi. Human resource development
  - xii. Conservation of the natural and cultural heritage
  - xiii. Private sector capacity development
  - xiv. Community tourism development
- c) Prepare a costed implementation plan with detailed plans and 20-year implementation matrix, models and realistic budgets for undertaking the strategic interventions in the master plan; the provision of infrastructure to support the developments at the source of the Nile area, develop a business plan for attracting potential investors and develop management plan, financing models and funds mobilization strategies at the Source of the Nile area.
- d) Conduct Strategic Environmental and Social Assessment (SESA) of the Master Plan and establish the environmental and socio-economic sustainability of the proposed

development of the Source of the Nile area. The approved 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.

**15.6 Consultancy outcomes:**

15.7 The consultancy to develop the 20 year Master Plan and a Strategic Environment and Social Assessment for Source of the Nile development shall focus on contributing to achieving the following outcomes:-

- a) Increased foreign and local direct investment in the tourism sector.
- b) Increase in local community participation along the tourism value chain at the source of the Nile development area.
- c) Improved management of the Source of the Nile as a National tourism site.
- d) Increased visitor engagement at the source of the Nile.
- e) Increase in visitor arrivals, length of stay and expenditure for travelers
- f) Increase in quality Ugandan souvenirs sold at the source of the Nile
- g) Increased tourist infrastructure at the source of the Nile
- h) Expanded employment within and outside the source of the Nile area in the tourism industry as well as in related supply chain.
- i) Environmentally compatible and socially responsible tourism sector.
- j) Visitor satisfaction

**C. STATEMENT OF REQUIREMENTS**

**16 Scope of the developments envisaged at the SoN**

16.1 The Source of the Nile area for redevelopment is described in Para 8.1 – 8.5 above

16.2 The tourism sectors of the SoN to be considered in the proposed development shall comprise:

- a) Framework for tourism planning and management in the area
- b) Destination marketing
- c) Infrastructure development
- d) Human resource development
- e) Product development
- f) Conservation of natural and cultural heritage
- g) Tourism financing and investment
- h) Safety and security

- i) Private sector capacity development
- j) Community tourism development

**17 Scope of the consultancy assignment**

17.1 The Consultant selected shall provide the following

- a) A 20-Year Master Plan for development of the SoN area into a world class tourism destination;
- b) An implementation/action plan; and
- c) An approved strategic environmental assessment report of the master plan in (a)

17.2 The consultancy for provision of the 20-year master plan for the SoN, implementation plan and a SEA shall be carried out in two parts, broken down into a total of 7 (seven) sequential stages as follows:

**Part I – Preparation of a 20-year Master Plan**

- a) Stage 1: Inception
- b) Stage 2: Situation analysis, preparation of a Tourism Development Concept (TDC) for the SoN
- c) Stage 3: Preparation of master plan for development of the SoN area, based on the concept in (a)
- d) Stage 4: Implementation action plan (prioritized), with cost estimates, for each of the sectors comprised in the master plan

**Part II – Strategic Environmental Assessment (SEA) of the Master Plan**

- e) Stage 5: Scoping
- f) Stage 6: Impacts analysis
- g) Stage 7: SEA Report

17.3 Details of the activities and tasks to be undertaken by the Consultant in each of the above parts and stages, together with the expected results and outputs are set out in Part D of these ToR

**D. THE CONSULTANT’S TASKS AND ACTIVITIES – MASTER PLAN PREPARATION AND STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) – Lump sum based contract**

**18 Stage 1: Inception**

The Consultant shall:

18.1 Review all documents relevant to development of the SoN as a tourist destination; including national, regional and international laws, regulations, treaties, policies, plans, programs, past studies and Initiatives including the following:

- a) Uganda Vision 2040;
- b) National Development Plan II;
- c) Uganda Tourism Act 2008;

- d) The Uganda Tourism Policy 2015;
  - e) Lake Victoria Transport Act 2007;
  - f) Inland Water Transport Bill 2015;
  - g) Strategic Master plan for IOM;
  - h) Physical development plans for Jinja Municipal council, Njeru Town council and Buikwe;
  - i) Jinja City Development Strategy;
  - j) Physical planning Act 2010;
  - k) NEMA Act 2008;
  - l) Uganda Tourism Master Plan 2014-2024; and
  - m) Nile Development plan, among others
- 18.2 Identify and map key stakeholders in the development of the SoN, including relevant central Government Ministries, Departments and Agencies, local Government agencies and leadership, cultural Institutions and leaders, non-state actors and others to engage with in the study to develop a master plan for the development of the Source of the Nile area and later a Strategic Environment and Social Assessment of the Master plan.
- 18.3 Visit and carry out a reconnaissance survey of the location, environs and site of the SoN development area, to familiarize with the various sectors relevant to the proposed master plan development.
- 18.4 Prepare a draft Inception Report (IR) describing or defining among others the:
- a) Introduction/background to the proposed development
  - b) Description/Objectives of the proposed development
  - 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 development 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
- 18.5 Prepare and present the draft IR at a stakeholder workshop organized by the Client at Jinja
- 18.6 Prepare the final IR, taking into account 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. In the event that 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

**19 Stage 2: Situation Analysis, Preparation of a Tourism Development Concept (TDC) for SoN**

The Consultant shall:

