



**NATIONAL FORESTRY AUTHORITY**

**TERMS OF REFERENCE**

**FOR**

**CONSULTANCY SERVICES TO SUPERVISE CONSTRUCTION OF VISITOR  
INFORMATION CENTRES IN BUDONGO, ECHUYA AND BUGOMA  
CENTRAL FOREST RESERVES**

**INVESTING IN FORESTS AND PROTECTED AREAS FOR CLIMATE  
SMART DEVELOPMENT PROJECT  
(IFPA-CD)**

## **1. BACKGROUND**

The Government of Uganda has received financing from the World Bank towards the cost of the Investing in Forests and Protected Areas for Climate Smart Development (IFPA-CD Project).

The IFPA-CD project is jointly developed and implemented by Ministry of Water and Environment (MWE) as the Lead Agency and Ministry of Tourism, Wildlife and Antiquities, National Forestry Authority (NFA), and Uganda Wildlife Authority (UWA). The problem being addressed by this project is increased vulnerability of economic productivity, biodiversity and livelihoods to climate change effects due to declining forestry ecosystems goods and services.

The project geographic area includes the Albert Rift and West Nile, with focus on target protected areas (7 National Parks, 4 Wildlife Reserves, and 27 Central Forest Reserves) and 18 refugee host districts. The performance-based subsidy scheme for private plantation development will be implemented at national scale.

The project aims to improve sustainable management of forests and protected areas and increase benefits from forests in target landscapes.

At the end of the project life as a result of improved sustainable management of forests and protected areas, increased benefits from forests in target landscapes, additional household level economic activities supported by the project interventions, there will be an increased provision of ecosystem goods and services, increased household incomes and improved livelihoods of 250,000 households in the project area.

The interventions to achieve the above outcomes include; i) management of forest and wildlife protected areas in the Albertine Rift and West Nile region; ii) enhancing productivity of forests and wildlife protected areas; and, iii) increasing resilience of landscapes and livelihoods to climate change and impact of refugees.

The Project will support National Forestry Authority to strengthen their on-the-ground management through developing new tourism products, infrastructure and facilities in selected Central Forest Reserves (CFR) in order to ensure sustained incomes in line with the organisation's strategic objectives of attaining self-financial sustainability.

NFA plans to use part of project funding to construct 3 Visitor Information Centres in Budongo CFR, Echuya CFR and Bugoma CFR. Contracts for these civil works are being bidded out in three lots, one lot per protected area.

NFA is now seeking to procure the services of a consultant to supervise the construction of the three (03) Visitor Information Centres in the selected protected areas.

## **2. OBJECTIVES OF THE ASSIGNMENT**

The main objective of this assignment is to supervise the construction of Visitor Information Centres in Budongo, Echuya and Bugoma Central Forest Reserves and ensure compliance by the contractors to the Designs, Drawings, BoQs and Environmental and Social obligations. The purpose of engaging consulting services for the supervision of the works will be to ensure that the works executed by the Contractor are of sustained quality, deliver the intended value for money for the NFA and protect NFA from any loss that could accrue out of omission or negligence of the Contractor.

## **3. THE SCOPE OF SERVICES, TASKS AND EXPECTED DELIVERY**

This assignment covers:

- Supervision of construction of works up to completion;
- Post construction support services during the defects' liability period.

The Firm will undertake the following key tasks:

### **Supervision of works during construction phase**

Once the contract for the required works based on the above has been signed by NFA, the consultant will be required to provide supervision during the construction phase. Specifically, the consultant shall:

- a) Perform the role of a Project Manager (PM) for the works contract(s) on behalf of NFA and be responsible for the overall contract management and administration in accordance with the contractual provisions, assisted by other specialists.
- b) Provide all other necessary information as may be required by the construction contract(s)
- c) Make monthly progress reports to NFA, coordinate contract activities and be the liaison between NFA and Contractors and other agencies as shall be necessary from time to time.
- d) Organize and manage site meetings or other contract management meetings, including preparation and prompt circulation of minutes to be held at least once every month.
- e) Responsibilities and tasks not limited to those listed hereunder in liaison with the Client's Contract Management Team (CMT) will include:
  - i. Briefing the Contractor(s) and arranging for them to take possession of the site and commencement of the works;
- f) Reviewing the contractor(s) original work plans and programs and approving any revisions thereof, in consultation with NFA.

