



TECHNICAL SPECIFICATIONS – TERMS OF REFERENCE INTELLECTUAL SERVICES

French Development Agency
5 Roland Barthes
75598 Paris Cedex 12 - RCS PARIS B 775 665 599
Telephone: + 33 (0)1 53 44 31 31

Concerning the service

“Preparation of the Environmental and Social Framework
and of the Resettlement Policy Framework for the Project
**GREEN TRANSITION AND PUBLIC INVESTMENT
MANAGEMENT FOR SUSTAINABLE GROWTH** in Uganda”

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ARTICLE 1. Presentation of the Prescriber Service

The Agence française de développement (AFD) group is a public institution that finances, supports and accelerates transitions towards a more just and sustainable world. As a French platform for public development aid and sustainable development investment, we are building with our partners shared solutions, with and for the populations of the South. Our teams are involved in more than 4,000 projects on the ground, in the overseas departments and in 115 countries, for the common goods of humanity – climate, biodiversity, peace, gender equality, education or even health. We are thus contributing to the commitment of France and the French in favor of the Sustainable Development Goals. For a world in common. Through grants, loans, guarantee funds or debt reduction and development contracts, AFD finances projects, programs and studies and supports its partners in the South in building their capacities.

All information related to AFD, and in particular its Ethics Charter that the service provider is strongly invited to consult, are accessible on the following link: www.afd.fr.

To support Uganda to tackle climate change, AFD is considering providing a Program Budget Support (PBS) loan for an amount of 40 million euros. This PBS would be implemented by the Ministry of Finance, Planning and Economic Development (MoFPED), with close participation of two technical ministries: the Ministry of Water and Environment (MWE), the Ministry of Energy and Mineral Development (MEMD)..

ARTICLE 2. Subject of the contract

To ensure the Project's compliance with the E&S standards of the World Bank, AFD wishes to receive the support from a Consultant who will carry out an Environmental and Social Management Framework and a Resettlement Policy Framework. Those frameworks will:

- Analyze Uganda E&S management system and gaps with international standards;
- Develop an institutional analysis applicable to the project, and identify strengths and weaknesses to tackle to ensure that the E&S management system is adequately implemented;
- Provide a preliminary E&S screening and categorization of projects financed through the PBS;
- Assess potential benefits and potential negative impacts of the program components and activities;
- Develop recommendations, guidelines and tools for enhanced E&S management for the program;
- Prepare template for terms of references (ToR) for future E&S diligences for project's activities.

ARTICLE 3. Context and objectives of the mission

3.1 General context

Uganda is highly vulnerable to climate change, ranking 163rd out of 187 according to the ND-GAIN index which evaluates vulnerability and preparedness to deal with climate impacts. The country has a high vulnerability score and very low preparedness, reflecting its limited capacity to mobilize investments for adaptation. Climate change impacts are likely to amplify existing threats in key economic sectors, including but not limited to food security, water resources, infrastructure, financial sector and energy; threatening to significantly modify the stable economic trajectory that has been recorded over the past 30 years. According to the World Bank, climate risk should affect 1 to 7% of Uganda's GDP per year.

By contrast, greenhouse gas (GHG) emissions in Uganda remain relatively low (less than 0.2 tons of CO₂ per capita per year). The main sources of GHG emissions are agriculture, forestry and land use changes, while the impact of the energy sector is increasing as the country prioritizes economic and social development. The main challenge for Uganda is therefore to reconcile its growth and poverty reduction objectives with its commitments to limit the increase in greenhouse gas emissions and the goal of achieving carbon neutrality by 2065.

The climate transition also implies that the opportunities and financing needs related to climate change be taken into account by all financial actors, mobilizing national and international public and private sources. Funding needs to meet the targets set out in the National Defined Contributions (NDCs) are estimated at \$28.1 billion. Climate change will also be a source of investment opportunities (e.g. in clean energy). The greening of the

financial system could thus encourage investment in environmentally friendly projects or develop new innovative financing mechanisms such as climate debt swaps or green bonds.