- 19.1 At the end of this stage prepare the TDC Plan for the SoN, and which plan shall provide:
- a) The mission for developing the SoN area;
  - b) The situation analysis, with answers to the questions: where are we now; where do we want to go (the targets for developing the SoN).
- 19.2 Assemble and map baseline information (Land use, topography, drainage, vegetation, existing infrastructure, protected areas, etc.) for development of the SoN area
- 19.3 Ascertain existing land ownership and propose feasible land acquisition framework for proposed activities in the development area in line with existing regulatory framework.
- 19.4 Develop a feasible TDC plan for development of the Source of the Nile area into a world class tourism destination. The concept plan shall entail among others:
- a) Situation analysis and feasibility assessment (market, financial)
  - b) Market demand
  - c) Uniqueness of place (locality, site), nature of experience
  - d) Proposed attraction enhancements and facilities required
  - e) Business enterprise services
  - f) Infrastructure requirements (facilities, transport, utilities)
  - g) Access to finance for development
  - h) Environmental responsibility
  - i) Community support; and
  - j) Cultural sensitivity of the development
- 19.5 Design Source of the Nile Development Model that is economically, culturally and environmentally sustainable and consistent with tourism market needs in the short, medium and long term.
- 19.6 Present the draft of the TDC plan to a stakeholder workshop at Jinja organized and facilitated by the Client
- 19.7 Prepare the final TDC plan for development of the SoN area, taking into account stakeholder comments, and submit to the Client for approval before proceeding

**20 Stage 3: Preparation of a 20-year Master Plan for development of SoN area**

The Consultant shall:

- 20.1 Under this stage prepare a master plan for development of the SoN area, based on the approved TDCP, and meeting the objectives in 16 above, by undertaking the tasks below.

- 20.2 Develop a 20-year Master Plan for development of the Source of the Nile area, that considers, emphasizes, focuses on, among others, the following:
- a) Planning and management of the destination (tourism information management system; statistics and research; streamlined roles of central government, local government and tourism agencies; etc.)
  - b) Institutional strengthening  
Recommend the institutional framework for development, management and operation of the Source of the Nile tourism development area.
  - c) Legislation and regulations review
  - d) Product development
    - i. Assess the existing tourism attractions and products (natural, cultural heritage and others) and recommend possible tourism sites and activities with high tourism potential in the development area by applying a SWOT and market analysis.
    - ii. Identify and propose mode of development of more than three anchor points for tourism development at the Source of the Nile area with the aim of developing these as unique points to attract tourists and lengthen stay in the area.
    - iii. Review similar water development facilities in various parts of the world and evaluate the critical success factors, critical risks and adduce lessons which will inform the selection of the development options.
    - iv. Develop a number of tourism water developments and operation model concepts including the key features to be included in the proposed developments at the Source of the Nile which will inform the master-plan, phasing, roles of Government, participation and economic benefits to private sector.
  - e) Marketing and promotion:  
Market demand assessment – assess requirements for and estimate market demand for various services, facilities, infrastructure and amenities along the tourism value chain and related players, and by the employees who will be employed at the proposed developed facilities. Develop projections for carrying capacity of land, buildings and amenities for the operating life of the project.
  - f) Infrastructure and utility development (road, air, water, rail transport; accommodation/hospitality facilities; events facilities; ICT)  
Required infrastructure: Recommend the required physical infrastructure to be developed by the central and local governments at the Source of the Nile Tourism development area. This will include; Access roads, air strip, Kampala-Jinja express highway, Jetties, drainage, communication, Open spaces and parks, signage, internal access roads, walk ways, marina, railway, cable car system etc.
  - g) Source of the Nile area development concepts with artistic and architectural impressions of tourist infrastructure and facilities
  - h) Land use plans for source of the Nile area detailing tourist zones and settlement areas

- i) Tourism financing and investment in the area
  - i. Assess and propose Public-private partnerships (PPP) models (a practical set of recommendations) appropriate for attracting private capital for tourism infrastructure projects.
  - ii. Develop a financial model for the development and operation of the Source of the Nile, including capital costs, operating expenses including any taxation, revenues, profits and resulting cash flows, and various financial indicators including payback period, internal rate of return.
  - iii. Capacity building: Recommend the necessary capacity building programmes in order to enable the local governments to participate and benefit from the tourism development process.
- j) Human resource development
- k) Conservation of the natural and cultural heritage
- l) Private sector capacity development
 

Capacity building: Recommend the necessary capacity building programmes in order to enable the private sector to participate and benefit from the tourism development process.
- m) Community tourism development:
  - i. Identify, evaluate and recommend surrounding economic opportunities, services and products to be provided by the communities neighbouring the anchor points, in order to maximize contribution of tourism to the local economy especially revenue and employment generation as well as estimate economic rate of return of the project (ERR)
  - ii. Capacity building: Recommend the necessary capacity building programmes in order to enable the local communities to participate and benefit from the tourism development process.
- n) Risk management plan
 

Identify significant risks and propose measures to mitigate them
- 20.3 Prepare and present the draft of the 20-year master plan to a stakeholder workshop at Jinja, organized and facilitated by the Client
- 20.4 Prepare the final 20-year master plan for development of the SoN area, taking into account stakeholder comments, and submit to the Client for approval before proceeding
- 21 Stage 4: Implementation action plan**

The Consultant shall
- 21.1 Prepare a phased implementation plan with cost estimates, detailed plans, models and realistic budgets for each sector and phase for the provision of infrastructure to support the

developments in the SoN area, develop a business plan for attracting potential investors and develop financing models and funds mobilization strategies for development of the SoN area.

