30 November 2018

CALL FOR APPLICATIONS FOR FRAMEWORK CONTRACTS: INDIVIDUAL EXPERT

Dear Applicant,

The Uganda Cities and Infrastructure for Growth (CIG) programme, managed by Cardno Emerging Markets (UK) Ltd and funded by the UK’s Department for International Development (DFID), is seeking applications from individual experts to establish a pre-qualified database of highly qualified and experienced consultants through framework individual contracts in the following themes/fields:

1. Urban Planning and Development;
2. Infrastructure and Project Planning;
3. Infrastructure Project Preparation and Financing; and
4. Power.

The framework contracts database will become a mechanism through which CIG Uganda will be able to swiftly source, contract and mobilise consultants from a list of pre-qualified experts for specific assignments. This will also reduce the time for sourcing and selecting individual experts. This application process is open to any individual who meets the criteria detailed in this ‘call for application’ document. There are no restrictions with regards to nationality or country of residence. Women and locally based individuals are specifically encouraged to apply.

Cardno Emerging Markets will deliver the CIG Uganda programme of projects and activities between 2019 and 2022. It will enter into Framework contracts with successful applicants initially through to 30 November 2020, with an option to extend by mutual agreement up to the full life of CIG Uganda.

This call for applications document includes the following sections:
PART A – Overview of the Uganda Cities and Infrastructure for Growth (CIG) programme.
PART B – Instructions to applicants.
PART C – Additional Information, Selection criteria and Basis for Remuneration.
PART D – Application form.
PART E (a) – Terms of Reference – ‘Urban Planning and Development’ theme.
PART E (b) – Terms of Reference – ‘Infrastructure’ theme.
PART E (c) – Terms of Reference – ‘Infrastructure Project Preparation and Financing’ theme.
PART E (d) – Terms of Reference – ‘Power’ theme.
PART F – Tasking Order Template.

All applications must be received by no later than 31 January 2019, 5PM UK time. Applications and all queries must be submitted directly to cigug.procurement@cardno.com.

Yours sincerely,

Beatrice Kinyanjui
Programme Director
Uganda Cities and Infrastructure for Growth (CIG)
1. The Contracting Authority

The contracting authority is Cardno Emerging Markets as the managing contractor for the Uganda Cities and Infrastructure for Growth (CIG) programme on behalf of DFID.

1.1. Background

As a flagship initiative of UK Aid, the Department for International Development (DFID) is sponsoring the Uganda Cities and Infrastructure for Growth (CIG) programme, implemented through Cardno Emerging Markets (UK) Ltd. DFID’s mission is to help eradicate poverty in the world’s poorest countries by supporting economic transformation that shifts economic activity into higher productivity sectors to attract investment, growth, and create jobs for women and men. Cities have a key role to play in supporting the structural transformation of economies through the benefits of agglomeration, to generate large scale employment. However, poor planning, inadequate governance and environmental damage can lock cities into dysfunctional forms. Urbanisation without reform and modernisation will prevent cities from fulfilling their social and economic potential. CIG recognises that deficits in Uganda’s urban planning and infrastructure development are binding constraints to growth. Lack of reliable and affordable power, water supply and infrastructure connectivity raise costs, reduce competitiveness and stifle investment and job creation.

Vision 2040¹ and the 2nd National Development Plan² articulate Uganda’s aspiration to become a Middle-Income Country driven by growth in the agriculture, mineral, oil & gas and tourism sectors. Although Uganda’s urban centres exhibit higher per capita GDP and thus, serve as the current locus of economic growth, they will not rise to become efficient drivers of the economy without better infrastructure that links them to and adds value to these sectors. As the primary sectors originate in rural locations, links to markets and large-scale processing in urban areas is essential, underscoring the vital need for urban modernisation. Development throughout the Jinja-Kampala-Entebbe (JKE) corridor merits priority for urban transformation.

To address this situation, the CIG Uganda programme is designed to finance high quality technical assistance along with targeted capacity building to support planning and project preparation to unlock investment in urban development and key sectors of infrastructure.

1.2. Objectives and expected outcomes of CIG Uganda

The Uganda Cities and Infrastructure for Growth (CIG) is a five-year DFID funded programme. It aims to strengthen the management of urban and energy sectors and boost investment into infrastructure in Uganda. In the Ugandan context, given its economic geography, this may include urban centres of varying sizes as well as sub-regions, especially where these are centres of prospective economic growth and where infrastructure may be a key enabling factor. The programme will deliver inclusive economic transformation and growth that is climate-resilient and contributes to poverty reduction and economic inclusion of disadvantaged groups.

The overall objectives of CIG Uganda are to:

1. Improve Urban Development and Productivity;
2. Boost Access to Reliable and Affordable Power;
3. Increase Investment into Infrastructure Services particularly where it directly supports growth, including through innovative ways of attracting private and increasing public, financing; and

4. Drive Better Asset and Financial Management for Sustainable Investment into services namely host government’s ability to plan, finance and manage its infrastructure assets and services.

To achieve these objectives, CIG’s targets include enhanced urban management; additional public and private resources mobilised for infrastructure; enhanced access to infrastructure of environmental quality; and access to more reliable and affordable power improved.

CIG focal areas therefore include:
I. Increased access to power and productive demand growth (energy for business) – power distribution loss reduction and demand forecasting; industrial clustering; grid densification mapping; tariff review & modelling; power asset investment impact assessment; power value chain assessment; power sector skills development, power sector effective communications strategy, advisory to Ministry of Energy, strategic alignment of stakeholders and integrated resource planning;
II. Urban development and planning, linked to wider economic development, including at regional level where aligned to key growth sectors;
III. Infrastructure delivery and financing;
IV. Public Investment Management and Public-Private Partnerships;
V. Municipal infrastructure – urban-planning; models for public-private financing in local government; investment planning; revenue-generation; Municipal finance.

1.3. CIG Implementation
The programme will deliver demand-driven Technical Assistance (TA) to Ugandan central government Ministries, Departments and Agencies (MDAs), and Local Governments. It is also possible that support could be directed towards private sector or non-governmental actors in Uganda. The demand-led and responsive nature of the programme means MDAs, Local Governments and other stakeholders will identify activities that contribute to the overall objectives of the CIG logical framework. The CIG Team works with partners to develop Concept Notes and Terms of Reference suitable for contracting suppliers to carry out the required activities. The CIG Team and partners will monitor the progress and performance of the suppliers. The outputs and supporting activities will also be quality controlled by the CIG Team and, in some cases, by independent peer reviews.

An activity under CIG Uganda will typically follow a sequence of steps:
- Identification of project/activity by a partner;
- Verification that project fits the CIG strategy and subsequent development of the concept by partner in collaboration with the CIG Team;
- Concept Note review internally by the CIG Team and, where appropriate, externally;
- Preparation of the Terms of Reference by the CIG Team following Concept Note approval;
- Procurement and contracting of the expert(s);
- Implementation by the expert(s);
- Monitoring of expert(s) performance, progress and output; and
- Review and quality control of project outputs with independent peer review where appropriate.
PART B – INSTRUCTIONS TO APPLICANTS

When submitting applications, applicants must follow all instructions and specifications contained in this call for applications document. Failure to submit an application containing all the information and documentation required within the deadline specified may lead to the rejection of the application.

1. **Application particulars**

<table>
<thead>
<tr>
<th>Call for Applications</th>
<th>Call for Applications for Framework Contracts: Individual expert in the following themes/fields:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1. Urban Planning and Development</td>
</tr>
<tr>
<td></td>
<td>2. Infrastructure and Project Planning</td>
</tr>
<tr>
<td></td>
<td>3. Infrastructure Project Preparation and Financing; and</td>
</tr>
<tr>
<td></td>
<td>4. Power</td>
</tr>
</tbody>
</table>

| Mode of Submission    | Applications and all queries must be submitted directly to cigug.procurement@cardno.com.      |

| Contact Person         | Edson Madeira                                                                                  |
|                       | Procurement Specialist, CIG Uganda                                                            |

| Updates on application process | All interested individual experts are encouraged to regularly check the Cardno website for amendments to this Call for applications at http://www.cardno.com/en-au/Careers/Pages/Jobs-at-Cardno.aspx |

<table>
<thead>
<tr>
<th>Deadline for submitting applications*</th>
<th>31 January 2019, 5PM UK time.</th>
</tr>
</thead>
</table>

| Evaluation of applications*          | February 2019                   |

| Award notices and contracting of selected applicants* | March 2019 |

*Cardno reserves the right to alter any of these dates.

2. **Submission of Application**

All correspondence and documents related to this application process must be written in English.

2.1. **Application requirements**

To successfully apply, applicants must submit two (2) separate documents as part of their applications:

1) A duly completed application form in accordance to the template in PART D of this Call for applications document. Instructions on how to complete the application are provided in clause 2.2 below. The application form also includes:

   I. A statement of compliance with CIG’s Fee Rate Caps (see clause 3 in PART C) that each applicant is required to sign and submit with the application. The statement of compliance is annexed to the application form.