- Even if on the international scene, the Ugandan authorities are not identified as a leader in climate finance, several technical initiatives have been undertaken at the national level, demonstrating that national public institutions are aware of the challenges ahead. These initiatives include the creation of a climate finance unit (CFU) within the MoFPED's Debt and Liquidity Policy Directorate in March 2023. It plays an important role in coordinating climate finance efforts. In particular, the CFU coordinated the development of the National Climate Finance Strategy (SCNPC), focused on 3 strategic objectives (i) Mobilizing national public finances for climate (ii) mobilizing international climate finance, (iii) the mobilization of national private finance for climate. The REAP (Resource Enhancement and Accountability Programme), the main coordination framework of the Government of Uganda (GoU) for the implementation of public finance management reforms, will integrate into incubation from the next fiscal year, a cluster «Climate Finance Vehicle» which is intended to become in the long term the national investment fund of reference for the mobilization of climate finance, inspired by the model of Rwanda Green Fund (FONERWA) in neighboring Rwanda.
- Another initiative is the adoption of a climate risk policy by the Central Bank of Uganda (BoU) aimed at integrating climate risk into the implementation of its mandate. The BoU has also joined the Network for the Greening of the Financial System (NGFS), whose secretariat is provided by the Banque de France. Finally, the Development Bank of Uganda (UDB), has established a green investment fund (Climate Finance Facility) initially endowed with a capital of 30 million dollars which should be provided by investors, including international donors (AFD contributes partly to this facility as part of the provision of a 40-million-euro credit line granted in December 2024). UDB also plans to issue a green or sustainable bond and has mandated a consulting firm to draft an issuance framework (Global Sovereign Advisory).

The growing interest of Ugandan national institutions and financial system actors in responding to the challenges of climate change in the country prompted AFD to begin a reflection on how it could support the country towards low-carbon transition. AFD and its country office in Kampala propose a comprehensive approach that will be articulated around an institutional axis (technical support for the ministries concerned, particularly on the greening of public finances (public investments), first and foremost MoFPED, technical support in the revision of the NDC via the 2050 facility), an axis focused on the greening of the financial system (BoU, UDB...) and the operational implementation of energy policy through the support for clean cooking initiatives desired by GoU.

3.2 Key characteristics of the project

The PBS will have the following characteristics:

- Approximately 75% of the loan will fund earmarked expenditures – specific expenditures that address climate change and energy transition still need to be identified. It can be soft expenditures (guidelines, reports, trainings) or hard expenditures (equipment and other CAPEX). Those last ones should remain relatively small (maximum 10 million euros), and their implementation should fit within the 3-year programme.
- The remaining 25% of the loan will be disbursed upon completion of pre-agreed reform targets.

An expenditure framework is currently being developed with the Ugandese institutions and will be shared, in its draft or final version, with the selected Consultant.

AFD's credit committee for the project is planned in Q1 2026, and board approval by the end of May 2026. The loan should be signed by end of July 2026. The disbursement will be deployed in three stages, more precisely every fiscal year from FY2026/27 to FY2028/29 (Ugandan fiscal years go from July to the end of June).

3.3 Preparatory works

To prepare the proposed funding for the program (which will be available in fiscal year 2026-2027), AFD has allocated a grant envelope to implement a series of diagnostics and government capacity building activities. These actions were agreed upon during a series of consultations between AFD and the GoU, and their implementation started in October 2025 and will be spread over 15 months, in parallel with the public policy loan program instruction and beginning of implementation..

Action 1: Supporting the greening of the public investment management system through technical assistance

Through the intermediary of Expertise France, resident technical assistance is being provided for a period of 15 months. Its objectives include supporting the greening of the public investment management system, helping to mobilize climate finance and helping to design relevant public policy loan targets and disbursement indicators. The Ugandan Ministry of Finance, Planning and Economic Development (MoFPED) has requested that a resident expert be made available to the National Planning Authority (NPA) to facilitate the adoption of climate-resilient public investment projects. The NPA plays a central role in coordinating development actions in Uganda. It actively participates in the development and implementation of the country's development strategies, also ensuring alignment of development plans with national and international climate objectives. The NPA also incorporates the Public Investment Management System (PIMS), a system designed to improve coordination and monitoring of public investments. This system centralizes the management of information related to investments, thus facilitating alignment with climate objectives and monitoring investments across all sectors. The resident technical assistance will help to identify first, to implement then, new procedures for integrating and strengthening climate resilience criteria in the PIMS guidelines to promote the management of climate finance through public and private mechanisms.

In connection with the sub-regional project Biomass – Energy-Africa developed by the EGI division in East Africa, the TA will also support GoU in developing tax and financial incentives to promote the widespread use of clean cooking stoves among Ugandan households, and take into account carbon taxation in the energy sector. This may include support for the monetization and optimization of carbon credits generated by the emission savings achieved through the transition to clean cooking.