## **22 Stage 5: Strategic Environmental Assessment (SEA) of the Master Plan**

The Consultant shall carry out the analyses and prepare reports all of which must be approved and described hereunder

### **22.1 Master Plan and project analysis**

- a) Describe the components and activities to be implemented within the Master Plan from the planning through construction, decommissioning, to operation. This task is intended to contextualize the general project detail and shall mainly be sourced from existing studies and documentation.
- b) Describe the direct and indirect areas of influence of the SoN development.
- c) Provide an overview description of the lakeshore wetlands in the vicinity of the SoN development areas
- d) Undertake GIS-type mapping of salient features for the SoN development area.

### **22.2 Situation analysis:**

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

- a) *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 the river/lake and its wetland areas, *waste pollution discharges*, utilities, traffic data among other considerations
- b) The biological environment: flora, fauna types and diversity, endangered species, sensitive habitats, environmental hotspots
- c) 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 project area of influence, special cultural norms.
- d) Baseline information: this should be documented with GIS-type overlays and data on the demographic, economic and environmental variables of the project area of influence.

### **22.3 Policy, Legal and Institutional analysis:**

- a) 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 each of the local governments i.e. Jinja Municipal Council and Buikwe Town council, 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.

- b) Identify and analyse the key stakeholders at the policy and administrative levels, including their views or positions relating to the proposed interventions at the SoN area. Special attention shall in these respects be paid to the Lake Victoria treaties and EAC protocols relating to trade, environment, natural resources management, and the Lake Victoria Environmental Management Program (LVEMP).
- c) Identify the gaps and weaknesses in the existing policy, legal and institutional frameworks and propose ways in which these can be strengthened.

#### **22.4 Preliminary impacts analysis:**

Identify the potential social and environmental impacts that could arise from the implementation of the Master Plan on the natural habitats, human beings, built environment and ecosystems through the different phases.

#### **22.5 Scoping Report**

- a) The Consultant shall prepare a draft scoping report covering 23.1-23.4 above and present the report at a workshop organized and facilitated by the Client
- b) Prepare a final scoping report taking into account comments of stakeholders and submit to the Client for approval before proceeding.

#### **22.6 Full impacts analysis**

- a) Describe and analyse all significant changes both positive and negative. Potential impacts to be analysed shall include:
  - i. Impacts on the lake ecosystem (e.g. water level effects, erosion effects, sedimentation effects);
  - ii. Biodiversity impacts on flora and fauna (e.g. effects on fishing populations, lake plant growth);
  - iii. Flood risk, surface and ground water contamination;
  - iv. Noise and vibration, air quality, landscape;
  - v. Effects on populations and livelihoods (e.g. migration effects, influx of workers and transport operators, HIV/AIDS effects, involuntary resettlement, fishing pattern changes, tourism effects, impacts on vulnerable groups like women, children, the elderly and the disabled), cultural heritage;
  - vi. Transport impacts;
  - vii. Induced development effects, and waste disposal impacts (e.g. waste water based effluents from nearby homes, factories, and from pier activities, bilge and waste, ship sewage, vessel cleaning wastewater, other pollutants, oil or other hazardous or waste spills, dredge spoil handling).
- c) Capture and analyse all changes in the baseline environmental and social conditions of the SoN area, which can reasonably be attributed to the master plan's intervention.

- d) Assessment the reasonable expectations in changes in the traffic demand patterns and levels on the lake and the river arising from the improvements under the master plan; 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.
- e) 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:
  - i. Project planning; determination of route for access road, land acquisition, resettlement of people, compensation and housing of displaced people, if applicable;
  - ii. 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;
  - iii. Project decommissioning: effects from interrupted land use e.g. restoration of borrow pits, reconstruction of damaged environment; and
  - iv. Project operation effects including waste management, inland water transport and port operations effects, emissions, maintenance dredging and slope stabilization, access issues, planning, migration and induced development effects.

#### **22.7 Occupational Health and Safety analysis:**

- a) Analyse and describe occupational health and safety concerns. Describe and analyse all occupational health and safety concerns likely to arise as a result of the proposed master plan interventions, both during the construction phase, as well as with the operation of the vessels and other machinery on both the lake and the river, and at the docking facilities.
- b) Critically analyse specific concerns and make recommendations on corrective and remedial measures to be included under the Environmental and Social Management Plan (ESMP).

#### **22.8 Impacts analysis report**

The Consultant shall:

- a) Prepare and present the draft of the impacts analysis report to a stakeholder workshop at Jinja, organized and facilitated by the Client
- b) Prepare the final impacts analysis report, taking into account stakeholder comments, and submit to the Client for approval before proceeding

#### **22.9 Public Participation, Consultation and Disclosure:**

The Consultant shall:

- a) Undertake full public participation and meaningful consultation on the positive and negative impacts of the project amongst key stakeholders, and disclose documents as they become cleared for public consumption in all countries.