2) A Curriculum Vitae (CV) that details all relevant skills, expertise and experience of the applicant. The applicant is encouraged to include information relevant to the theme and specific areas of specialisation one is applying for. The CV should include all information specified in clause 2.3 of this PART B.

Applicants are permitted to apply for multiple themes and for multiple areas of specialisation under the same theme. If applicants apply for multiple themes, they must complete and submit separate
application forms for each theme selected. A single CV may accompany multiple application forms for different themes.

2.2. Instructions on how to complete the application form
In addition to the personal details, each applicant is required to submit key information relevant for the application process. Below are instructions on how to complete the application form to ensure key information is provided. Applications that fail to provide all required information may be rejected.

**Step 1: Indicate the contracting entity**
Successful applicants may be contracted directly as an *individual / independent consultant* or *through a company*. If the applicant is to be contracted through a company, they should indicate the name of the company on the application form.

Note that the fee rates specified in clause 3 in **Part C** apply irrespective of the contracting entity.

**Step 2: Select the theme**
The applicant must select one theme:
- Urban Planning and Development;
- Infrastructure and Project Planning;
- Infrastructure Project Preparation and Financing; and
- Power.

Applicants are permitted to apply for multiple themes. If applicants apply for multiple themes, they must complete and submit separate application forms for each theme selected. A single CV may accompany multiple application forms for different themes.

**Step 3: Select area(s) of specialisation**
The areas of specialisation required under each theme are listed in the respective terms of reference for each of the themes in **PART E**. Applicants must select at least one and may select multiple areas of specialisations under one theme.

**Step 4: Select the expert classification**
The applicant must select the classification which is based on geographical experience, that is, whether the expert has local experience, Africa regional experience of international experience:
- National experts mean experts whose relevant work experience is limited to Uganda;
- Regional experts mean experts whose relevant work experience is in the immediate region, that is, in East African and COMESA countries, and the individual can demonstrate ability to translate the lessons learned from similar regional contexts to the Ugandan context;
- International experts mean experts who have significant work experience internationally, beyond Uganda, East Africa and COMESA countries, and can demonstrate the ability to apply international best practice to the Ugandan (or similar) context.

The applicant must select one of these classifications relative to its theme.

2.3. Curriculum Vitae (CV) Requirements
Applicants can submit curriculum vitae (CV) in any format they wish and there are no page limits.

The CV must, at a minimum, contain the following information:
- Educational Qualifications;
- Professional Qualifications;
- Languages spoken and proficiency;
- Countries of work experience;

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3 Burundi, Comoros, D.R. Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, Zimbabwe
• Outline of relevant key skills including those relevant to the applicable theme and area(s) of specialisation;
• Details of relevant work experience including those relevant to the applicable theme and area(s) of specialisation selected. It is critical that CVs respond directly to the applicable theme and selection criteria;
• Details of membership of professional associations, if any; and
• At least two available and relevant professional referees.

Character referees will not be accepted. Referees must be able to comment on your work experience in connection with the role and technical requirements against which you are applying. Referees must be available to provide comment in English. Referees must not have an actual or potential conflict of interest when acting as a referee. Referees therefore must not be:
  a) an employee of, the holder of a current executive office within the organisation of, or have a business association with, the applicant or a subsidiary organisation of the applicant;
  b) included in the application as an applicant; and
  c) Cardno Emerging Markets (UK) Ltd or DFID employee.
PART C – ADDITIONAL INFORMATION, SELECTION CRITERIA AND BASIS FOR REMUNERATION

1. Additional information about the CIG Uganda framework contracts
   1.1. Purpose of framework contracts: individual experts

   CIG Uganda is seeking applications from individual experts to establish a pre-qualified database of highly qualified and experienced consultants through framework contracts. This is to provide intermittent short-term support and Technical Assistance as will be specified from time to time for specific assignments.

   The CIG Uganda programme will deliver demand-driven Technical Assistance (TA) to government Ministries, Departments and Agencies (MDAs) at central and local government levels. It is also possible that support could be directed towards private sector or non-governmental actors in Uganda. The demand-led and responsive nature of the programme means MDAs, Local Governments and other stakeholders will identify activities to be supported, provided these contribute to the overall objectives of the CIG logical framework. CIG will often receive requests for activities that will require immediate action. It is therefore seeking to establish a database of pre-qualified individual consultants – through framework contracts – to ensure our responses to requests are fast, effective, of high quality and are delivered in a timely manner.

   The framework contracts database will become a mechanism through which CIG Uganda will able to swiftly source, contract and mobilise consultants from a list of pre-qualified experts. This will reduce the time for sourcing and selecting individual experts.

   Individuals will be recruited for an initial period through to 31 December 2020, with an option to extend by mutual agreement up to the full life of CIG Uganda.

   1.2. Selection of Consultants from list of pre-qualified experts for specific assignments

   Once the framework contracts/list of pre-qualified consultants is established, consultants will be selected from the list for specific assignments in the following ways:

   I. **Consultant Qualification Selection approach.** This consists of an assessment of the consultants’ experience and competence (by assessing their CVs) relevant to the assignment and selecting the consultant with the most appropriate qualifications and experience. A minimum of three (3) experts must be considered.

   II. In circumstances where timeframes permit, and multiple consultants have the required skillset to equivalent levels and/or the contract value is large, a **Request for Proposals** (including scope of services) may be issued, allowing consultants on framework contracts to respond with an offer. Offers will be evaluated and ranked based on technical criteria. They will not be evaluated on cost as these are pre-agreed in the framework contracts. The most technically competent will be engaged on the assignment.

   Where appropriate, multiple consultants may be selected to participate as part of a team approach to implement a project.

   1.3. Contracting of individual experts

   Successful applicants will sign a Framework Contract that will set out the terms and conditions of engagement including the duration of the contract, the theme(s) as well as fees.

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4 A framework contract is an agreement that sets out the broad terms and conditions of engagement particularly with regards to the duration, focus area and fees, under which specific call-down contracts may be awarded during a given period. Specific contracts for specific tasks/projects will be issued in the form of tasking orders (for individuals). There is no guarantee of a minimum amount of work to be commissioned once a framework contract is signed with a consultant and the timing of inputs is indefinite over the life of the contract.
Once experts are selected for specific assignments in the future, CIG will issue the selected expert with a Tasking Order which will indicate the scope of work for that specific assignment, timeframes for implementation, deliverables as well as the payment terms. The terms and conditions of the tasking order will mirror those in the broad framework contract that will be signed from the outset. Tasking Orders are a short form version of the framework contract (about 5 pages long), see the template in PART F.

2. Selection criteria for this application process
Applicants responding to this call for applications will be assessed on the basis of technical expertise and suitability using the selection criteria shown in PART E: Terms of reference relevant to their selected theme.

In making the final selection of successful applicants, the overall breadth of skills required to meet the anticipated needs of CIG Uganda under each theme will be a key consideration.

3. Basis of Payment
The rates to be offered to successful applicants to be engaged through framework contracts have been capped as a result of the bidding process set by DFID.

Payments for individual experts will be on a daily rate basis, in GBP currency, based on CIG’s Fee Rates Caps, as follows:

**Table 1: CIG Fee Rates Caps**

<table>
<thead>
<tr>
<th>Geographical Experience</th>
<th>Level of expertise</th>
<th>Expert Daily Rate (GBP)</th>
<th>Senior Expert Daily Rate (GBP)</th>
<th>Principal Expert Daily Rate (GBP)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Maximum</td>
<td>Minimum</td>
<td>Maximum</td>
</tr>
<tr>
<td>National Experts</td>
<td>£90</td>
<td>£197</td>
<td>£197</td>
<td>£246</td>
</tr>
<tr>
<td>Regional Experts</td>
<td>£113</td>
<td>£263</td>
<td>£263</td>
<td>£331</td>
</tr>
<tr>
<td>International Experts</td>
<td>N/A*</td>
<td>N/A*</td>
<td>£352</td>
<td>£564</td>
</tr>
</tbody>
</table>

*Not Applicable because ‘Expert’ level of expertise will not be sourced for International experts.

The rates to be offered to each successful applicant will be determined on the basis of two (2) metrics, as follows:

1) Geographical experience, that is, whether the expert has local experience, Africa regional experience or international experience:
   - National experts mean experts whose relevant work experience is limited predominantly to Uganda;
   - Regional experts mean experts whose relevant work experience is in the immediate region, that is, in East African and COMESA countries, and the individual can demonstrate ability to translate the lessons learned from similar regional contexts to the Ugandan context;
   - International experts mean experts who have significant work experience internationally, beyond Uganda, East Africa and COMESA countries, and can demonstrate the ability to apply international best practice to the Ugandan (or similar) context.