Action 2: Support for project preparation in a few technical ministries

In parallel with the technical assistance to the NPA, short-term experts will be deployed in selected ministries (Ministry of Water and Environment, Ministry of Energy and Mineral Development) to support the preparation of a pipeline of bankable projects aligned with the objectives of the NDCs. Experts will help design and raise funds for projects and programmes that take into account climate change adaptation or mitigation objectives.

Action 3: Modeling of low carbon emission scenarios in the different sectors for the update of NDC3

Through the Facility 2050, AFD supports GoU via the Climate Change Department (CCD) within the Ministry of Water and Environment (MoWE) to carry out low-carbon trajectory modelling with the aim of quantifying synergies and trade-offs between Uganda's development goals and its climate change objectives. These models are intended to help in the update of the NDC (as requested to all governments in view of the next Conference of the Parties to the Convention on Climate Change in Belem in November 2025), as well as quantifying the exposure of public investments to climate risk. This activity will strengthen the capacities of the CCD, but also the Macroeconomic Department of the MoFPED as well as the University of Makerere. The expected outcome will be a list of priority expenditures (e.g. infrastructure investments) that can help set priorities for government programs and NPA loans.

Action 4: Sharing knowledge among peers

Taking advantage of the global footprint of the AFD Group, it was proposed to organize a forum for peer exchange on the management of green public finances. This conference, organized with countries from Latin America and East Africa, was held in Addis Ababa in September 2025, and allowed not only a sharing of experience between global South countries, but also to capitalize on the various experiences of projects supported by AFD in the Horn of Africa (Rwanda, Kenya, Ethiopia...).

3.4 Intervention logic (purpose and main objectives, Project content)

The above preparatory interventions will prepare the ground for the proposed green public finance policy loan. This loan is intended to support Uganda in achieving its climate objectives, while at the same time meeting

its economic and social development goals. Disbursements will be linked to the achievement of policy objectives and quantified indicators under specific programmes implemented by GoU. These policy indicators and eligible expenditures will be agreed between the Government of Uganda and AFD. Examples of potential triggers for disbursements are the introduction of green taxation to reduce the risks associated with investments in clean cooking, the government's incentive to prioritize climate-resilient projects and support to the NPA's pre-feasibility studies fund. The targeted sectors will include energy (clean cooking, renewable energies), and water and environment.

3.5 Objectives of this contract

The Consultant will develop an environmental and social management frameworks (ESMF), guidelines and tools to ensure that the project is compliant with AFD's exclusion list, in particular articles 17 and 19¹ and its Environmental and Social (E&S) risk policy (including World bank's Environmental and Social standards for projects with important or substantial risks, ie. A and B+). The Consultant will also develop a Resettlement Policy Framework (RPF) to ensure that any kind of resettlement generated by the project, if any, will be managed in line with World Bank's ESS5.

ARTICLE 4. Expected benefit

4.1 Preparation of the ESMF for the program

Objectives of the ESMF

The preparation of the ESMF is part of the program instruction by AFD to:

- Design a project that respects the environment and local populations, by defining all activities and measures to be implemented to improve the environmental and social quality of the program.
- Comply with the requirements of national E&S regulations, in particular those of environmental authorities.
- Inform AFD's decision-making process by verifying the social and environmental sustainability of the proposed components and investments, in order to limit legal, financial and reputational risks; and
- Meet AFD's E&S requirements.

The ESMF aims to provide a preliminary assessment of the program, detailing all parts that can be developed from the available information and "framing" the parts that still need to be developed (by specifying the actions that still need to be carried out, particularly in terms of E&S studies, the tools and methodology that will be implemented for this, etc.). The ESMF also allows to define the E&S management of the program, by defining the associated human and financial resources.

The ESMF will be developed based on:

- Desktop review of available information;
- Consultations with stakeholders.

Review of the regulatory framework and E&S management system of the country

The review of the regulatory framework will:

- Present the local E&S regulations applicable to the programme;
- Present the international E&S standards applicable to the programme;
- Identify gaps between local and international requirements (and E&S management system implementation) and propose operational measures to address the gaps, in order to define the E&S evaluation and management framework applicable to the programme.
- List, for each of the components/sub-components the environmental, social, heritage authorizations and associated E&S procedures and action plans to be produced as well as the associated deadlines and costs.

To prepare this chapter, the consultant can access (among other) the Environmental and Social Systems Assessment (ESSA) published by the World Bank in July 2025 for the Project "Uganda Strengthening Public Investment and Asset Management for Growth and Resilience (PIM PLUS, P511206), available here:

¹ AFD's exclusion list is available here: [Liste d'exclusion du groupe AFD | AFD - Agence Française de Développement](#)

The regulatory framework will include AFD's exclusion list.