- b) Preliminary stakeholder engagement report

**22.10 Prevention and Mitigation Measures:**

The Consultant shall:

- a) Propose prevention and mitigation measures to the identified social and environmental impacts of the master plan.
- b) Suggest cost-effective measures for minimizing or eliminating adverse impacts of the proposed master plan interventions. Measures for enhancing the positive or beneficial impacts shall also be recommended.
- c) Where feasible, make alternative proposals or recommendations to master plan interventions in terms of technology, design, layouts, and levels of work and location of project sites including the justifications for those recommendations.
- d) 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 ships, and emergency response procedures specific for dangerous goods.
- e) Prepare a detailed Oil Spill Contingent Management Plan, as well as oil, hazardous materials handling onshore and offshore mechanisms and protocols. The Consultant shall also make suitable recommendations on measures for handling of wastes from the implementation and operations of the master plan interventions.
- f) Provide costing shall for all proposed measures,
- g) Recommend timelines for implementation, and suggest the responsible parties.
- h) Categorize the measures proposed into the various phases of the master plan interventions; in line with the identification of impacts task i.e. project planning, construction, decommissioning and operation.

**22.11 Environmental and Social Management Plan (ESMP):**

The Consultant shall provide an ESMP that entails or comprises:

- a) 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.
- b) Three key areas: implementation of prevention and mitigation measures, institutional strengthening and training, and monitoring.
- c) 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.
- d) 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:
  - i. Monitoring of water levels, water quality;
  - ii. Monitoring of noise levels, air quality;

- iii. Methodologies, sampling, frequencies, thresholds, equipment, materials, staffing and resources needed for data collection and for corrective actions.

**22.12 SEA report**

22.13 Prepare and present the draft of the SEA report to a stakeholder workshop at Jinja, organized and facilitated by the Client

22.14 Prepare the final SEA report for development of the SoN area, taking into account stakeholder comments, and submit to the Client for approval before proceeding

22.15 **Submission of the final approved SEA report will signify successful completion of the consultancy services.**

**E. IMPLEMENTATION TIME FRAME AND SCHEDULE**

**23 Time Frame**

23.1 The overall duration for preparation of the 20-year Master Plan for development of the SoN area and undertaking the Strategic Environmental Assessment (SEA) of the master plan shall be at a total of **45 calendar weeks**, starting from the date of commencement of the Consultant’s assignment.

23.2 The master plan preparation is estimated to take **27 weeks**, while the SEA is estimated to take **18 weeks**. The Consultant’s proposal for the assignment should therefore comply with this time frame, requiring engagement of the Consultant over a total duration of **45 calendar weeks**.

23.3 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 1 below. In the event that any of the stipulated periods is not likely to be achieved for whatever reason, the Consultant and other parties would be advised promptly.

**24 Implementation schedule**

24.1 The breakdown of the estimated time frame and implementation schedule for master plan preparation and the SEA of the master plan is set out in Table 1 below.

*Table 1: Breakdown of implementation schedule*

ITEM	ACTIVITY DESCRIPTION	DURATION (WEEKS)
	<b>PART I – MASTER PLAN PREPARATION</b>	
<b>1</b>	<b>Stage 1: Inception</b>	
a	Mobilization by Consultant	1
b	Document review, stakeholder mapping	2

c	Site visit, reconnaissance	1
d	Draft Inception Report (IR)	1
e	Workshop + Final IR	2
f	Approval of Final IR	1
<b>2</b>	<b>Stage 2: Situation analysis, Tourism Development Concept</b>	
a	Establish baseline information	3
b	Tourism Development Concept (TDC), SoN development model	1
c	Draft report on TDC plan + model	1
d	Workshop + Final Report on TDC	2
e	Approval of TDC	1
<b>3</b>	<b>Stage 3: Preparation of master plan</b>	
a	Develop master plan interventions	3
b	Draft report on master plan	1
c	Workshop + Final Report on Master Plan	2
d	Approval of Master Plan	2
<b>4</b>	<b>Stage 4: Implementation action plan</b>	
a	Implementation matrix and cost estimates	2
b	Approval of implementation plan	1
	<b>Sub-total</b>	<b>27</b>
	<b>PART II – STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF THE MASTER PLAN</b>	
<b>5</b>	<b>Stage 5: Inception/Scoping</b>	
a	Mobilization by Consultant	1
b	Draft Inception/Scoping Report (SR)	1
c	Workshop + Final SR	1
d	Approval of SR	1
<b>6</b>	<b>Stage 6: Impact analyses</b>	
a	Analysis of potential impacts	2
b	Prevention and mitigation measures	1
c	Draft impact analysis report (IAR)	1

d	Workshop + Final IAR	1
e	Approval of IAR	1
<b>7</b>	<b>Stage 7: SEA Report</b>	
a	Draft ESMP	2
b	Public, Stakeholder consultation	3
c	Draft SEA Report	1
d	Workshop + Final ESM/SEA Plan	1
e	Approval of ESM/SEA Plan/Report	1
	<b>Sub-total</b>	<b>18</b>
	<b>TOTAL ASSIGNMENT DURATION</b>	<b>45</b>

## **F. REPORTING REQUIREMENTS**

### **25 Outputs, Reporting Requirements and Schedule of Deliverables**

#### **25.1 Meetings of the Consultant and the Client**

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

#### **25.2 Contract Management/Site Meetings and inspections**

The Consultant shall:

- i) Keep the Client regularly informed of the progress of the assignment and any problems encountered;
- ii) Ensure that the assignment is executed in accordance with the contract documents, and shall be available to guide the Client, other stakeholders and answer any queries that may arise;
- iii) Attend site meetings/inspections, stakeholder meetings and workshops and conduct interviews at locations as required, for the purpose of addressing all aspects for developing the master plan
- iv) Send out notices for site meetings, record proceedings and distribute minutes in good time to allow required action to be taken timely;
- v) Make monthly progress reports to the Client. The reports shall take into account; the general performance of the Consultant, cost updates, the assignment progress/programme, payment status, expenditures and any contractual problems;

#### **25.3 Meetings of the Consultant and stakeholders or end users**

The Consultant shall:

- a) Arrange for, convene and meet the cost of refreshments, other necessary logistical requirements for all consultative meetings with stakeholders and end users including where the meeting is not a workshop facilitated by the Client.
- b) Provide required stationery, software and office tools to be used by the MOTWA Contract Management Team for purposes of coordinating the assignment.