2) The level of expertise and experience of each applicant:

<table>
<thead>
<tr>
<th>Level of expertise</th>
<th>Indicative profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Expert</td>
<td><strong>Qualification:</strong> Minimum Post-graduate degree, a Doctorate and publications an advantage.</td>
</tr>
</tbody>
</table>

5 Burundi, Comoros, D.R. Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, Zimbabwe
<table>
<thead>
<tr>
<th>Senior Expert</th>
<th>Qualification: Minimum Under-graduate degree, Postgraduate degree an advantage.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Years of experience:</strong> Minimum of 12 years of professional experience related directly to the specific theme and as set out in the Terms of reference, including as a Team Leader.</td>
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</table>

<table>
<thead>
<tr>
<th>Expert</th>
<th>Qualification: Minimum Under-graduate degree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Years of experience:</strong> Minimum of 6 years of professional experience related directly to the specific theme and as set out in the Terms of reference.</td>
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</table>

Applicants who are considered technically suitable but cannot reach an agreement with CIG on fees that are consistent with the CIG’s Fee Rates Caps, will not be contracted.

Agreed Daily Fee rates include:
- Remuneration for the applicant;
- Insurances, taxes\(^6\) and superannuation for the applicant;
- Allowances for foreign exchange rate variations over the contracting period;
- Provision of consultant’s own computer and other equipment and costs necessary for the performance of standard work requirements except for explicitly authorised travel and subsistence budgets;

As part of the application process, a signed statement of compliance with CIG’s Fee Rates Caps must be submitted by each applicant. The statement of compliance is annexed to the application form in **PART D**.

Travel related expenses and other reasonable and allowable expenses related to specific assignments will be covered by CIG Uganda. Arrangements for expenses will be detailed in each Tasking Order.

4. **Contracting Authority’s rights**

Cardno Emerging Markets reserves the right in its absolute discretion at any time to:
- a) Terminate this Call for Applications, or cease to proceed with this recruitment process;
- b) Change the structure and timing of the recruitment process;
- c) Vary or extend any time or date;
- d) Terminate further participation in the process by any applicant for any reason;
- e) Require additional information or clarification from any applicant, or provide additional information or clarification;
- f) Call for new applications;
- g) Reject any application received after the closing time;
- h) Reject any application that does not comply with the requirements set out in this documentation; and
- i) Terminate any negotiations being conducted at any time with any applicant for any reason.

\(^6\) Unless agreed otherwise you are responsible for payment of any and all taxes, levies and other Government charges that may apply within or outside your Country of Domicile.

Only applicable to National experts: In compliance with the Ugandan tax laws when paying National experts, taxes will be withheld by Cardno and paid to the Ugandan Revenue Authority. The amount of withholding is currently set at 6%, subject to change by the Ugandan government.
5. **Conflict of Interest**

Applicants must provide details of any circumstances or relationships that constitute, or may constitute, an actual or potential conflict of interest regarding this application, or any obligations under any formal agreement with CIG or DFID.
## PART D - APPLICATION FORM: CIG Uganda Call for Applications for Framework Contracts: Individual Expert

### APPLICATION FORM

<table>
<thead>
<tr>
<th>Full Name of applicant:</th>
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<table>
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<tr>
<th>Email:</th>
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<table>
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<tr>
<th>Telephone Number(s):</th>
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<tr>
<th>Nationality:</th>
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<table>
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<tr>
<th>Country of Residence:</th>
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<tr>
<th>Contracting Entity:</th>
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<tbody>
<tr>
<td>(Individual/independent consultant or through a company*)</td>
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</table>

*Indicate name of company

### Theme:

(Applicants must select one theme by ticking the relevant box)

- Urban Planning and Development
- Infrastructure Project Preparation and Financing
- Infrastructure and Project Planning
- Power

### Areas of specialisation:

(See terms of reference for the theme selected)

(Applicants must select at least one and can select multiple areas of specialisation as detailed in the terms of reference)

### Expert classification:

(Applicants must select one by ticking the relevant box)

- Local Expert
- Regional Expert
- International Expert

Please provide details of any immediate work commitments which would preclude you from being available for work on CIG Uganda for the foreseeable future from March 2019 onwards, including at short-notice. If selected as a successful applicant, please note that you may often need to be available and willing to mobilise for work at short notice.
<table>
<thead>
<tr>
<th>Commitment</th>
<th>Dates unavailable for CIG in the near future</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

**Language**

*Please note that the CIG may request you to substantiate your claims of proficiency if selected*

**Level of Proficiency**

*Indicate competence on a scale of 1 – 5 (1=basic; 5 = excellent)*

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</table>

**Statement of compliance with CIG’s Fee Rate Framework**

I [insert name], declare that:

I acknowledge CIG’s Fee Rate Caps and confirm my agreement and adherence to it in working as an individual expert for CIG Uganda through the framework contracts.

Payments for individual experts will be on a daily rate basis, in GBP currency, based on CIG’s Fee Rates Caps, as follows:

<table>
<thead>
<tr>
<th>Geographical Experience</th>
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<tbody>
<tr>
<td></td>
<td>Minimum</td>
<td>Maximum</td>
<td>Minimum</td>
</tr>
<tr>
<td>National Experts</td>
<td>£90</td>
<td>£197</td>
<td>£197</td>
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<tr>
<td>Regional Experts</td>
<td>£113</td>
<td>£263</td>
<td>£263</td>
</tr>
<tr>
<td>International Experts</td>
<td>N/A*</td>
<td>N/A*</td>
<td>£352</td>
</tr>
</tbody>
</table>

*Not Applicable because ‘Expert’ level of expertise will not be sourced for International experts.*

Exceptions/Comments:

______________________________________________________________________________

______________________________________________________________________________

Signed:

Dated:
PART E – TERMS OF REFERENCE

PART E (a) – Terms of Reference – ‘Urban Planning and Development' theme

1. Background to CIG

The Uganda Cities and Infrastructure for Growth (CIG) is a five-year DFID funded programme with the aim of strengthening the management of urban and energy sectors and boost investment into infrastructure in Uganda. In the Ugandan context, given its economic geography, this may include urban centres of varying sizes as well as sub-regions, especially where these are centres of prospective economic growth and where infrastructure may be a key enabling factor. The programme will deliver inclusive economic transformation and growth that is climate resilient and contributes to poverty reduction and economic inclusion of disadvantaged groups.

The overall objectives of CIG are:

1. Improve Urban Development and Productivity;
2. Boost Access to Reliable and Affordable Power.
3. Increase Investment into Infrastructure Services particularly where it directly supports growth, including through innovative ways of attracting private, and increasing public, financing;
4. Drive Better Asset and Financial Management for Sustainable Investment into services namely host governments’ ability to plan, finance and manage its infrastructure assets and services; and

To achieve these objectives, CIG’s outcomes will include enhanced urban management; additional public & private resources mobilised for infrastructure; enhanced access to infrastructure of environmental quality; and access to more reliable and affordable power improved.

CIG focal areas therefore include:

I. Increased access to power and productive demand growth (Energy for business) – power distribution loss reduction and demand forecasting; industrial clustering; grid densification mapping; tariff review & modelling; power asset investment impact assessment; power value chain assessment; power sector skills development, power sector effective communications strategy, advisory to Ministry of Energy, strategic alignment of stakeholders and integrated resource planning;

II. Urban development and planning, linked to wider economic development, including at regional level where aligned to key growth sectors;

III. Infrastructure delivery and financing;

IV. Public Investment Management and Public-Private Partnerships;

V. Municipal infrastructure – urban-planning; models for public-private financing in local government; investment planning; revenue-generation; Municipal finance

2. Purpose of the framework contracts mechanism

CIG Uganda seeks to establish a list of pre-qualified experienced individual experts to provide intermittent short-term support and Technical Assistance as will be specified from time to time.

The CIG Uganda programme will deliver demand-driven Technical assistance (TA) to central government Ministries, Departments and Agencies (MDAs) and Local Government. It is also possible that support could be directed towards private sector or non-governmental actors in Uganda. Because of the demand-led and responsive nature of the programme, it means MDAs and other stakeholders will identify activities to be supported, provided these contribute to the overall objectives of the CIG logical framework. CIG will often receive requests for activities that will require immediate action and it is therefore seeking to engage pre-qualified individual
consultants – through framework contracts\(^7\) – to ensure our responses to requests are fast, effective, of high quality and are delivered in a timely manner.

The framework contracts will become a mechanism through which CIG Uganda will able to swiftly source, contract and mobilise consultants from a list of pre-qualified experts as well as reducing the time and costs of sourcing and selecting individual experts.

Individuals will be recruited for an initial period through to 30 November 2020, with an option to extend by mutual agreement up to the full life of CIG Uganda.

3. **Scope of work - general**

Specific tasks to be commissioned to individual experts through the framework contracts will vary. Below is an outline of the general tasks to be commissioned through the Framework contracts.

As a Framework contractor, you may work in collaboration with colleagues from CIG, the UK Government, Ugandan counterpart agencies staff (e.g. staff within MDAs, LGUs and training institutions) and locally engaged staff. This will require you to establish and maintain harmonious and effective relationships, and for you to undertake your duties to a high professional standard. Many design activities require the recipient organisations to take ownership for the recommendations and possible implementation; therefore, work on these activities requires co-creation and the ability to mentor, inspire and motivate all parties. Most activities in implementation involve a strong capacity building element. Work on these activities will require capacity building of key counterparts.