Environmental and Social Risks and Impact Assessment

The ESMF will:

- Assess the main E&S risks and impacts of the program (components/sub-components and associated infrastructures) as well as the corresponding mitigation measures in the following order: "Avoid, Reduce, Compensate" the E&S impacts;
- Propose technically feasible alternatives and variants to the program that will avoid or reduce E&S impacts.

E&S Screening

Based on the previous assessment, the ESMF will propose a tool for categorizing E&S impacts allowing, on the one hand, to determine the level of E&S risks of each component/sub-component that the PBS loan will finance (according to the classification adopted by the AFD, either: A, B+, B or C) and, on the other hand, to define the necessary E&S measures and their relevant applicable regulatory framework (national regulation for projects B and C; or national regulation and international E&S standards for projects A and B+), as well as the associated schedule and estimated costs. This exercise will result in an initial E&S classification for each of the program's sub-components. This classification will need to be clearly and thoroughly justified. Projects categorized as A will be excluded from the program.

The Consultant will prepare a ToR templates for project B+, that will be appended to the ESMF.

Institutional framework and capacities

The ESMF will:

- Assess the capacity and skills of the ministries responsible for program implementation to ensure E&S management of the program, including its environmental and social management system and/or E&S management measures implemented in the operational phase, according to the evaluation methodology proposed by the International Finance Corporation (IFC) covering the following nine areas: i. set of policies and procedures, ii. identification of risks and impacts, iii. management programs, iv. organizational capacities and skills, v. emergency preparedness and response, vi. stakeholder involvement, vii. external communication and grievance management mechanism, viii. continuous dissemination of information to affected communities, ix. monitoring and evaluation.
- Identify capacity-building needs, as appropriate, including at the program management unit level, specifying profiles and accountabilities, and estimate associated costs and funding sources;
- Propose the organizational arrangements necessary for the implementation of E&S management of the Program;
- Produce a set of training tools and training material help strengthening the various stakeholders on the implementation of E&S WB standards as part of the program

For this chapter, the WB's ESSA can also constitute a reference that should be put in context and further developed as needed.

Implementation program

In its last chapter, the ESMF will:

- Define the E&S monitoring and evaluation program of the Program and the associated means, including the need for technical assistance to implement it.
- Estimate the budget associated with E&S risk and impact management and propose an implementation schedule.

Conclusion and recommendations

In conclusion of the ESMF, the Consultant will:

- Highlight the most important points of its analysis;
- Suggest recommendations to improve the indicators or expected results of the matrix;
- Make all recommendations deemed necessary.

ESMF workshop

Once reviewed and approved by AFD and ministries, the ESMF will be presented and discussed during a workshop that will involve all stakeholders identified as relevant by the Consultant, to ensure awareness and appropriation of the E&S guidelines.

The consultant will be in charge of organizing the workshop, preparing the presentation material, moderating the discussion and mobilizing the stakeholders (ideally in person, with the possibility of a remote participation), in collaboration with the relevant ministries. He will also provide minutes of the workshop and integrate relevant comments and changes in the report.

4.2 Preparation of the Resettlement Policy Framework

Rationale for the RPF

Some activities of the project might generate economic or physical resettlement. Therefore, the Consultant is asked to develop a resettlement policy framework (RPF) that will define the guidelines and principles to comply with in such cases.

The RPF will be in line with international best practices and in particular the World Bank's Environmental and Social Standard 5 "Land Acquisition, Land Use Restrictions and Forced Resettlement". It will be based on existing documentation, field visits and meetings with key project stakeholders. It should provide an initial assessment of risks related to involuntary relocations, key measures to be implemented and procedures to be followed for the successful completion of future approaches to involuntary resettlement under the program.