- ii. Supervision of the Contractor(s) performance to ensure that the works progress according to the contract(s) provisions;
  - iii. Advising on the need for special inspection, testing, and commissioning;
  - iv. Conduct quality control to ensure that materials and products for the works conform to the specification and identify deviation for redress by the Contractor.
  - v. Inspect and approve all construction building materials and reject any nonconforming materials from the site
  - vi. Conducting regular site visits to check on progress of the works, and in any case, at intervals of not more than two weeks;
  - vii. As appropriate instruct the Contractor to take samples and carry out tests of materials, components, techniques and workmanship and examine and approve the conduct and results of such tests whether on or off site;
  - viii. Appropriately inspect the extraction, or fabrication, or assembly of materials and components to affirm quality of such materials/workmanship before delivery to site;
  - ix. Inspection of the completed works at practical completion, recording and notifying defects to be rectified;
  - x. Managing take-over procedures
  - xi. Ensure that the contract is carried out within the agreed time frame.
  - xii. Issue variation orders on behalf of the Client only after approval of the Client depending on any approval thresholds set in the contract documents and in strict compliance with the Contract Documents.
  - xiii. Certify for payment of works executed by the Contractors. Payments for construction work so certified will be approved/Authorized and made on behalf NFA by the Administration Officer and finally, by the ED, NFA.
  - xiv. Prepare and issue monthly completion certificates, defects correction certificate and final payment certificate in accordance with the works contract and to signify full completion of the works.
  - xv. Monitor the payment process and alert the Client when payment delays accrue to a point when; (a) interest charges will become due and (b) the Employer will be in default for late payment;
  - xvi. Monitor potential claims, provide analysis and recommendation;
- g) Ensure that the Contractor delivers its Environmental and Social (ES) safeguards obligations under each contract. This includes, but is not limited to the following:

- i. Confirm (in consultation with NFA) that qualified Health, Safety and Environment staff are proposed by the Contractors and that the confirmed staff are duly mobilised and assigned at the project sites;
- ii. Review implementation of the Contractor's Environment and Social Management Plan (C-ESMP), including all updates and revisions at frequencies specified in the Contractor's contract (normally not less than once every 6 months); These may include the following among others as enlisted in the respective ESIA's and may be required by the client:
  - a) Management Strategies and Implementation Plans (MSIP) to manage the (ESHS) risks
  - b) Traffic Management Plan to ensure safety of local communities from construction traffic;
  - c) Water Resource Protection Plan to prevent contamination of drinking water];
  - d) Construction site boundary delineation and Protection Strategy for mobilization and construction to prevent offsite adverse impacts];
  - e) Management plan to prevent unauthorized access to the sites.
  - f) Management plan for deep, excavations, e.g. warning tape.
  - g) Gender based violence and sexual exploitation and abuse (GBV/SEA) prevention and response action plan
  - h) Labour Force Management Plan to mitigate effects of labour influx, such as spread of communicable diseases including HIV/AIDS, and other Sexually Transmitted Diseases, Tuberculosis, illicit behaviour and crime, sexual harassment
  - i) Transportation management plan for the construction materials and associated risks of accidents, contamination of environment, noise and dust emissions, traffic congestion, etc.
  - j) Waste Management Plan for management of hazardous and non-hazardous waste streams, noise, dust, soil erosion, runoffs and storm water during construction, outbreak of diseases, aesthetic impact, and potential contamination of surface and groundwater sources, etc.
  - k) Environmental Protection Plan. Risks related to the impact on the project affected environment, particularly any impact on natural habitats identified in the ESIA. The Code of Conduct shall ensure to avoid actions that may affect the environmental conditions of the project area unless specified in the ESIA/ESMPs, especially any human-wildlife contact/encounter, impact on wetlands, forests/trees, and waterbodies.
  - l) Emergency Preparedness Plan to guide management of any emergency situations during implementation of project construction activities and this will include but not limited to, response to incidents/accidents, accident log, etc: and Grievance Redress Mechanisms.
  - m) Health and Safety Management Plan: to enforce the use of Personal Protection Equipment (PPE), place safety signs to avoid accidents to community and workers, and protect workers' health, among others.
  - n) The Contractor and its workers shall be required to submit for approval before commencement of works, and subsequently implement, the Contractor's Environment and Social Management Plan (C-ESMP).