Work may be desk-based and/or involve in-country and field visits. You may be required to work and travel around Uganda, including remote areas with only basic services and amenities.

You will faithfully represent the best interests of CIG Uganda and Cardno Emerging Markets in all matters when dealing with the client (DFID), counterpart agencies, and team members.

You will be responsible to the nominated Project Manager as will be specified in your Tasking Order. Your duties may be varied from time to time to meet changing project needs – this will be discussed with you at the time and reflected in your Tasking Order.

You will undertake and complete the duties prescribed in the Terms of Reference below and in the Terms of Reference to be prescribed for each specific assignment / Tasking Order. Completion of all specified tasks and outputs will be within the specified timeframe to achieve the project's objectives and contractual milestones. Meeting milestones on time, budget and to a high professional standard is a condition for satisfactory completion of your project and for payment purposes.

Your duties may include the preparation of reports and other documentation in English. Cardno will provide you with the reporting templates and formats. It is a requirement that you complete any outputs within these templates and in compliance with the CIG communication and branding protocols. If amendments to reports are necessary, you will be expected to make the changes promptly and to the required standard. During your deployment for specific assignments, it could be expected that you will make presentations to counterpart agencies, DFID and other agencies on matters related to your duties.

Framework contract experts under CIG Uganda, regardless of the theme and area of specialisation under which they apply, may be required to provide some or all of the following services:

- Ad hoc advice to the programme on technical matters relating to a specific theme/sector;

\(^7\) A framework contract is an agreement that sets out the broad terms and conditions of engagement particularly with regards to the duration, focus area and fees, under which specific call-down contracts may be awarded during a given period. Specific contracts for specific tasks/projects will be issued in the form of tasking notes (for individuals). There is no guarantee of a minimum amount of work to be commissioned once a framework contract is signed with a consultant and the timing of inputs is indefinite over the life of the contract.
• Provision of analysis and advice on relevant thematic/sector issues and challenges;
• Appraisal of project design and/or proposals submitted by partner agencies or organisations;
• Development and refinement of concept notes for CIG projects;
• Assistance to partner agencies in formulating/refining project proposals and terms of reference;
• Development and refinement of Terms of Reference for project implementation;
• Advice on project design, management, and monitoring & evaluation approaches and methodologies;
• Provision of specialist monitoring and evaluation or project review services including: the conduct of programme, project and partner performance reviews and field monitoring visits; and assessment and reporting on progress and impact of CIG funded projects;
• High quality strategic, technical and analytical inputs that can be used for decision making;
• Policy development, drafting of new legal provisions and regulations that unlock critical investments and supporting their passage through government systems;
• Production of design manuals/guidelines;
• High quality technical inputs, including plans, master plans, engineering designs that can be used at asset construction or project procurement phases;
• Targeted training and capacity building to ensure uptake and sustainability of technical interventions;
• Support capacity assessment and development plans;
• Design and/or delivery of training courses;
• Mentoring of counterpart agencies staff;
• Authorship of papers for publication
• Peer Review of Papers;
• Technical reporting and presenting to technical and non-technical audiences. Attendance at relevant programme and project-related events such as stakeholder workshops, joint evaluation missions and conferences;
• Work as part of a team comprising other thematic or sector specialists; and/or
• Participation in evaluation panels for CIG procurement procedures.

Note that where an individual has been involved in preparing the concept for a project, they may not be precluded from follow-on work based on a conflict of interest provided that they have had no involvement in the preparation of the Terms of Reference or tendering process. To be clear, any individual involved in the preparation of the Terms of Reference for a project cannot be involved in implementing the project.

4. Engagement
Inclusion of a successful application on a pre-qualified list of experts through the framework contracts provides no guarantee of any minimum levels of work that may be commissioned. The duration of projects may vary, from short desk-based work to projects lasting several weeks or months. Projects may require framework contract experts to work in remote areas and may require that they be available at short notice.

The scope and duration of services for specific assignments will be agreed between the expert and CIG Uganda through a Tasking Order.

Once the framework contracts/list of pre-qualified consultants is established, consultants will be selected from the list for specific projects primarily by using the following approaches:
I. **Consultant Qualification Selection approach.** This consists of an assessment of the consultant’s experience and competence (by assessing their CVs) relevant to the project and selecting the consultant with the most appropriate qualifications and experience.

II. In circumstances where timeframes permit, and multiple consultants have the required skill set to equivalent levels and/or the contract value is large, a *Request for Proposals* (including scope of services) may be issued allowing consultants on framework contracts to respond with an offer. Offers will be evaluated and ranked based on technical criteria. They will not be evaluated on cost as these are pre-agreed in the framework contracts. The best will be engaged on the project.

Where appropriate, multiple consultants may be selected to participate as part of a team approach to implement a project.

5. **CIG ‘Urban Planning and Development’ Theme**

Urbanisation worldwide is taking a centre stage catering for the world’s population. It is estimated that by the year 2025, there will be 410 cities all over the world with 5 million people or more. About 65% of these cities will be in the developing countries. In Africa the level of urbanization has reached 37% (297 million people) with average growth rate of 3.5%. By 2025, it is estimated that 54% of Africa’s population will be living in urban areas. United Nations estimates the current population of Africa to be 1,292,154,376 with 40.6% of the population being urban (523,004,491 people in 2018).

In Uganda, it is estimated that the urban population has steadily increased from 6.6% in 1969 to more than 22% in 2014 and growing at an annual rate of 5.2%, approximately 6.49 million people. This is the lowest in East Africa and is important because urbanisation is a critical indicator for development and for the country to achieve its desired Middle-Income status. In addition, the Greater Kampala Metropolitan Area (GKMA) and the Jinja-Kampala-Entebbe (JKE) Corridor accommodates more than 50% of this population making it a home to over 50% of the National urban population.

However, the urban sector in Uganda, and the JKE Corridor in particular, is faced with a serious challenge of inadequate Urban planning systems to support the Cities’ potential to play a central role in urban productivity and social – economic transformation of the Jinja Kampala-Entebbe Corridor.

The CIG Programme therefore seeks to improve public sector capacity resulting in better urban planning and delivery, better power system planning and delivery and better governance, and increased public and private investment into infrastructure, including better leverage of development capital funding sources. In effect, human and financial capital are both needed to deliver the desired intermediate impacts: (1) enhanced urban productivity, (2) increased investment in infrastructure services and (3) improved access to reliable and affordable energy.

To make the desired impacts, CIG Uganda will aim to achieve the following:

- **Improve Urban Development and Productivity:** The purpose of this objective is to improve the competitiveness of Uganda’s cities and urban centres. Competitive cities are well planned and productive; they generate jobs for citizens creating economic wealth and improved human welfare.

- **Boost Access to Reliable and Affordable Power.** The purpose of this objective is to massively improve the reliability and affordability of power supplied through the national grid and thus increase demand for sustainable urban development and productivity.

- **Increase Investment into Infrastructure Services** particularly where it directly supports growth, including through innovative ways of attracting private, and increasing public, financing. The purpose of this objective is to unlock sources of investment into public
infrastructure and utility services. This objective will also support implementation of various spatial development plans for urban productivity in the region.

The inadequate planning systems in the Jinja Kampala-Entebbe Corridor and Uganda in general has resulted into a number of challenges to a multitude of bottlenecks that stifle social inclusion, economic productivity and development, manifesting itself as follows:

- Traffic congestion that leads to time wastage and thus affecting competitiveness and productivity of Ugandan towns
- High costs of service delivery and poor quality of services delivered
- Low Revenue base for urban councils
- Poor Solid waste management and high prevalence of disease

In order to deliver sustainable urban development and productivity, the following areas of specialisation/subject-matter expertise are required under the Urban Planning and Development theme:

- Urban and Regional Planning (Spatial Planning) Specialists
- Transport Planners
- Transport Economists
- Environment and natural Resources specialists
- Sociologists/ Social Impact Specialists
- Registered Surveyors
- Valuation Surveyors
- Taxation specialists
- Civil Engineers
- Land Management experts
- Land Economists/ Valuation surveyors
- Solid waste management experts
- Climate change specialists
- GIS specialists
- Municipal finance specialists

Experience and skills in each of the above should be applicable to urban planning sector, and related value chain sectors, in a developing country context. Experience working in Uganda is highly regarded.