Content of the RPF

The RPF will :

- Present the applicable legal framework (i) by explaining the content of the applicable national laws and regulations, the existing procedures at the level of the Ministries involved in the Program, including the expropriation procedure for public utility projects, and its consequences on the course of physical and economic resettlement; (ii) by analyzing the gaps in their concrete application; (iii) by analyzing the gaps with AFD Group requirements, particularly those of the World Bank's NES 5; and (iv) propose appropriate measures to reduce or eliminate these different levels of deviation.
- Identify potential preparatory actions already carried out by the Ministries (i.e. the prior registration of families) and analyze their level of compliance with the requirements of the World Bank's NES 5.
- Conduct an initial assessment of the risks associated with involuntary resettlement, physical and economic displacement, as well as the main measures to be implemented and procedures to follow, to carry out future approaches to involuntary resettlement or other displacement if they have been identified, and allow for the future realization of resettlement action plans (RAP).
- Depending on the level of details available during the assignment regarding projects/activities to be financed by the program, identify components likely to generate physical and/or economic resettlement, estimate the nature and extent of resettlement and propose technically feasible alternatives and variants for the relevant components/sub-components, allowing to avoid or reduce relocations.
- Present the types of properties identified and/or a typology of land statuses that could be concerned by resettlement activities
- Identify the categories to which the persons to be resettled may belong, and the eligibility criteria for each category.
- Present the organizational procedures planned for the allocation of rights, aids and grants (eligibility matrix).

- Present the measures envisaged to assist affected populations in their efforts to restore or improve their livelihoods. The CPR seeks to describe the methods and procedures by which affected communities, and affected members of the communities, identify and choose the different possible compensation measures from several possible options.
- Present the mechanisms for recourse, resolution of complaints and compensation for damages.
- Present the methodology and procedures of: i. consultation and participation of displaced populations and host communities in the planning, preparation, execution and monitoring of the RPF and the RAPs; ii. production of socio-economic studies, iii. censuses/land register, iv. evaluation of the goods and assets affected and v. management of claims/complaints applicable to the local social context. The proposed methodology and procedures should be gender-sensitive and pay particular attention to the participation and treatment of vulnerable groups, whose definition should be presented.
- Identify the actors and institutions that will be involved in implementing the physical and economic resettlement process. Assess the management capacities of these actors and identify reinforcement needs, if any, ensuring that a financial estimate is proposed.
- Describe the conditions for implementing travel under RAP(s) to be produced, and their coordination with the progress of work planned under the program or each component/sub-component.
- Present the monitoring and evaluation mechanism put in place by the body responsible for implementing the RAP(s) and the independent audit mechanism.
- Develop terms of reference consistent with local procedures and the World Bank NES 5 guidelines, which will be used for components/sub-components generating physical and/or economic displacement.
- Present the implementation schedule and funding mechanisms for resettlement to develop and implement RAP(s) for relevant components/sub-components, including cost estimates, funding sources, financial flows and provisions for unforeseen events.

RPF workshop

Once reviewed and approved by AFD and ministries, the RPF will be presented and discussed during a workshop that will involve all stakeholders identified as relevant by the Consultant, to ensure awareness and appropriation of the E&S guidelines.

The consultant will be in charge of organizing the workshop, preparing the presentation material, moderating the discussion and mobilizing the stakeholders (ideally in person, with the possibility of a remote participation), in collaboration with the relevant ministries. He will also provide a minute of the workshop and integrate relevant comments and changes in the report.

4.3 Preparation of the Environmental and Social Commitment Plan

Based on his analysis and knowledge of the project, the Consultant will prepare a draft of Environmental and Social Commitment Plan (ESCP), which is a document appended to AFD's financial agreement listing all E&S commitments taken by its counterpart, as well as the allocation of responsibilities, the sources of funding, the timeline and achievement indicators. The Consultant will also provide a template of reporting for this ESCP. The Consultant will discuss the ESCP with AFD and with the counterpart to reach a final "negotiated" version. AFD will provide the consultant with ESCP templates and examples if required.

ARTICLE 5. Deliverables expected

The main deliverables are the following:

- An ESMF compliant with WB standards and national regulation and approved by relevant stakeholders during a workshop;
- An RPF compliant with WB standards and national regulation and approved by relevant stakeholders during a workshop;
- An ESCP that will be attached to AFD Financial Agreement.

The related milestones are the following :

Milestones	Dates
Contract signature	T0 (December 2025)
Kick-off meeting	T0 + 1 week
Minutes of kick-off meeting by the Consultant	T0 + 1 week
Draft ESMF	T0+2 months
Draft RPF	T0+2 months
Final ESMF before workshop	T0+4 months
Final RPF before workshop	T0+4 months
Draft ESCP	T0+4 months
Workshops for the ESMF and the RPF	March 2026
Final ESMF and RPF post-workshop	Workshop + 1 week
Final ESCP	Workshop+1 week

Respecting those milestones will ensure that the E&S studies are in line with the overall project due diligence process (with a board approval planned in May 2026, requiring that all final versions must be obtained by the end of March 2026).