#### 25.4 Particular requirements for reporting and approvals

##### a) 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 MTWA during and at the end of each stage. The number of hard copies that will be required are indicated in section Table 2;
- (ii) Take into account 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; and
- (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 MTWA within a formal presentation

##### b) Soft copies of Reports to be submitted

An editable soft copy of each report, document and drawings shall be submitted on a RW CD 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 15 soft copies on CD or DVD formats that include all the reports in Word, and PDF, and the accompanying files used to create the reports or use during the course of the assignment in Excel, Power Point, AutoCAD or other formats

##### c) Failure to comply with reporting schedule

Reports and documents submitted by the Consultant shall comply with the implementation schedule in Table 1 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.

##### d) Procedure for approvals by the Client

- i. 'Client' in these ToR means the Government of the Republic of Uganda, represented by MTWA;

- ii. Submission of reports and documents by the Consultant shall be addressed to the Permanent Secretary, MTWA for the attention of the CMT Leader, and shall be delivered at MTWA offices, 2nd Floor, Rwenzori Towers, Plot 6 Nakasero Road, Kampala;
- iii. Where it is indicated that the Client will give approval, it means The CMT Leader will obtain and issue notice of the approval of MTWA or the Permanent Secretary, MTWA as the case may be; and
- iv. MTWA 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.

e) **Cost of making changes to reports and documents**

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

f) **Return of documents, soft copies and software to the Client**

- i. At the end of the assignment, the Consultant shall return to MTWA, 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 MTWA;
- 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.

**25.5 Content, number of copies and distribution of reports**

The Consultant shall generally submit:

- a) Reports on the progress of the assignment for the various stages mentioned in the Terms of Reference;
- b) Study and design reports, reports on assessment of impact of the development on the environment, economy, society, and politics of the constructed facility; and
- c) Monthly progress reports; indicating progress of the assignment as measured against the Consultants work program;
- d) Periodic financial reports to the Client including the effect of any variations on the assignment costs;
- e) The schedule of reports to be submitted are in Table 2 below

**Table 2: Schedule of Reports/Deliverables**

ITEM	REPORT/DOCUMENT TITLE	CONTENT	NO. OF COPIES
<b>PART I – MASTER PLAN PREPARATION</b>			
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.	10
2.	Quarterly progress report on the Consultant’s contract: to be submitted not later than the 10 <sup>th</sup> day of the first month of every quarter.	As for item 1 above but suitably modified to include intervening and pertinent details.	10
3	Draft Inception Report (IR)	Background, objectives Document review findings Stakeholder mapping Site visit, reconnaissance findings Methodologies, work plan	10
4	Workshop on draft IR	Recommendations on draft IR	10
5	Final Inception Report	As for Item 3, but incorporating content of Item 4	10
6	Draft Tourism Development Concept (TDC)	Baseline information Situation analysis Development model TDC for SoN	10
7	Workshop report on TDC	Recommendations on draft TDC	10
8	Final TDC Report	As for Item 6, but incorporating contents of Item 7	10
9	Draft Master Plan Report	Strategic interventions and targets for SoN development	10
10	Workshop report on draft Master Plan	Recommendations on draft MP	10

11	Final Master Plan Report	As for Item 9, but incorporating contents of Item 10	10
12	Implementation action plan report	Matrix for implementation of MP, cost estimates, responsibility centers	10
<b>PART II – STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA) OF MASTER PLAN</b>			
13	Draft Inception/Scoping Report	Appraisal of Master Plan components Situation analysis (environmental) Policy, legal, institutional analysis Preliminary impacts analysis	10
14	Workshop on draft Inception/Scoping	Recommendations	10
15	Final Inception/Scoping Report	As for Item 13, but incorporating contents of Item 14	10
16	Draft SEA report	Impacts analyses Occupational Health and Safety analysis Prevention and mitigation measures Environmental and Social Management Plan	10
17	Public, stakeholder consultation material	Public response/feedback	10
18	Workshop report on draft SEA and public consultation	Recommendations	10
19	Final SEA report	As for Item 16, but incorporating contents of Items 17, 18	10
20	Consultant's assignment completion report, including final accounts		10

**G. DATA, SERVICES TO BE PROVIDED BY MTWA**

**26 Data, Local Services, Personnel, and Facilitation to be provided by MOTWA**

26.1 MTWA provide and make available to the Consultant the following documents or information to make available to the Consultant.

- a) The Environmental Impact Assessment (EIA) regulations, 1998
- b) National Environment Act, 2000
- c) The Uganda Tourism Master Plan 2014 - 2024
- d) National Environment Policy, 1995
- e) Environmental Impact Assessment guidelines 1998 (NEMA)
- f) Strategic Environmental Guidelines (2006)
- g) Policy statements and guidelines for mainstreaming of cross-cutting issues (MWT)
- h) Lake Victoria Transport Act 2007
- i) Inland Water Transport Bill 2015
- j) National Water Policy
- k) Land acquisition and resettlement Act 1965
- l) The Tourism Act 2008
- m) The National Transport Master Plan 2008-2023
- n) The Strategic Implementation Plan for the NTMP/GKMA
- o) Vision 2040
- p) The Second National Development plan (NDP II)
- q) Strategic Master plan for IMO

26.2 The Consultant will be expected to obtain from other relevant agencies, additional documents that may be applicable to the services. The documents expected to be obtained from other agencies include:

- a) MoWT Engineering standards for design and construction of roads, bridges and buildings;
- b) Title deeds for the plots

26.3 **MTWA shall provide the following services to the Consultant:**

- a) Liaison and assistance to obtain any other information and documents required from other agencies which MTWA considers essential for the proper conduct of the Consultant's assignment;
- b) Customs and tax exemptions as detailed in the GCC and SCC for the consultancy; and
- c) Assistance to obtain work permits for foreign staff of the Consultant.

- 26.4 **MTWA 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.
- 26.5 **MTWA 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 in the course of the assignment;
  - b) Office space and accommodation for the Consultant's staff ( except that Jinja Municipal Council have offered to provide office accommodation if requested for by Consultant);
  - c) Survey equipment;
  - d) Field investigations equipment (geotechnical, water, etc)
  - e) Information Technology equipment and systems.

## H. STAFFING

### 27 The Consultant's Staffing

27.1 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 have a minimum of 30 staff for the two assignments as indicated below:

1. Project Manager/Team Leader

#### **Team 1: Master plan preparation team**

*Institutional, regulatory requirements,*

2. Master Plan Team Leader
3. Institutional strengthening expert
4. Sociologist
5. GIS Specialist
6. Legal expert/advisor  
*Product development, Conservation, Community tourism*
7. Tourism product development specialist
8. Cultural Heritage Specialist
9. Wildlife Conservationist
10. Fisheries Expert
11. Birds Ornithologist/Bird Specialist

12. Wetland Management Specialist  
*Infrastructure development*
13. Physical/Land Use Planner
14. Architect (Buildings)
15. Architect (Landscape)
16. Civil/Structural/Geotechnical Engineer
17. Quantity Surveyor
18. Electrical Engineer
19. Communications Engineer
20. Maritime Specialist
21. Water Resources Management Specialist  
*Destination marketing, finance and investment,*
22. Finance and investment specialist  
*Tourism skills development*
23. Human Resource Development expert

**Team 2: SEA team**

24. SEA Team leader
  25. Water Resources Management Specialist
  26. Fisheries Expert
  27. Social Development Specialist
  28. Ornithologist/Birds Specialist
  29. Wetland Management Specialist
  30. Occupational Health and Safety Specialist
- 27.2 The Consultant is free to include in their proposal (both technical and financial) **support personnel** to the teams as required, for execution of specific tasks in the assignment. The support personnel shall not be evaluated at bidding stage:
- 27.3 **Minimum qualifications and experience of key staff**
- The minimum required qualifications and experience for the key staff is in Table 3 and 4 below.



*Table 3: Minimum requirements for key personnel (Master plan team)*

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
	<b>Team Leader (TL)</b>	10	PhD in any of the following fields of Tourism development, Natural Resources Management or Economics	Project management certification	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> tourism destination planning and development with water related site</li> <li>• <b>Responsibility level/position in previous similar projects:</b> Team Leader/Project Manager/Co-Leader/Coordinator</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 3</math></li> <li>• <b>Other countries worked in with conditions similar to Uganda:</b> <math>\geq 2</math>.</li> </ul>
	<b>Cultural Heritage Specialist (CHS)</b>	5	Master's Degree in any of the fields related to Cultural Heritage Conservation (e.g. archaeology, architecture, urban planning, cultural management, Human and social sciences)	Not Applicable	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Cultural heritage conservation, urban planning, human and social sciences or management at an international or a regional organization</li> </ul> </li> </ul>

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
					<ul style="list-style-type: none"> <li>▫ Environmental impact assessments or reviews with a strong bias in Physical Cultural Resources</li> <li>▫ Developing, implementing programmes or projects of cultural heritage conservation</li> <li>▫ Knowledge of the World Heritage Convention is a <b>MUST</b></li> <li>• <b>Responsibility level/position in previous similar projects:</b> cultural heritage specialist/adviser</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 2</math></li> <li>• <b>Other countries worked in with conditions similar to Uganda:</b> <math>\geq 1</math>.</li> </ul>
	<b>Tourism Product Development Specialist (TPD)</b>	10	Masters degree in Tourism product development, or Tourism management, or Environment and Natural Resources, or Urban	Not Applicable	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b></li> </ul>

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
			Planning and Development, or Business Planning and Management. or Marketing, or Recreation, or Tourism related field		<ul style="list-style-type: none"> <li>▫ Tourism destination planning, development and management</li> <li>▫ Planning and management of tourism products and destinations</li> <li>▫ Researching, developing, marketing tourism products</li> <li>▫ Sustainable development, promoting positive social, environmental and economic impacts</li> <li>▫ Business development, community and economic development</li> <li>• <b>Responsibility level/position in previous similar projects:</b> Tourism Product Development Specialist or Manager</li> <li>• <b>No. of similar projects where has held similar position in past 10 years: <math>\geq 3</math></b></li> </ul>

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
					<ul style="list-style-type: none"> <li>• <b>Other countries worked in with conditions similar to Uganda: <math>\geq 4</math>.</b></li> </ul>
	<b>Wildlife Conservationists</b>	10	Master's degree in Wildlife Biology or a related field such as Natural Resources, Agricultural Science or Environmental Sciences	Not Applicable	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Researching, planning, managing, protection or enhancement of various natural habitats including grasslands, woodland, forests, wetlands, marine habitat</li> <li>▫ Managing environmental issues of natural habitats</li> <li>▫ Preparation of conservation master plans, implementation planning, proven knowledge of public sector procedures</li> </ul> </li> <li>• <b>Responsibility level/position in previous similar projects:</b> Nature or Wildlife Conservationist</li> <li>• <b>No. of similar projects where has held similar position in past 10 years: <math>\geq 2</math></b></li> </ul>

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
					<ul style="list-style-type: none"> <li>• <b>Other countries worked in with conditions similar to Uganda: <math>\geq 3</math>.</b></li> </ul>
	<b>Institutional Strengthening Expert</b>	10	Master's degree in fields of governance and social sector development: Social/Public Administration, Economics or Development Studies	Not applicable	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Working with and building capacity of central and local governments</li> <li>▫ Strengthening capacity of tourism sector institutions</li> </ul> </li> <li>• <b>Responsibility level/position in previous similar projects:</b> Institutional Strengthening or Capacity Building Expert</li> <li>• <b>No. of similar projects where has held similar position in past 10 years: <math>\geq 2</math></b></li> <li>• <b>No of countries worked in with conditions similar to Uganda: <math>\geq 2</math>.</b></li> </ul>

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
	<b>Finance and Investment Expert</b>	10	Master's degree in Finance, Economics, Business, or Statistics, or Accounting or Investment related field	Certification in Public Accounting or Finance Planning	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Finance or investment planning for similar development</li> <li>▫ Public-Private-Partnership financing scheme planning</li> </ul> </li> <li>• <b>Responsibility level/position in previous similar projects:</b> Finance Planner/Advisor</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 2</math></li> <li>• <b>No of countries worked in with conditions similar to Uganda:</b> <math>\geq 2</math>.</li> </ul>
	<b>Legal Expert</b>	10	Bachelor's degree in law	Certification in legal practice by recognized institution	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Review, formulation, implementation of regulatory frameworks for tourism development projects</li> </ul> </li> </ul>

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
					<ul style="list-style-type: none"> <li>▫ Strengthening existing laws and regulatory frameworks of public sector institutions</li> <li>• <b>Responsibility level/position in previous similar projects:</b> Legal adviser</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 2</math></li> <li>• <b>No of countries worked in with conditions similar to Uganda:</b> <math>\geq 2</math>.</li> </ul>
	<b>Human Resource Management Specialist</b>	10	Master's degree in Human Resource Management	Certification in Human resource Management	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Planning, development and management of human resource for tourism development</li> </ul> </li> <li>• <b>Responsibility level/position in previous similar projects:</b> HRM in tourism sector</li> </ul>

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
					<ul style="list-style-type: none"> <li>• No. of similar projects where has held similar position in past 10 years: <math>\geq 2</math></li> <li>• No of countries worked in with conditions similar to Uganda: <math>\geq 2</math>.</li> </ul>
	Physical/ Land use Planner	8	Bachelor of Urban or Regional planning, or Physical planning, or Land use planning, or Environmental planning, or Urban design, or Geography	Professional registration and valid practicing certificate from a recognized professional body	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ physical planning or land use planning of similar area</li> <li>▫ Demonstrated working knowledge of using GIS for physical planning</li> </ul> </li> <li>• <b>Responsibility level/position in previous similar projects:</b> Physical/Land Use Planner</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 2</math></li> </ul>

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
					<ul style="list-style-type: none"> <li>• No of countries worked in with conditions similar to Uganda: <math>\geq 2</math>.</li> </ul>
	<b>Architect</b>	10	Masters in Architecture or equivalent postgraduate qualification	Professional registration and valid practicing certificate from a recognized professional body	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Preparation of similar master plans, project implementation planning,</li> <li>▫ Proven knowledge of public sector procedures</li> </ul> </li> <li>• <b>Responsibility level/position in previous similar projects:</b> Project Architect</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 2</math></li> <li>• <b>Other countries worked in with conditions similar to Uganda:</b> <math>\geq 2</math>.</li> </ul>
	<b>Landscape architect</b>	8	Bachelors degree in landscape architecture or its equivalent	Professional registration and valid practicing	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b></li> </ul>

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
				certificate from a recognized professional body	<ul style="list-style-type: none"> <li>▫ Preparation of similar master plans, project implementation planning,</li> <li>▫ Proven knowledge of public sector procedures</li> <li>• <b>Responsibility level/position in previous similar projects:</b> Project landscape Architect</li> <li>• <b>No. of similar projects where has held similar position in past 10 years:</b> <math>\geq 2</math></li> <li>• <b>Other countries worked in with conditions similar to Uganda:</b> <math>\geq 2</math>.</li> </ul>
	<b>Civil Engineer</b>	15	Masters in Civil Engineering or equivalent postgraduate qualification	Professional registration and valid practicing certificate from a recognized professional body	<ul style="list-style-type: none"> <li>• <b>Similar assignment/project undertaken:</b> <ul style="list-style-type: none"> <li>▫ Preparation of similar master plans, project implementation planning, for highways, transportation, structures and sanitation</li> </ul> </li> </ul>