6. Selection criteria for ‘Urban Planning and Development’ Theme

The following selection criteria will be used to assess applicants in the ‘Urban Planning’ theme:

<table>
<thead>
<tr>
<th>Selection Criteria</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience in working in the urban sector, including urban development, planning and delivery experience</td>
<td>25</td>
</tr>
<tr>
<td>Relevant experience directly related to the selected area(s) of specialisation/subject-matter expertise</td>
<td>20</td>
</tr>
<tr>
<td>Proven experience in projects resulting in (i) better urban planning and delivery; or (ii) better power system planning and delivery and better governance; or (iii) increased public and private investment into infrastructure, including better leverage of development capital funding sources</td>
<td>15</td>
</tr>
<tr>
<td>Experience in planning, preparation and implementation of projects in the urban sector.</td>
<td>10</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------------</td>
<td>----</td>
</tr>
<tr>
<td>Demonstrates a good understanding of issues relating to delivery of proposed CIG activities in the ‘urban planning and development’ thematic area</td>
<td>10</td>
</tr>
<tr>
<td>Demonstrates experience working as a consultant with different stakeholders from different cultural backgrounds including working with government departments and agencies as well as international development agencies</td>
<td>10</td>
</tr>
<tr>
<td>Demonstrates experience working in developing countries and in the relevant regional context. Experience working in Uganda is a key advantage.</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
PART E (b) – Terms of Reference – ‘Infrastructure’ Theme

1. Background to CIG

The Uganda Cities and Infrastructure for Growth (CIG) is a five-year DFID funded programme with the aim of strengthening the management of urban and energy sectors and boost investment into infrastructure in Uganda. In the Ugandan context, given its economic geography, this may include urban centres of varying sizes as well as sub-regions, especially where these are centres of prospective economic growth and where infrastructure may be a key enabling factor. The programme will deliver inclusive economic transformation and growth that is climate resilient and contributes to poverty reduction and economic inclusion of disadvantaged groups.

The overall objectives of CIG are:

1. Improve Urban Development and Productivity;
2. Boost Access to Reliable and Affordable Power.
3. Increase Investment into Infrastructure Services particularly where it directly supports growth, including through innovative ways of attracting private, and increasing public, financing;
4. Drive Better Asset and Financial Management for Sustainable Investment into services namely host governments’ ability to plan, finance and manage its infrastructure assets and services; and

To achieve these objectives, CIG’s outcomes will include enhanced urban management; additional public & private resources mobilised for infrastructure; enhanced access to infrastructure of environmental quality; and access to more reliable and affordable power improved.

CIG focal areas therefore include:

I. Increased access to power and productive demand growth (Energy for business) – power distribution loss reduction and demand forecasting; industrial clustering; grid densification mapping; tariff review & modelling; power asset investment impact assessment; power value chain assessment; power sector skills development, power sector effective communications strategy, advisory to Ministry of Energy, strategic alignment of stakeholders and integrated resource planning;

II. Urban development and planning, linked to wider economic development, including at regional level where aligned to key growth sectors;

III. Infrastructure delivery and financing;

IV. Public Investment Management and Public-Private Partnerships;

V. Municipal infrastructure – urban-planning; models for public-private financing in local government; investment planning; revenue-generation; Municipal finance

2. Purpose of the framework contracts mechanism

CIG Uganda is seeking to establish a list of pre-qualified experienced individual experts to provide intermittent short-term support and Technical Assistance as will be specified from time to time.

The CIG Uganda programme will principally deliver demand-driven Technical assistance (TA) to government Ministries, Departments and Agencies (MDAs) at the national and sub-national level. It is also possible that support could be directed towards private sector or non-governmental actors in Uganda. Because of the demand-led and responsive nature of the programme, it means MDAs and other stakeholders will identify activities to be supported, provided these contribute to the overall objectives of the CIG logical framework. CIG will often receive requests for activities that will require immediate action and it is therefore seeking to engage pre-qualified individual
consultants – through framework contracts\(^8\) – to ensure our responses to requests are fast, effective, of high quality and are delivered in a timely manner.

The framework contracts will become a mechanism through which CIG Uganda will able to swiftly source, contract and mobilise consultants from a list of pre-qualified experts as well as reducing the time and costs of sourcing and selecting individual experts.

Individuals will be recruited for an initial period through to 30 November 2020, with an option to extend by mutual agreement up to the full life of CIG Uganda.

3. Scope of work - general

Specific tasks to be commissioned to individual experts through the framework contracts will vary. Below is an outline of the general tasks to be commissioned through the Framework contracts.

As a Framework contractor, you may work in collaboration with colleagues from CIG and the UK Government, Ugandan counterpart agencies staff (e.g. staff within MDAs, LGUs and training institutions) and locally engaged staff. This will require you to establish and maintain harmonious and effective relationships, and for you to undertake your duties to a high professional standard. Many design activities require the recipient organisations to take ownership for the recommendations and possible implementation; therefore, work on these activities requires co-creation and the ability to mentor, inspire and motivate all parties. Most activities in implementation involve a strong capacity building element, and work on these activities will require capacity building of key counterparts.

Work may be desk-based and/or involve in-country and field visits. You may be required to work and travel around Uganda, including remote areas with only basic services and amenities.

You will faithfully represent the best interests of CIG Uganda and Cardno Emerging Markets in all matters when dealing with the client (DFID), counterpart agencies, and team members.

You will be responsible to the nominated Project Manager as will be specified in your Tasking Order. Your duties may be varied from time to time to meet changing project needs – this will be discussed with you at the time and reflected in your Tasking Order.

You will undertake and complete the duties prescribed in the Terms of Reference below and in the Terms of Reference to be prescribed for each specific assignment / Tasking Order. Completion of all specified tasks and outputs will be within the specified timeframe to achieve the project's objectives and contractual milestones. Meeting milestones on time, budget and to a high professional standard is a condition for satisfactory completion of your project and for payment purposes.

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Framework contract experts under CIG Uganda, regardless of the theme and area of specialisation under which they apply, may be required to provide some or all of the following services:

- Ad hoc advice to the programme on technical matters relating to a specific theme/sector;

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• Provision of analysis and advice on relevant thematic/sector issues and challenges;
• Appraisal of project design and/or proposals submitted by partner agencies or organisations;
• Development and refinement of concept notes for CIG projects;
• Assistance to partner agencies in formulating/refining project proposals and terms of reference;
• Development and refinement of Terms of Reference for project implementation;
• Advice on project design, management, and monitoring & evaluation approaches and methodologies;
• Provision of specialist monitoring and evaluation or project review services including: the conduct of programme, project and partner performance reviews and field monitoring visits; and assessment and reporting on progress and impact of CIG funded projects;
• High quality strategic, technical and analytical inputs that can be used for decision making;
• Policy development, drafting of new legal provisions and regulations that unlock critical investments and supporting their passage through government systems;
• Production of design manuals/guidelines;
• High quality technical inputs, including plans, master plans, engineering designs that can be used at asset construction or project procurement phases;
• Targeted training and capacity building to ensure uptake and sustainability of technical interventions;
• Support capacity assessment and development plans;
• Design and/or delivery of training courses;
• Mentoring of counterpart agencies staff;
• Authorship of papers for publication
• Peer Review of Papers;
• Technical reporting and presenting to technical and non-technical audiences. Attendance at relevant programme and project-related events such as stakeholder workshops, joint evaluation missions and conferences;
• Work as part of a team comprising other thematic or sector specialists; and/or
• Participation in evaluation panels for CIG procurement procedures.

Note that where an individual has been involved in preparing the concept for a project, they may not be precluded from follow-on work based on a conflict of interest provided that they have had no involvement in the preparation of the terms of reference or tendering process. To be clear, any individual involved in the preparation of the terms of reference for a project cannot be involved in implementing the project.

4. Engagement

Inclusion of a successful application on a pre-qualified list of experts through the framework contracts provides no guarantee of any minimum levels of work that may be commissioned. The duration of projects may vary, from short desk-based work to projects lasting several weeks or months. Projects may require framework contract experts to work in remote areas and may require that they be available at short notice.

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I. **Consultant Qualification Selection approach.** This consists of an assessment of the consultant’s experience and competence (by assessing their CVs) relevant to the project and selecting the consultant with the most appropriate qualifications and experience.

II. In circumstances where timeframes permit, and multiple consultants have the required skill set to equivalent levels and/or the contract value is large, a *Request for Proposals* (including scope of services) may be issued allowing consultants on framework contracts to respond with an offer. Offers will be evaluated and ranked based on technical criteria. They will not be evaluated on cost as these are pre-agreed in the framework contracts. The best will be engaged on the project.

Where appropriate, multiple consultants may be selected to participate as part of a team approach to implement a project.

5. **CIG ‘Infrastructure’ Theme**

Infrastructure is the foundation upon which the economic and social progress of a country is strengthened. The CIG programme seeks to support investments and process improvements in the infrastructure sphere within the Jinja-Kampala-Entebbe (JKE) corridor with the aim of meeting the following objectives:

- Increase Investment into Infrastructure Services particularly where it directly supports growth, including through innovative ways of attracting private, and increasing public, financing;
- Drive Better Asset and Financial Management for Sustainable Investment into services namely host governments’ ability to plan, finance and manage its infrastructure assets and services

Uganda’s strategic and high-level Vision 2040\(^9\) document provides visibility for development planning which aims to propel Uganda to greater economic heights and specially states that “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”.

The Vision 2040 document aspire to have Uganda linked with modern physical and economic infrastructure systems comprising roads, rails, water ways, sanitation, markets all underpinned by efficient and optimized planning. It is evident that attainment of the Vision 2040 goals will be underpinned by significant investment in infrastructure. However, a review of the current stock and pipeline of infrastructure in Uganda suggests that progress towards 2040 requires strengthened project planning and implementation strategies to support the successful attainment of the goals. This also requires significant investment and efficient implementation of critical infrastructure projects, which current evidence suggests is not being done effectively.