ARTICLE 6. Execution modality

6.1 Expected methodology

The service provider may propose the methodology deemed most appropriate to carry out its activities, in agreement with the mission manager.

6.2 Special requirement for implementation/ Conditions of execution

All reports will be delivered in Word versions, and modifications made in track changes. A clean version will be produced by the consultant once all changes have been approved by all parties. AFD will have 2 weeks to review provisional versions of the documents.

The service will be provided in English, and the deliverables must also be in English. Particular attention will be paid to the clarity of the documents (structuring, synthetic presentation etc.).

Meetings can be regularly organized with AFD if deemed necessary. All meetings will be the subject of minutes written by the Consultant and handed over to all participants.

The consultant will make a list of stakeholders to consult and ensure coordination with the counterpart to organize the meetings. To the extent possible, the meetings will be held in person. Note that meetings with stakeholders should be held in December, before the elections of January, and before the summer break in Uganda.

6.3 Execution schedule

This study will be carried out over 5 months, with at least two periods in Kampala for each international expert: one in December 2025 for stakeholder consultations, one in March 2026 for the workshops and ESCP finalization.

It is essential that the consultants respect the agreed schedule and complete all tasks within the deadlines established for the due diligences to be ready for AFD board approval.

ARTICLE 7. Expected skills of the Service Provider

The consultant may be a consulting firm or a consortium of companies that is very familiar with the field of intervention. You must demonstrate proven experience in engineering and preparation of development projects funded by international donors, if possible with AFD.

The team of specialists proposed by the Consultant shall possess the necessary qualifications and experience for the proper performance of the tasks and results mentioned above. More precisely, the team must present at least the following profiles and skills (the Consultant being free to adapt his team proposal by justifying it):

For the ESMF and the ESCP:

- **Environmental specialist (Project director/head of the mission)**, at least 8 years of experience in assessing environmental impacts according to international E&S standards, within the framework of energy projects and green transition policies and programs, in a similar context and financed by the main donors (World Bank, International Finance Corporation (IFC), KfW, etc.). Specific experience in biodiversity assessments (NES6 BM, PS6 SFI). Specific work experience in Uganda and proven knowledge of local regulations are expected. Specific work experience in designing ESMF related to PBL is a plus.
- **Social specialist**, at least 8 years of work experience in the evaluation of social impacts according to international E&S standards, within the framework of energy projects and green transition policies and programs, in a similar context and financed by the main donors (World Bank, International Finance Corporation (IFC), KfW, etc.). Specific experience of community relations, traditional communities and engagement with stakeholders. Specific work experience in Uganda and proven knowledge of local regulations are expected.

For the RPF (with inputs on the clause related to involuntary resettlement in the ESCP):

- Specialist in involuntary resettlement and livelihood restoration, with at least 5 experiences in the preparation and implementation of CPR and RAP, and conducting socio-economic studies in development projects, in a similar context and funded by the main donors (World Bank, International Finance Corporation (IFC), KfW, etc.). Specific experience working with traditional communities is desirable. Specific work experience in Uganda and proven knowledge of local regulations are expected.
- If applicable, a geophysicist who will lead all the mapping work (mapping, loss-gain calculation, modeling, etc.).

In general, the team must have the following skills:

- Excellent knowledge of the socio-environmental legal framework of Uganda, and multilateral/ bilateral agencies, particularly from the World Bank / AFD.
- Prior experience of collaborating with the French Development Agency (AFD) or other international development organizations in energy projects and public policy program;
- Experience in projects integrating the challenges of climate change, disaster risk reduction and management, biodiversity and nature-based solutions.
- Excellent communication and writing skills in English, and ability to produce high-quality and summary reports and presentations. Fluency in French is a plus.
- Work experience in Uganda. Experience working with Ugandan local authorities is desirable.
- International experience is an asset.

The Project Director/Head of Mission will be the point of contact for AFD and Ugandan authorities. The head of mission, possibly in liaison with a support team, will also:

- Ensure overall responsibility for all services;
- Ensuring the quality of all results and delivery;
- Ensure contractual management and control of the use of funds and financial planning;
- Ensure personnel management, in particular the identification of short-term allocation needs within the available budget and the planning and execution of activities;
- Ensure regular communication of activities within the deadlines.

ARTICLE 8. Means made available to the Service Provider

All relevant documentation for the program will be made available to the consultant.
AFD, through its Kampala's office, will help coordinate meetings with the stakeholders (eg: introduction letter presenting the mission to the ministers, etc.).