- iii. Provide appropriate guidance and scope for environmental and social consideration for any Contractor's auxiliary facilities, including material sources and campsites etc. In addition, and in consultation with NFA, review and approve the environmental and social assessments for the facilities in compliance with the project Environmental and Social Management Framework (ESMF) and the relevant Environmental and Social Standards of the World Bank, and ensure that the Contractor obtains the requisite statutory approvals for these facilities;
- iv. Guide and monitor the Contractors to obtain all the required environmental and social permits from the relevant authorities before commencement of a respective activity.
- v. Review and consider the environmental and social considerations of the Contractors' method statements for respective activities before commencement of that particular activity;
- vi. Undertake day to day supervision, monitoring and on ground review, check and document compliance with site- specific mitigation measures as presented in the C-ESMP and ensure that all provisions in all statutory requirements including all conditions of approval in the associated National Environment Management Authority (NEMA) certificates are implemented.
- vii. Review and consider the ES risks and impacts of any design change proposals and advise if there are implications for compliance with ESIA, ESMP, consent/permits and other relevant project requirements;
- viii. Undertake, as required, audits, supervisions and/or inspections of any sites where the Contractor is undertaking activities under its contract, to verify the Contractor's compliance with ES requirements (including relevant requirements on Sexual Exploitation and Abuse and Sexual Harassment SEA/SH);
- ix. Undertake audits and inspections of Contractor's accident logs, community liaison records, monitoring findings and other ES related documentation, as necessary, to confirm the Contractor's compliance with ES requirements (including relevant requirements on SEA/SH);
- x. Determine remedial action/s and their timeframe for implementation in the event of a non-compliance with the Contractor's ES obligations;
- xi. Ensure appropriate representation at relevant meetings including site meetings, and progress meetings to discuss and agree appropriate actions to ensure compliance with ES obligations;
- xii. Ensure that the Contractor's actual reporting (content and timeliness) is in accordance with the Contractor's contractual obligations;
- xiii. Review and critique, in a timely manner, the Contractor's ES documentation (including regular reports and incident reports) regarding the accuracy and efficacy of the documentation;
- xiv. Promptly report to NFA (after learning of occurrence) incidents and accidents registered on the projects in accordance with the World Bank's Environmental and Social Incidents Reporting Toolkit

- (ESIRT)/ guidance note and the protocol on incident reporting included in the project ESMF;
- xv. Participate in conducting detailed investigations into incidents and accidents on the projects to ensure that root causes are identified, and corrective actions recommended and implemented to prevent reoccurrence;
  - xvi. Undertake liaison, from time to time and as necessary, with project stakeholders to identify and discuss any actual or potential ES issues;
  - xvii. Ensure that the Contractor establishes and maintains a workers' grievance redress mechanism, including types of grievances to be recorded and how to protect confidentiality e.g. of those reporting allegations of SEA and/or SH.
  - xviii. In consultation with NFA, review the decommissioning and restoration plans for the respective Contractors' auxiliary facilities at least three months before planned commencement of restoration works;
  - xix. Monitor Environmental and Social restoration of all disturbed areas during the project activities,
  - xx. In consultation with NFA approve the status of restoration of all disturbed sites.

### **Post Construction Services during defects liability period**

The Consultant shall:

- i. Secure/compile maintenance and operational manuals, occupation permits, fire protection certificates, Factory Inspector's Certificate for the proper commissioning of the completed built premises;
- ii. Prepare Final Account to be signed by the Contractor and Consultant and approved by the Government before being adopted;
- iii. Prepare a list of and supervise the rectification of any defects noticed during the defects liability period;
- iv. Ensure that defects are corrected before final completion of the works,
- v. Supervise the completion of all outstanding ES commitments, including Environmental restoration etc;
- vi. Issue defects liability certificate(s) upon correction of defects by the contractor(s).

### **Deliverables**

The consultant is expected to deliver the following:

- a. Inception Report, summarizing the consultant's work plan, state of mobilization, consultant's obligations, frequency of reporting, site meetings and site record keeping. This report should be submitted within two weeks of the commencement of service.

- b. Monthly progress report on the construction contracts: to be submitted in the first week of each calendar month for the preceding calendar month. The report shall include schedules of contract payments and variation orders, graphical presentation of physical and financial progress against program based on the approved contract schedules, charts on physical progress on major items, relevant photographs and details of impediment to the works and proposals for overcoming these. The report should also include contractor's plant, equipment and labour deployment, weather conditions and all other relevant details. Each report should also cover ESHS compliance aspects, summarising issues resulting from the implementation of the C-ESMP, level of compliance, and generally how environmental and social issues are being managed.
- c. Quarterly construction supervision reports: Quarterly Progress Report shall provide a summary of all the progress elements reported monthly during the preceding three months, key decisions, contractual issues, variations, claims (or potential claims) and any anticipated issues that may require the Client's intervention. The report shall be submitted not later than the (10) tenth day of the first month in the following quarter.