The financing gap in Uganda’s infrastructure delivery is without a doubt leading to inadequate coverage and provision of the critical infrastructure in sectors including transport, water & sanitation, communications and aviation. The poor quality of infrastructure, along with the delays in preparation and implementation of projects is leading to a multitude of bottlenecks that stifle social inclusion, economic productivity and development, manifesting itself as follows:

1) High cost of transport leading to high prices of goods and services affecting Uganda’s competitiveness;

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2) Stifled business growth and productivity due to lack of enabling infrastructure covering transport, water and sanitation and economic infrastructure sectors;
3) Inadequate infrastructure asset management and maintenance leading to rapid deterioration of quality and serviceability;
4) Technical capacity issues manifesting in weak business processes affecting the quality and reliability of infrastructure.

Strategies to deliver the required change and strengthening in project planning, implementation and contracts management relating to infrastructure include training, technical assistance, technical mentorship and detailed (pre)/feasibility studies.

Within the Infrastructure theme, the following areas of specialisation/subject-matter expertise is required:

- Infrastructure Asset Management Specialists
- Transport Engineers
- Transport Planners
- Transport Economists
- Waste Water Treatment Designers
- Sanitation Engineers
- Infrastructure Feasibility Studies
- Railways Engineers
- Civil/Structural Engineers
- Highways Engineers
- Pavement Engineers
- Environmental Specialists
- Social Impact Specialists
- Registered Surveyors
- Valuation Surveyors
- Water Supply Engineers
- Marine & Ports Engineers
- Bridges Engineers
- Geotechnical Engineers
- Land Fill and Remediation Engineers
- Solid Waste Management Specialists
- Hydrologists
- Hydrogeologists

Experience and skills in each of the above should be applicable to the Infrastructure sector, and related value chain sectors, in a developing country context. Experience working in Uganda is highly regarded.

6. Selection criteria for ‘Infrastructure’ Theme
The following selection criteria will be used to assess applicants in the ‘Infrastructure’ theme:

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<tr>
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<td>Relevant experience directly related to the selected area(s) of specialisation/subject-matter expertise</td>
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</tr>
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<td>Experience in working in the urban areas, including related urban development, planning and delivery experience.</td>
<td>15</td>
</tr>
<tr>
<td>Experience in planning, preparation and implementation of infrastructure projects.</td>
<td>10</td>
</tr>
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<td>Demonstrates a good understanding of issues relating to delivery of proposed CIG activities in the ‘infrastructure’ thematic area.</td>
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<td>Demonstrates experience working as a consultant with different stakeholders from different cultural backgrounds including working with government departments and agencies as well as international development agencies</td>
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PART E (c) – Terms of Reference – ‘Infrastructure Project Preparation and Financing’ theme

1. Background to CIG

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I. Increased access to power and productive demand growth (Energy for business) – power distribution loss reduction and demand forecasting; industrial clustering; grid densification mapping; tariff review & modelling; power asset investment impact assessment; power value chain assessment; power sector skills development, power sector effective communications strategy, advisory to Ministry of Energy, strategic alignment of stakeholders and integrated resource planning;

II. Urban development and planning, linked to wider economic development, including at regional level where aligned to key growth sectors;

III. Infrastructure delivery and financing;

IV. Public Investment Management and Public-Private Partnerships;

V. Municipal infrastructure – urban-planning; models for public-private financing in local government; investment planning; revenue-generation; Municipal finance

2. Purpose of the framework contracts mechanism

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consultants – through framework contracts\(^{10}\) – to ensure our responses to requests are fast, effective, of high quality and are delivered in a timely manner.

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\(^{10}\) A framework contract is an agreement that sets out the broad terms and conditions of engagement particularly with regards to the duration, focus area and fees, under which specific call-down contracts may be awarded during a given period. Specific contracts for specific tasks/projects will be issued in the form of tasking notes (for individuals). There is no guarantee of a minimum amount of work to be commissioned once a framework contract is signed with a consultant and the timing of inputs is indefinite over the life of the contract.
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• Production of design manuals/guidelines;
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• Targeted training and capacity building to ensure uptake and sustainability of technical interventions;
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• Work as part of a team comprising other thematic or sector specialists; and/or
• Participation in evaluation panels for CIG procurement procedures.

Note that where an individual has been involved in preparing the concept for a project, they may not be precluded from follow-on work based on a conflict of interest provided that they have had no involvement in the preparation of the terms of reference or tendering process. To be clear, any individual involved in the preparation of the terms of reference for a project cannot be involved in implementing the project.

4. Engagement

Inclusion of a successful application on a pre-qualified list of experts through the framework contracts provides no guarantee of any minimum levels of work that may be commissioned. The duration of projects may vary, from short desk-based work to projects lasting several weeks or months. Projects may require framework contract experts to work in remote areas and may require that they be available at short notice.

The scope and duration of services for specific assignments will be agreed between the expert and CIG Uganda through a Tasking Order.

Once the framework contracts/list of pre-qualified consultants is established, consultants will be selected from the list for specific projects primarily by using the following approaches:
I. **Consultant Qualification Selection approach**. This consists of an assessment of the consultant’s experience and competence (by assessing their CVs) relevant to the project and selecting the consultant with the most appropriate qualifications and experience.

II. In circumstances where timeframes permit, and multiple consultants have the required skill set to equivalent levels and/or the contract value is large, a *Request for Proposals* (including scope of services) may be issued allowing consultants on framework contracts to respond with an offer. Offers will be evaluated and ranked based on technical criteria. They will not be evaluated on cost as these are pre-agreed in the framework contracts. The best will be engaged on the project.

Where appropriate, multiple consultants may be selected to participate as part of a team approach to implement a project.

5. **CIG ‘Infrastructure Project Preparation and Financing’ Theme**

The Government of the Republic of Uganda (Government) is committed to raising incremental finance for priority infrastructure projects in the Jinja-Kampala-Entebbe (JKE) corridor in the areas of urban service delivery (water, sanitation, solid waste, transport, business parks and affordable housing) as well as the power sector, through traditional, innovative or public–private partnership (PPP) modes of financing. At the request of DFID, Cities and Infrastructure for Growth (CIG) will provide the technical assistance (TA) to strengthen the government Ministries, Departments and Agencies (MDAs) in traditional project preparation to bring them to investment grade bankability as well as PPP project preparation and structuring. Measures will include capacity building of the government institutions with an emphasis on local government units to help them establish long-term financing and risk guarantee mechanisms and develop robust pipelines of bankable infrastructure projects.

CIG will fund pre-investment activities of the implementing MDAs. The implementing agencies can include any department, bureau, office, commission, authority or agency of Government, including Government-Owned or -Controlled Corporations, Government Financial Institutions, State Universities and Colleges, and Local Government Units authorised by law or their respective charters to contract for or undertake infrastructure or development projects. The various activities will consist of preparation of pre-feasibility and feasibility studies, development of various PPP or alternative financing options, project structuring, management of the PPP bidding process, preparation of contractual documentation and assistance during negotiation of the contractual documents with the winning bidder. Advisory services may be called upon at any stage until the financial close of the project. The desired skills and experience may span all the following areas of project preparation expertise: commercial, financial and legal services in support of infrastructure financing and PPP project preparation and transactions, conduct of pre-feasibility and financial viability analysis and modelling, PPP options analysis, environmental and social and gender safeguards considerations, project structuring, preparation of bidding documents and draft contracts.

Furthermore, the MDAs shall, inter alia, identify and conceptualise potential infrastructure financing projects and submit requests for support to CIG. Any PPP projects would need to be referred to CIG through the PPP Unit. Once a project is deemed eligible for Technical Assistance support and the proposal is approved by DFID, CIG shall execute a Memorandum of Cooperation with the concerned MDA and proceed with the recruitment of project preparation and transaction support consultants from among a pre-qualified list of experts on framework contracts.

Within the **infrastructure project preparation and financing** theme, including PPP approaches, the following areas of specialisation/subject-matter expertise is required:
General Project Preparation Expertise
- Commercial and financial project viability analysis and modelling
- Environmental and social safeguards analysis, including gender considerations
- Project structuring
- Preparation of bidding documents.

Legal Expertise
- Legal services in support of infrastructure financing and PPP project preparation
- Preparation of bid documentation
- Support for bid evaluation
- Drafting of Contract terms
- Negotiation support through to execution of transactions.

Specialised PPP Expertise
- PPP options analysis - to identify appropriate means of engaging the private sector, e.g., whether concession (and desirable term thereof), design-build-operate, build-operate-transfer, etc.
- Financial modelling at pre-tender stage to establish a Government price estimate and preliminary range of offers that will provide value for money as compared to a public financing alternative.
- Identify fiscal risks and rewards to Government of Uganda, including risks arising from contingent liabilities, guarantees or the like.

Experience and skills in each of the above should be applicable in a developing country context. Experience working in Uganda is highly regarded.