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
					<ul style="list-style-type: none"> <li>▫ Proven knowledge of public sector procedures</li> <li>• <b>Responsibility level/position in previous similar projects:</b> Project Engineer</li> <li>• <b>No. of similar projects where has held similar position in past 10 years: <math>\geq 2</math></b></li> <li>• <b>Other countries worked in with conditions similar to Uganda: <math>\geq 2</math>.</b></li> </ul>
	<b>Economist (Socio economic analyst)</b>	10	Masters in Economics or equivalent postgraduate qualification	Not Applicable	Experience in cost benefit analysis models and socio economic analysis of public investment projects.
	<b>Sociologist</b>	10	Masters in Anthropology or, Sociology or any other relevant socio science	Not Applicable	Experience on working on social safe guards for government or donor funded development projects
	<b>Maritime specialist</b>	10	Masters in Maritime affairs or post graduate diploma in maritime affairs	Not Applicable	Experience in safety and Environment administration, port management, Law and policy

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
	<b>Water resource management specialist</b>	10	Masters in water resources engineering or hydrology or post graduate diploma in the above	Professional registration and valid practicing certificate from a recognized professional body	Experience in water resource management projects and planning water based dev't infrastructure projects
	<b>Fisheries expert</b>	10	Post graduate diploma in fisheries, animal husbandry	Not Applicable	Working experience on the impact of infrastructure projects on fisheries
	<b>Birds specialist</b>	10	Bachelors Degree in zoological sciences with specialization in birds	Not Applicable	Experience in preparation of Strategic Environmental and social Assessments
	<b>Wetland management specialist</b>	10	Bachelors Degree in natural resources management, Environmental management, Civil/ Environmental Engineering	Professional registration and valid practicing certificate from a recognized professional body	Experience in working in wetland mgt or similar Environmental protection development work
	<b>GIS specialist</b>	10	Bachelors degree in Land surveying	Professional registration and valid practicing certificate from a recognized	Minimum 3 projects with experience in GIS Applications

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	
	<b>Quantity surveyor</b>	10	Bachelors degree in Quantity surveying, Building Economic or its equivalent	Professional registration and valid practicing certificate from a recognized professional body	Experience in preparation of similar master plans, project implementation plans, costing project proposals, proven knowledge of public sector procedures
	<b>Electrical Engineer</b>	10	Bachelors degree in electrical engineering	Professional registration and valid practicing certificate from a recognized professional body	Experience in electrical power supply, networks, service installations, alternative energy resources
	<b>Communication Engineer</b>	10	Masters Degree in Telecommunication Engineering	Professional registration and valid practicing certificate from a recognized professional body	Experience in planning ICT infrastructure and services requirements for similar developments

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

*Table 4: Minimum requirements for key personnel (SEA team)*

<b>Position</b>	<b>Experience in years</b>	<b>Minimum academic qualification</b>	<b>Minimum Professional qualification</b>	<b>Minimum Specific Experience</b>
<b>SEA Team Leader</b>	15	Postgraduate degree in Environmental Sciences, Civil or Environmental Engineering with other training received in Environmental Impact Assessment.	Must be a registered Environment Practitioner with the National Environment Management Authority or in their home country	Experience in conducting ESIA studies for large scale infrastructure development projects.
<b>Water Resource Management Specialist</b>	10	Masters in water resources engineering or hydrology or post graduate diploma in the above	Professional registration and valid practicing certificate from a recognized professional body	Experience in water resource management projects and planning water based development infrastructure projects
<b>Fisheries Expert</b>	10	Post graduate diploma in fisheries, animal husbandry	Not Applicable	Working experience on the impact of infrastructure projects on fisheries
<b>Social Development Specialist</b>	10	postgraduate degree in sociology, social sciences, social work and administration, or anthropology	Not Applicable	Experience in resettlement or land acquisition work, and in the preparation of social impact assessments.
<b>Ornithologist/Birds Specialist</b>	10	Bachelors Degree in zoological sciences with specialization in birds	Not Applicable	Experience in preparation of Strategic Environmental and social Assessments

<b>Wetland Management Specialist</b>	10	Bachelors Degree in natural resources Management, Environmental Management, Civil/Environmental Engineering	Professional registration and valid practicing certificate from a recognized professional body	Experience of working in wetland management or similar environmental protection development work.
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**Non-key experts:** the consultant should include non-key experts, technical and administrative staff etc. as deemed necessary for this assignment. The non key expert shall include the Transport Economist and the Occupational health and safety specialist with the requirement indicated below.

<b>Position</b>	<b>Experience in years</b>	<b>Minimum academic qualification</b>	<b>Minimum Professional qualification</b>	<b>Minimum Specific Experience</b>
<b>Occupational Health and Safety Specialist</b>	10	Postgraduate University Degree in civil engineering, environmental engineering public health or environmental health or environmental engineering.	Not Applicable	Experience in conducting similar OH&S work and ESIA studies for large scale infrastructure development projects.
<b>GIS Specialist</b>	10	Bachelors degree in Geographic Information Systems (GIS), Land USE Planning or Mapping	Professional registration and valid practicing certificate from a recognized professional body	Minimum 3 projects with experience in Applications like ArcView or similar used in the production of maps and GIS layered files and outputs and GPS technology.