These quarterly reports should also summarize the Consultant's staff activities and attendance, problems if any, financial statement of Consultancy Agreement, copies of documents required as supporting evidence under the contract, and any other relevant information considered necessary in respect of this assignment.

- d. Post-construction completion report. This report shall include but not be limited to:
  - i. Executive summary
  - ii. Mobilization/Demobilization details
  - iii. Description of Project
  - iv. Project Implementation
  - v. Financial cost details together with a breakdown of the same, detailing and assessing extra expenditures and cost increases inclusive of the justification for such increases.
  - vi. Details of the work executed and of the techniques employed and type, quality, quantities and sources of materials used.
  - vii. Environmental, social, and occupational health and safety issues;
  - viii. Contract changes and variations
  - ix. Contractor's performance
  - x. Assessment of any complaints and/or claims by the Contractor and disputes by the Contractor(s)
  - xi. A critical study of important technical problems which may have arisen during the construction
  - xii. Special conditions



- xiii. Comments on Technical Specification and Conditions of Contract(s)
- xiv. Construction Records
- xv. As-built drawings (A1 size reproducible) (to be submitted in a separate volume)
- xvi. Details of Final Account, where possible
- xvii. Conclusions

The report shall be submitted within four (4) weeks of construction completion.

- e. Consultant’s Project Completion Report, including final accounts. This report will be submitted at the conclusion of the defects’ liability period under phase 2, no later than one week after conclusion of the period. It will be a comprehensive report on the consultancy services throughout the Project. It will describe the aims of the service and the achievements obtained. It will also give progress on the Final Account of the consultancy services and that of the construction works, which will be appended. Finally, it will give details of the Consultant’s visits and activities during the defects’ liability period for each lot/contract. The report shall also highlight any challenges faced with the lessons learnt and recommendations for future projects.
- f. Certificate of Completion and compliance with designs, specifications and BOQs.

**4. EXPECTED QUALIFICATIONS AND EXPERIENCE OF THE TEAM**

The Consultant/Firm is required to have a team of experts bridging several disciplines that should meet the following qualifications and expertise:

The Consultancy firm should demonstrate that they meet the following minimum standards:

- a. The firm must have 10 years’ experience in supervision of building construction works in ecologically sensitive protected areas in the Sub-Saharan Africa Region (Copies of contract agreements and completion certificates must be attached).
- b. The firm’s organogram demonstrating the availability of key experts that is to say Project Manager/Team Leader, Architect, civil engineer, electrical engineer, mechanical engineer, quantity surveyor, environmental impact assessment specialist, sociologist/social specialist and clerk of works.

The specific technical and experience requirements for the key expert are provided in table 1.

**Table 1. Qualification and experience key personnel**

Position	Minimum Qualification and years of relevant work experience
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<p>Project Manager/ Team Leader</p>	<p>Must have a Degree in Civil Engineering or its equivalent from a recognized university or institution. Must be registered with a relevant profession body in Uganda or equivalent.</p> <p>General experience of 5 years minimum in building Construction involving timber structures.</p> <p>A minimum of ten (10) years proven specific experience in facilities project management/supervision.</p> <p>Fluency in spoken and written English is a MUST.</p> <p>NB: Evidence of qualifications, chartership or registration from Professional bodies or Authorities will be required. In addition, evidence of experience in similar capacity on at least five (05) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
<p>Architect</p>	<p>Must have a Degree in Architecture or its equivalent from a recognized university or institution. Must be registered with a relevant professional body in Uganda or equivalent.</p> <p>General experience of 5 years minimum in design, estimation, structural analysis and preparation of specification of materials and work methodology.</p> <p>Proven specific experience of 5 years minimum in building design and analysis work.</p> <p>Fluency in spoken and written English is a MUST.</p> <p>NB: Evidence of qualifications, chartership or registration from Professional bodies or Authorities will be required. In addition, evidence of experience in similar capacity on at least five (05) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
<p>Civil Engineer</p>	<p>Must have a Bachelor's Degree in Civil Engineering from a recognized university or institution. Must be registered with a relevant profession body in Uganda or equivalent.</p> <p>At least five (05) years of demonstrated experience in building Construction involving timber structures.</p> <p>Fluency in spoken and written English is a MUST.</p> <p>Must have relevant skills in computer software used in analyzing data and developing architectural and structural plans and building designs.</p>

	<p>Note:</p> <p>Evidence of qualifications, chartership or registration from professional bodies will be required. In addition, evidence of experience in similar capacity on at least five (05) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
Electrical Engineer	<p>Must have a Bachelor's Degree in Electrical Engineering from a recognized university or institution.</p> <p>Must be registered with a relevant professional body in Uganda or equivalent.</p> <p>Fluency in spoken and written English is a MUST</p> <p>Must have three (03) years proven specific experience in electrical installation.</p> <p>Note:</p> <p>Evidence of qualifications will be required. In addition, evidence of experience in similar capacity on at least three (3) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
Mechanical Engineer	<p>Must have a Bachelor's Degree in Mechanical Engineering from a recognized university or institution.</p> <p>Must be registered with a relevant professional body in Uganda or equivalent.</p> <p>Fluency in spoken and written English is a MUST.</p> <p>Must have three (03) years proven specific experience in mechanical installation works.</p> <p>Note:</p> <p>Evidence of qualifications will be required. In addition, evidence of experience in similar capacity on at least three (3) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
Quantity Surveyor	<p>Must have a Bachelor's degree in Quantity Surveying or Building Economics from a recognized University.</p> <p>Must be registered with a relevant professional body in Uganda or equivalent.</p> <p>Proven specific experience of 5 years minimum in quantity surveying works for building Construction projects.</p>

	<p>Fluency in spoken and written English is a MUST.</p> <p>Note:</p> <p>Evidence of qualifications, chartership or registration from Professional bodies or Authorities will be required. In addition, evidence of experience in similar capacity on at least five (05) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
<p>Environmental Impact Assessment Specialist</p>	<p>Must have at least a Master’s degree in an environmental related discipline; Environmental Science, Environmental Engineering or Natural Resources Management from a recognized institution and must be registered Environmental Impact Assessment (EIA) Practitioner with the regulatory authority, the National Environment Management Authority.</p> <p>Fluency in spoken and written English is a MUST.</p> <p>At least 5 years proven specific experience in Environmental Management of Construction projects.</p> <p>Must demonstrate familiarity with World Bank environmental and social safeguards policies and standards as will be evidenced by attaching atleast three (03) assignments carried out in construction projects and Financed by the World Bank.</p> <p>Note:</p> <p>Evidence of qualifications, chartership or registration from professional bodies or authorities will be required. In addition, evidence of experience in similar capacity on at least five (05) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
<p>Sociologist/Social Specialist</p>	<p>A professional qualified with a degree in either Social Works and Social Administration, Development Studies, Sociology, Community Psychology or other related fields in social science/social work and community development from a recognized university.</p> <p>Must have atleast 5 years’ proven specific experience in Environmental management of Construction projects.</p> <p>Must have proven specific experience of 5 years minimum in managing social development impacts on delivery of infrastructure (buildings) projects.</p> <p>The consultant should be familiar with the World Bank best</p>

	<p>practices and /or guidelines and procedures on social safeguards, social assessment, social analysis, effective stakeholder participation and complaint resolution systems, regulations and legal framework governing environmental and social management.</p> <p>Fluency in spoken and written English is a MUST.</p> <p>Note:</p> <p>Evidence of qualifications will be required. In addition, evidence of experience in similar capacity on at least five (5) projects of similar works will be required. All evidence must be in English and if not provided, the staff will be disqualified.</p>
Clerk of Works	<p>Must have a Bachelor's degree in Civil Engineering or a degree in Construction management from a recognized university or institution.</p> <p>Must be registered with a relevant profession body in Uganda or equivalent.</p> <p>Demonstrated experience of 5 years minimum in supervising building construction works on behalf of the consultants.</p> <p>Must have atleast a minimum of three (03) years experience</p>

## 5. DURATION

The contract will be a time-based contract, hence the duration for this assignment will be determined after construction contract(s) have been issued.

## 6. REPORTING

The Consultant(s) shall report to the Executive Director NFA but will work closely with the contract manager assigned to manage this activity. The Consultant will prepare and submit the Electronic and 5 signed copies of reports specified in the deliverables.

## 7. INPUT FROM NFA

NFA shall provide the following:

- a. Provide all relevant information regarding the project by NFA's Contract Management Team or any other authorised staff of the Authority, including approved designs and drawings, bills of quantities, copies of the contracts with contractors, copies of winning bids for each contract.

- b. Allow access to all the proposed project sites.
- c. Provide security while undertaking field work within the project sites of the respective protected areas.