6. Selection criteria for ‘Infrastructure project preparation and financing’ Theme
The following selection criteria will be used to assess applicants in the ‘Infrastructure project preparation and financing’ theme:

<table>
<thead>
<tr>
<th>Selection Criteria</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience in working in Infrastructure project preparation and financing including experience in one or more of the following areas: (i) commercial, financial and legal services in support of infrastructure financing and PPP project preparation and transactions; (ii) conduct of pre-feasibility and financial viability analysis and modelling; (iii) PPP options analysis; (iv) environmental and social and gender safeguards considerations; (v) project structuring, preparation of bidding documents and draft contracts.</td>
<td>25</td>
</tr>
<tr>
<td>Relevant experience directly related to the selected area(s) of specialisation/subject-matter expertise</td>
<td>20</td>
</tr>
<tr>
<td>Experience in working in the urban sector, including related urban development, planning and delivery experience.</td>
<td>15</td>
</tr>
<tr>
<td>Experience in planning, preparation and implementation of PPP projects.</td>
<td>10</td>
</tr>
<tr>
<td>Demonstrates a good understanding of issues relating to delivery of proposed CIG activities in the ‘Infrastructure project preparation and financing’ thematic area.</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Score</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Demonstrates experience working as a consultant with different</td>
<td>10</td>
</tr>
<tr>
<td>stakeholders from different cultural backgrounds including</td>
<td></td>
</tr>
<tr>
<td>working with government departments and agencies as well as</td>
<td></td>
</tr>
<tr>
<td>international development agencies</td>
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<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrates experience working in developing countries and in</td>
<td>10</td>
</tr>
<tr>
<td>the relevant regional context. Experience working in Uganda</td>
<td></td>
</tr>
<tr>
<td>is a key advantage.</td>
<td></td>
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<tr>
<td></td>
<td>100</td>
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<tr>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>
PART E (d) – Terms of Reference – ‘Power’ theme

1. Background to CIG

The Uganda Cities and Infrastructure for Growth (CIG) is a five-year DFID funded programme with the aim of strengthening the management of urban and energy sectors and boost investment into infrastructure in Uganda. In the Ugandan context, given its economic geography, this may include urban centres of varying sizes as well as sub-regions, especially where these are centres of prospective economic growth and where infrastructure may be a key enabling factor. The programme will deliver inclusive economic transformation and growth that is climate resilient and contributes to poverty reduction and economic inclusion of disadvantaged groups.

The overall objectives of CIG are:

1. Improve Urban Development and Productivity;
2. Boost Access to Reliable and Affordable Power.
3. Increase Investment into Infrastructure Services particularly where it directly supports growth, including through innovative ways of attracting private, and increasing public, financing;
4. Drive Better Asset and Financial Management for Sustainable Investment into services namely host governments’ ability to plan, finance and manage its infrastructure assets and services; and

To achieve these objectives, CIG’s outcomes will include enhanced urban management; additional public & private resources mobilised for infrastructure; enhanced access to infrastructure of environmental quality; and access to more reliable and affordable power improved.

CIG focal areas therefore include:

I. Increased access to power and productive demand growth (Energy for business) – power distribution loss reduction and demand forecasting; industrial clustering; grid densification mapping; tariff review & modelling; power asset investment impact assessment; power value chain assessment; power sector skills development, power sector effective communications strategy, advisory to Ministry of Energy, strategic alignment of stakeholders and integrated resource planning;
II. Urban development and planning, linked to wider economic development, including at regional level where aligned to key growth sectors;
III. Infrastructure delivery and financing;
IV. Public Investment Management and Public-Private Partnerships;
V. Municipal infrastructure – urban-planning; models for public-private financing in local government; investment planning; revenue-generation; Municipal finance

2. Purpose of the framework contracts mechanism

CIG Uganda is seeking to establish a list of pre-qualified experienced individual experts to provide intermittent short-term support and Technical Assistance as will be specified from time to time.

The CIG Uganda programme will principally deliver demand-driven Technical assistance (TA) to government Ministries, Departments and Agencies (MDAs) at the national and sub-national level. It is also possible that support could be directed towards private sector or non-governmental actors in Uganda. Because of the demand-led and responsive nature of the programme, it means MDAs and other stakeholders will identify activities to be supported, provided these contribute to the overall objectives of the CIG logical framework. CIG will often receive requests for activities that will require immediate action and it is therefore seeking to engage pre-qualified individual
consultants – through framework contracts11 – to ensure our responses to requests are fast, effective, of high quality and are delivered in a timely manner.

The framework contracts will become a mechanism through which CIG Uganda will able to swiftly source, contract and mobilise consultants from a list of pre-qualified experts as well as reducing the time and costs of sourcing and selecting individual experts.

Individuals will be recruited for an initial period through to 30 November 2020, with an option to extend by mutual agreement up to the full life of CIG Uganda.

3. Scope of work - general
Specific tasks to be commissioned to individual experts through the framework contracts will vary. Below is an outline of the general tasks to be commissioned through the Framework contracts.

As a Framework contractor, you may work in collaboration with colleagues from CIG and the UK Government, Ugandan counterpart agencies staff (e.g. staff within MDAs, LGUs and training institutions) and locally engaged staff. This will require you to establish and maintain harmonious and effective relationships, and for you to undertake your duties to a high professional standard. Many design activities require the recipient organisations to take ownership for the recommendations and possible implementation; therefore, work on these activities requires co-creation and the ability to mentor, inspire and motivate all parties. Most activities in implementation involve a strong capacity building element, and work on these activities will require capacity building of key counterparts.

Work may be desk-based and/or involve in-country and field visits. You may be required to work and travel around Uganda, including remote areas with only basic services and amenities.

You will faithfully represent the best interests of CIG Uganda and Cardno Emerging Markets in all matters when dealing with the client (DFID), counterpart agencies, and team members.

You will be responsible to the nominated Project Manager as will be specified in your Tasking Order. Your duties may be varied from time to time to meet changing project needs – this will be discussed with you at the time and reflected in your Tasking Order.

You will undertake and complete the duties prescribed in the Terms of Reference below and in the Terms of Reference to be prescribed for each specific assignment / Tasking Order. Completion of all specified tasks and outputs will be within the specified timeframe to achieve the project’s objectives and contractual milestones. Meeting milestones on time, budget and to a high professional standard is a condition for satisfactory completion of your project and for payment purposes.

Your duties may include the preparation of reports and other documentation in English. Cardno will provide you with the reporting templates and formats, and it is a requirement that you complete any outputs within these templates and in compliance with the CIG communication and branding protocols. If amendments to reports are necessary, you will be expected to make the changes promptly and to the required standard. During your deployment for specific assignments it could be expected that you will make presentations to counterpart agencies, DFID and other agencies on matters related to your duties.

Framework contract experts under CIG Uganda, regardless of the theme and area of specialisation under which they apply, may be required to provide some or all of the following services:

- Ad hoc advice to the programme on technical matters relating to a specific theme/sector;

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11 A framework contract is an agreement that sets out the broad terms and conditions of engagement particularly with regards to the duration, focus area and fees, under which specific call-down contracts may be awarded during a given period. Specific contracts for specific tasks/projects will be issued in the form of tasking notes (for individuals). There is no guarantee of a minimum amount of work to be commissioned once a framework contract is signed with a consultant and the timing of inputs is indefinite over the life of the contract.
• Provision of analysis and advice on relevant thematic/sector issues and challenges;
• Appraisal of project design and/or proposals submitted by partner agencies or organisations;
• Development and refinement of concept notes for CIG projects;
• Assistance to partner agencies in formulating/refining project proposals and terms of reference;
• Development and refinement of Terms of Reference for project implementation;
• Advice on project design, management, and monitoring & evaluation approaches and methodologies;
• Provision of specialist monitoring and evaluation or project review services including: the conduct of programme, project and partner performance reviews and field monitoring visits; and assessment and reporting on progress and impact of CIG funded projects;
• High quality strategic, technical and analytical inputs that can be used for decision making;
• Policy development, drafting of new legal provisions and regulations that unlock critical investments and supporting their passage through government systems;
• Production of design manuals/guidelines;
• High quality technical inputs, including plans, master plans, engineering designs that can be used at asset construction or project procurement phases;
• Targeted training and capacity building to ensure uptake and sustainability of technical interventions;
• Support capacity assessment and development plans;
• Design and/or delivery of training courses;
• Mentoring of counterpart agencies staff;
• Authorship of papers for publication
• Peer Review of Papers;
• Technical reporting and presenting to technical and non-technical audiences. Attendance at relevant programme and project-related events such as stakeholder workshops, joint evaluation missions and conferences;
• Work as part of a team comprising other thematic or sector specialists; and/or
• Participation in evaluation panels for CIG procurement procedures.

Note that where an individual has been involved in preparing the concept for a project, they may not be precluded from follow-on work based on a conflict of interest provided that they have had no involvement in the preparation of the terms of reference or tendering process. To be clear, any individual involved in the preparation of the terms of reference for a project cannot be involved in implementing the project.

4. Engagement
Inclusion of a successful application on a pre-qualified list of experts through the framework contracts provides no guarantee of any minimum levels of work that may be commissioned. The duration of projects may vary, from short desk-based work to projects lasting several weeks or months. Projects may require framework contract experts to work in remote areas and may require that they be available at short notice.

The scope and duration of services for specific assignments will be agreed between the expert and CIG Uganda through a Tasking Order.

Once the framework contracts/list of pre-qualified consultants is established, consultants will be selected from the list for specific projects primarily by using the following approaches:
I. **Consultant Qualification Selection approach.** This consists of an assessment of the consultant’s experience and competence (by assessing their CVs) relevant to the project and selecting the consultant with the most appropriate qualifications and experience.

II. In circumstances where timeframes permit, and multiple consultants have the required skill set to equivalent levels and/or the contract value is large, a **Request for Proposals** (including scope of services) may be issued allowing consultants on framework contracts to respond with an offer. Offers will be evaluated and ranked based on technical criteria. They will not be evaluated on cost as these are pre-agreed in the framework contracts. The best will be engaged on the project.

Where appropriate, multiple consultants may be selected to participate as part of a team approach to implement a project.

5. **CIG ‘Power’ Theme**

It is estimated that 10%\textsuperscript{12} of Ugandans have access to electricity, concentrated in urban areas. The power paradox\textsuperscript{*} requires a reduction in the tariff to stimulate growth and absorption of capacity, however a reduction in the tariff disincentivises investment in power infrastructure and system expansion. The current infrastructure dates from when power was supplied by one national entity and is currently not fit for purpose for the effective supply of power. Uganda is an interesting position where generated power exceeds demand and will continue to do so over the next few years as additional, almost complete capacity comes on stream (Karuma and Isimba hydropower plants). The opportunity is to make better productive use of available and potentially unused power to drive economic and social growth – creating wealth and employment.

However, providing access to power for Uganda’s poorest, will not produce an economic benefit until they can afford to pay for it and obtain the real benefits that it could bring. Typically newly connected domestic consumers add little to demand until their disposable income increases and expectations rise, but customer numbers do not directly increase demand significantly, nor GDP. In order to drive the transformation from an agrarian economy to middle income status, significant growth in electrification, industrialisation, transport, mining, refining etc must be stimulated by strategic “joined-up” thinking - i.e. enabling ‘the Big picture’ through coordinated development. Overcoming a lack of coordination can be facilitated through the development and implementation of a 5-year Power Sector Roadmap. This Roadmap would drive a strategic convergence of the present agencies and their objectives. The staged Roadmap is a vision for the entire sector, but more importantly contains an implementation plan with clear accountabilities, KPI’s and a definition of the capabilities (cross-sector technical capacity) required for its successful delivery. In a complex sector like power it is essential to have political as well as public support for its effective delivery. It also requires an environment to encourage entrepreneurial investment, development leadership and excellence of implementation – to enable it – to transform opportunities into results. These factors and capabilities have enabled other developing economies to prosper. Uganda does not face any sort of insurmountable difficulty that cannot be overcome to create sustainable prosperity for all.

Among specific problems to solve in the sector through CIG Uganda are the following:

- Lack of joined up thinking across sector stakeholders, leading to uncoordinated planning and ineffective investments
- Difficulty of attracting and successfully using investments

\textsuperscript{12} http://www.rea.or.ug. This contradicts WB data which suggests the figure is closer to 26% in 2016. Our estimation is that the Ugandan data is more accurate than WB calculations. We believe there may be confusion between the No of consumers, No of customers and No of connections.
Within the power theme, the following areas of specialisation/subject-matter expertise are required:

- Power Asset Management Performance Improvement Specialists
- Power regulation and Tariff modeling expert
- Power sector reform expert (including facilitation of the production of integrated resource planning, power road maps and implementation plans)
- Distribution and Transmission Engineers
- Strategic Alignment and Road Map Development and Implementation Experts
- Power tariff Modelers and Economists
- Power sector communication Strategy and Campaign Designers
- Transmission and Distribution Infrastructure Feasibility Studies
- Asset Management System and Field Force Enablement Engineers
- ICT and Application Integration experts
- Street Lighting Designers and Engineers
- Power System Network Management and GIS Specialist Engineers
- Environmental Specialists
- Social Impact Specialists
- Project Implementation & Development Engineers
- Power sector Climate Change and Clean Technology Engineers
- Power sector Gender and Social Inclusion specialists
- Experts in Setting up Power sector Training Academies and Centres of Excellence

Note: Specific evidence of involvement in ‘changing engineers into businessmen in the power sector - the recognition that the new, competitive world requires linked business and technical skills’ - is very valuable. Experience and skills in each of the above should be applicable to the Power sector, and related value chain sectors, in a developing country context. Experience working in Uganda is highly regarded.

6. Selection criteria for ‘Power’ Theme

The following selection criteria will be used to assess applicants in the ‘Power’ theme:

<table>
<thead>
<tr>
<th>Selection Criteria</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience working on transformation in the power sector</td>
<td>35</td>
</tr>
<tr>
<td>Experience</td>
<td>Score</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>Relevant experience directly related to the selected area(s) of specialisation/subject-matter expertise</td>
<td>15</td>
</tr>
<tr>
<td>Experience in working in the urban areas, including related urban development, planning and delivery experience.</td>
<td>10</td>
</tr>
<tr>
<td>Experience in planning, preparation and implementation of projects in the power sector</td>
<td>10</td>
</tr>
<tr>
<td>Demonstrates a good understanding of issues relating to delivery of proposed CIG activities in the 'power' thematic area.</td>
<td>10</td>
</tr>
<tr>
<td>Demonstrates experience working as a consultant with different stakeholders from different cultural backgrounds including working with government departments and agencies as well as international development agencies</td>
<td>10</td>
</tr>
<tr>
<td>Demonstrates experience working in developing countries and in the relevant regional context. Experience working in Uganda is a key advantage.</td>
<td>10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
PART F – TASKING ORDER TEMPLATE

TASKING ORDER NO. [Insert tasking order number]
[Insert project/assignment title]
[Insert project reference number]

Individual Framework Agreement Number: [Insert agreement number]

[Insert date]

(Insert Service Provider’s name)
Attention of: (Insert Specified Service Provider Personnel)
(Insert Service provider’s address)

Dear (Specified Service Provider Personnel)

In respect to Tasking Order No. xx [Insert tasking order number] under the Individual Framework Agreement Number [Insert agreement number] relating to the [Insert thematic area] thematic area under the Uganda Cities and Infrastructure for Growth (CIG)

1. INTERPRETATION

1.1. The following Tasking Order is issued under the above Individual Framework Agreement. The Tasking Order specifies the scope of services and details for payment for services for the above project.

1.2. All other terms and conditions remain the same as the Individual Framework Agreement between Cardno Emerging Markets and (Insert Service provider’s name) as agreed on (insert date).

1.3. This Tasking Order brings into existence a periodic contract between Cardno Emerging Markets (UK) Ltd and (Insert Service provider’s name) (“the Services Provider”) for the provision of the Services detailed below subject to the terms and conditions set out in the Individual Framework Agreement between both parties.

1.4. All terms used in this Tasking Order have the same meaning as is given to them in the Individual Framework Agreement, unless the context otherwise requires.

2. TERM OF TASKING ORDER

2.1. The Tasking Order is valid from (insert date) through (insert date).
2.2. The Service Provider must commence the services by (insert date) and must complete the services by no later than (insert date).

3. **THE SERVICES**

3.1. The Service Provider shall provide consultancy services in support of the project entitled [Insert project/assignment title] as outlined in the terms of reference in Annex 1 below; and in accordance to the technical and financial proposals submitted by the Service Provider in Annex 2 below (if applicable).

4. **BASIS OF PAYMENT**

4.1. For the performance of the consultancy Services described in this Tasking Order, Cardno Emerging Markets (UK) Ltd shall pay the Personnel Fees and project expenses in accordance with the rates specified in Table 1 below. Remuneration terms are as per Schedule 4 of the Individual Framework Agreement.

4.2. Payments will be made in accordance to Schedule 4 of the Individual Framework contract.

4.3. Payment structure: Payment of fees and expenses will be on a [Lump sum based on Milestones basis / Fees + reimbursables basis/ Milestones + reimbursables basis – to be determined for each tasking order.]

<table>
<thead>
<tr>
<th>Items</th>
<th>Basis of Payment</th>
<th>Unit Rate</th>
<th>Units</th>
<th>Upper Limit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Fees (A)</td>
<td></td>
<td>GBP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Fee rate</td>
<td>Daily Fee rate</td>
<td>£</td>
<td></td>
<td>£</td>
</tr>
<tr>
<td></td>
<td>TOTAL (A)</td>
<td>£</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Expenses (B)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL (B)</td>
<td>£</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL PAYMENT (A)+(B)</td>
<td>£</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate your agreement to undertake the services described in this Tasking Order by signing and returning a copy of this Tasking Order.

For and on behalf of Cardno Emerging Markets (UK) Ltd

For and on behalf of the Service Provider
Name: 
Position: 
Date: 

Name: 
Position: 
Date: