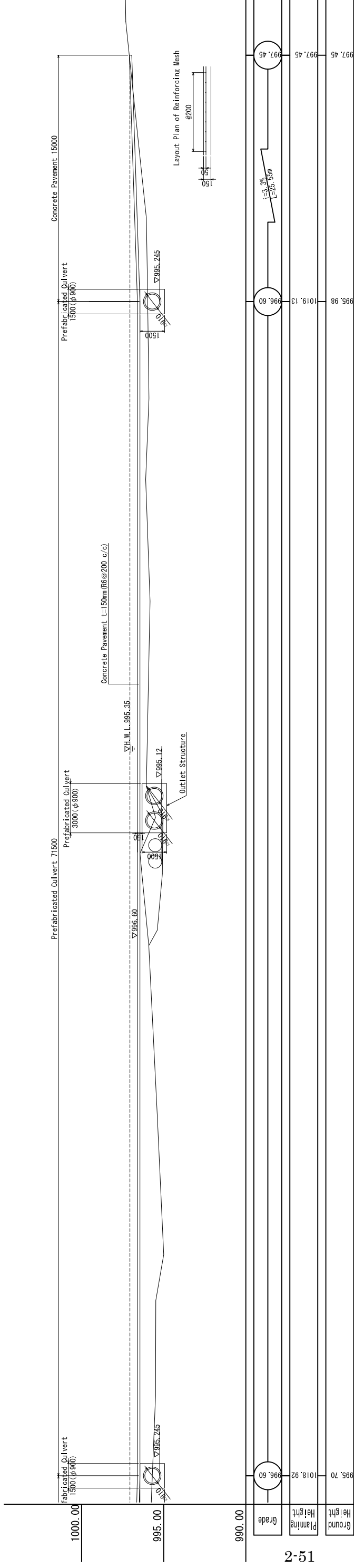
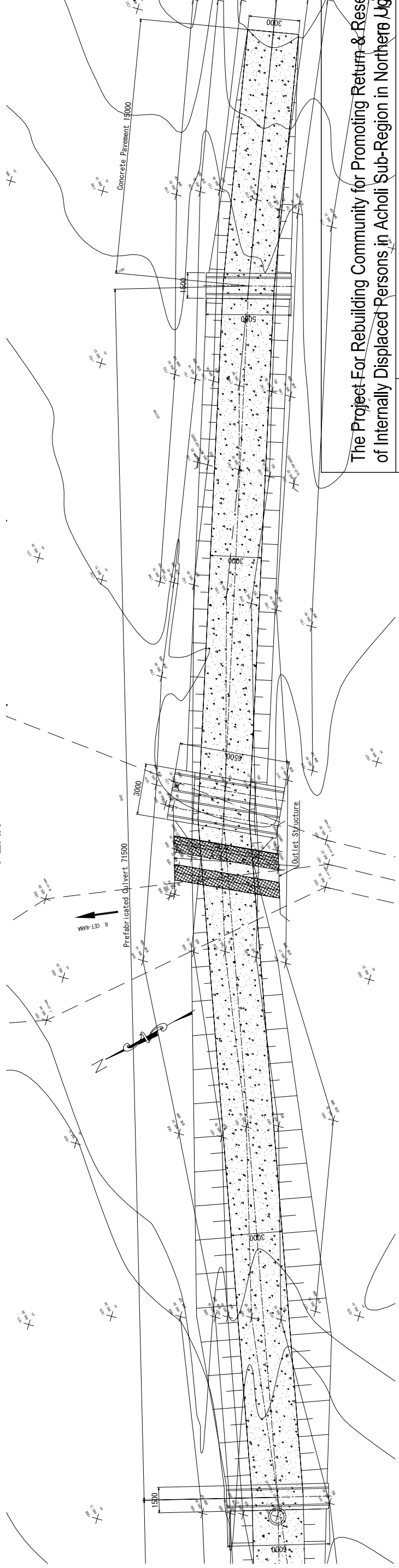


PROFILE



PLAN



The Project For Rebuilding Community for Promoting Return & Resettlement of Internally Displaced Persons in Acholi Sub-Region in Northern Uganda

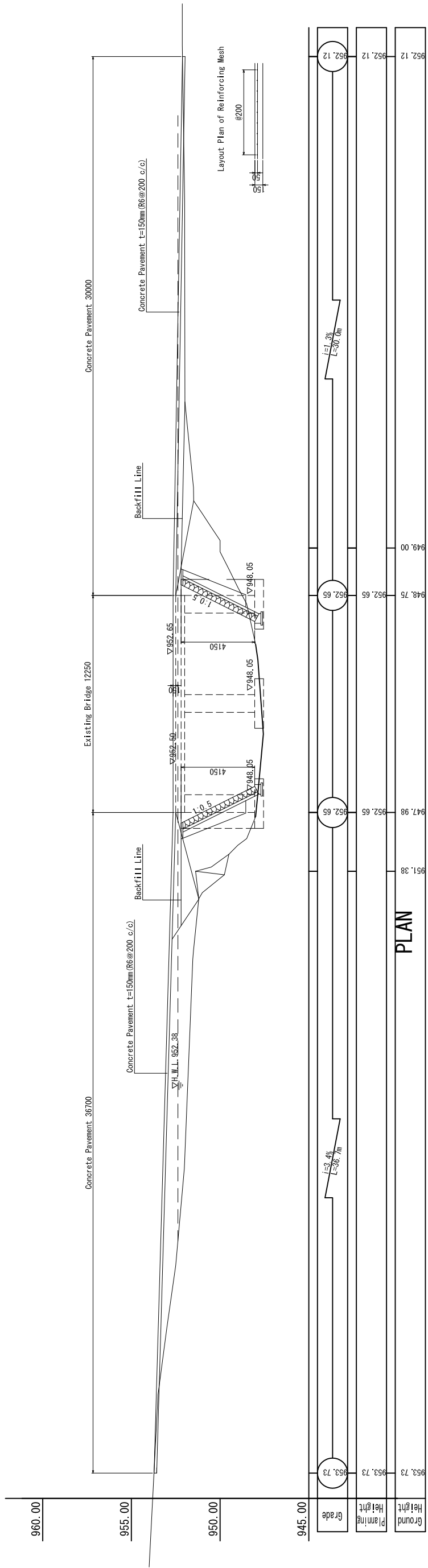
JOB TITLE Access Improvement 17 - 1

DRAWING TITLE Profile and Plan SCALE 1: 1000

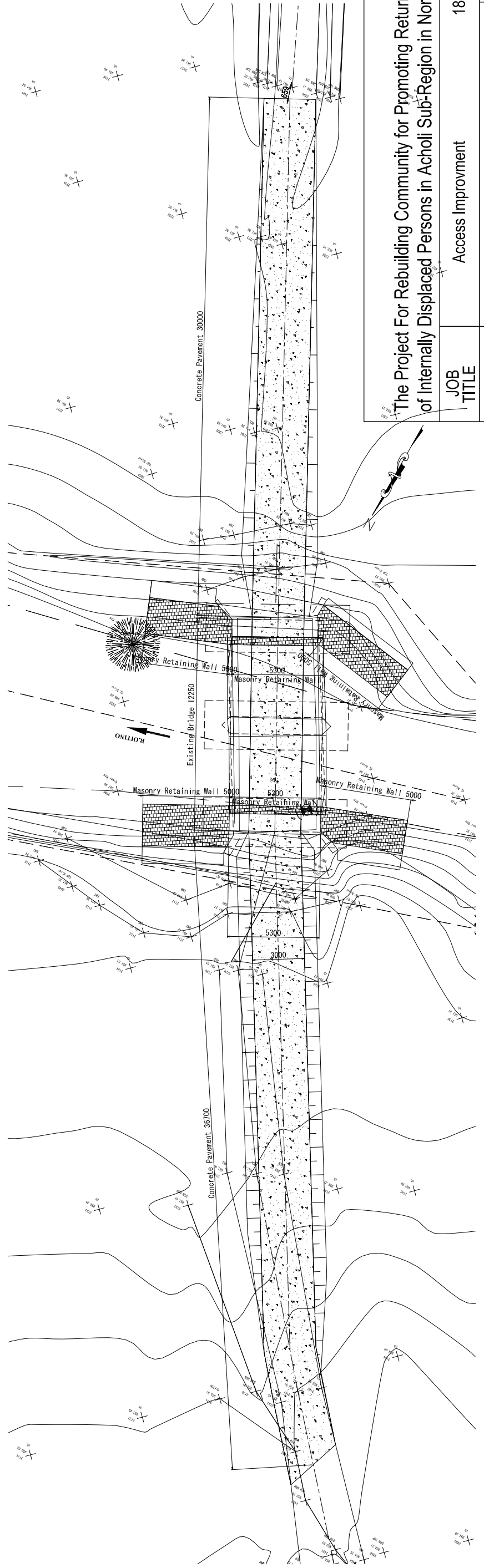
JAPAN INTERNATIONAL COOPERATION AGENCY

No. 5 Gulu Sub-County - Patiko S/C - Pugwinyi Parish Road Link: Coope - Cetkana
General View

PROFILE



PLAN

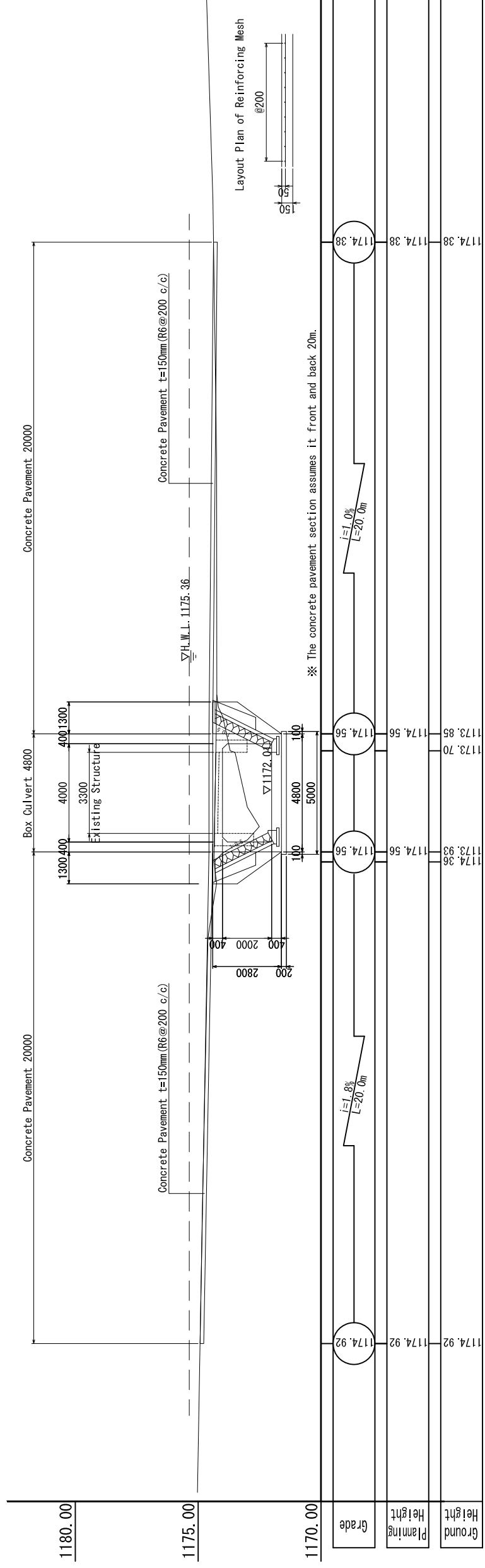


The Project For Rebuilding Community for Promoting Return & Resettlement of Internally Displaced Persons in Acholi Sub-Region in Northern Uganda	
JOB TITLE	Access Improvement
DRAWING TITLE	Profile and Plan
	18 - 1
	SCALE 1: 1000
JAPAN INTERNATIONAL COOPERATION AGENCY	

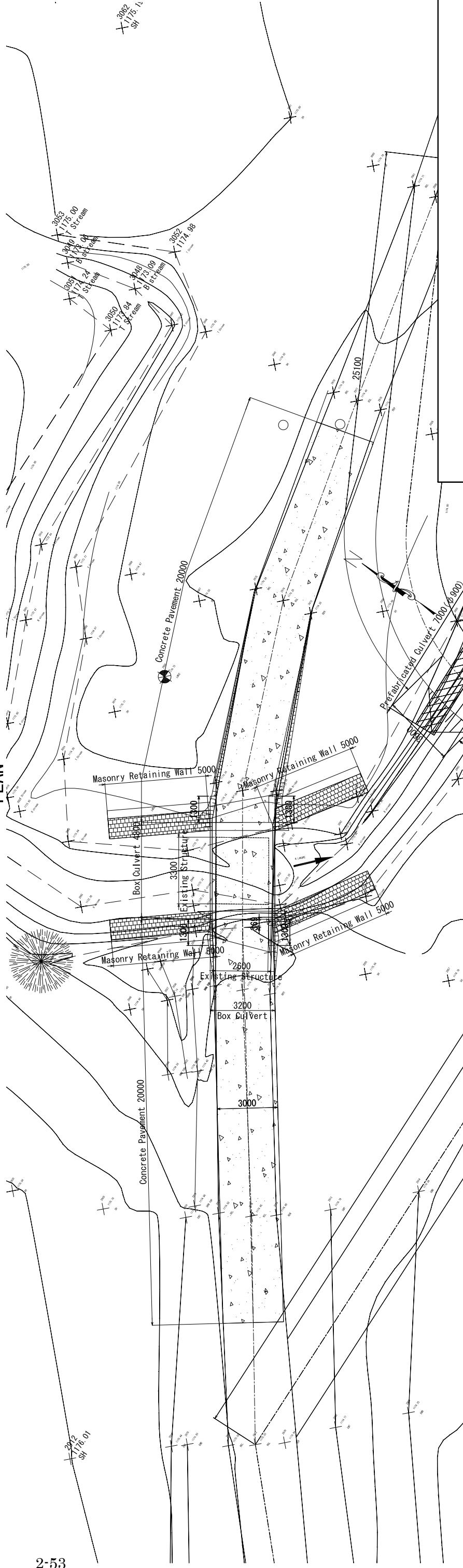
No. 6 Lamwo Sub-County - Agoro S/C - Pawach Parish - Lomwola P/S

General View S=1:1000

PROFILE

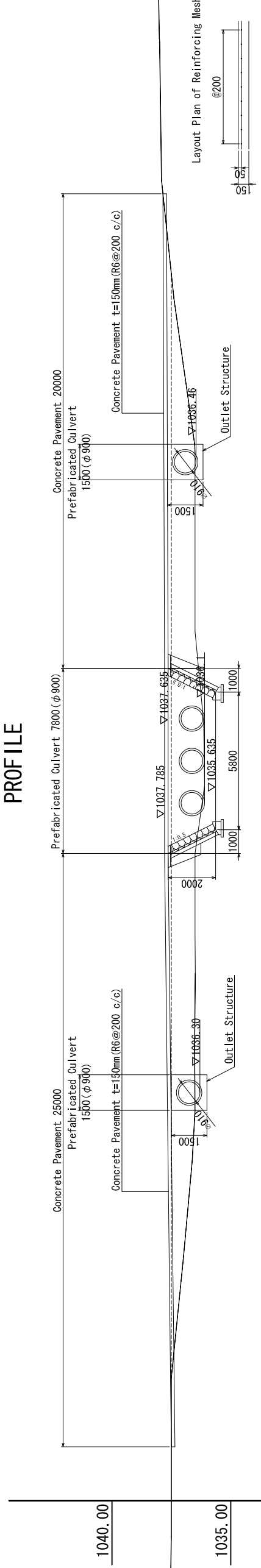


PLAN



The Project For Rebuilding Community for Promoting Return & Resettlement of Internally Displaced Persons in Acholi Sub-Region in Northern Uganda	
JOB TITLE	HEALTH CENTRE
DRAWING TITLE	General View
SCALE 1: 1000	
JAPAN INTERNATIONAL COOPERATION AGENCY	

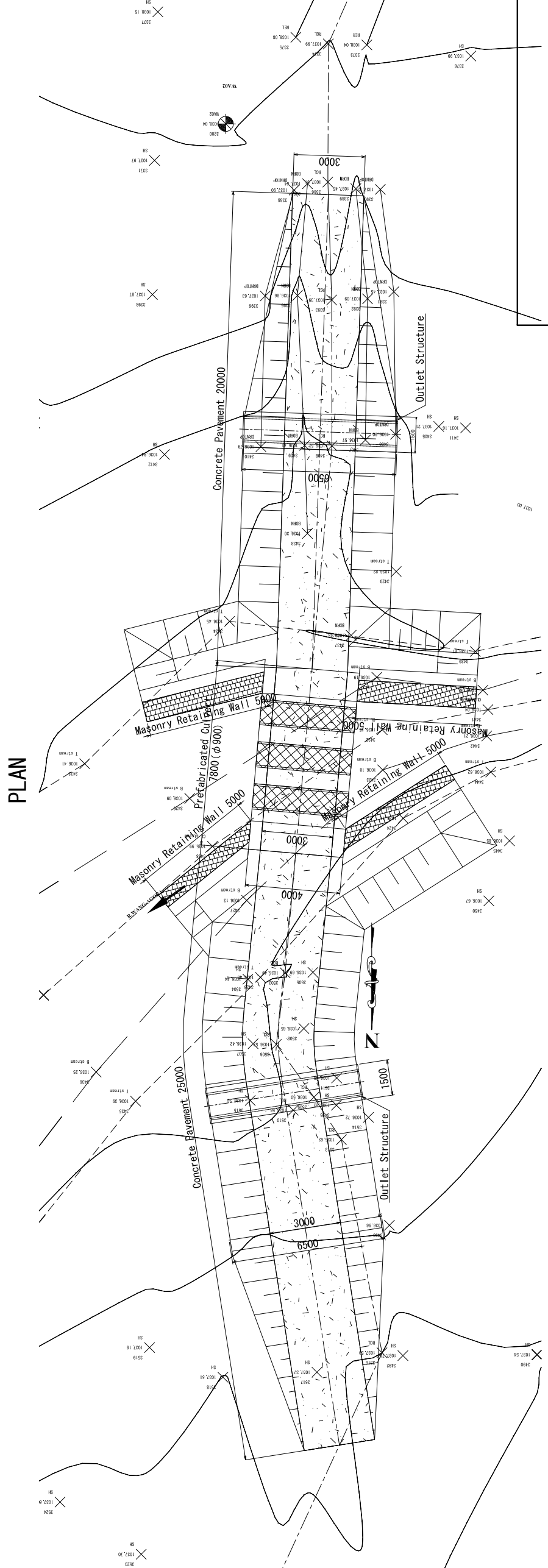
No.7 Kitgum Sub-County - Orom S/C - Lolwa Parish - Lunganyura P/S General View



※ The section length of the concrete pavement sets it up than 1.0m than the altitude of the river edge.
 ※ The section length of the concrete pavement assumes it 5m round value.

Grade	1037.85	1037.8	1037.8	1036.50	1036.5	1036.5	1037.5
Planning Height	1037.85	1037.8	1037.8	1036.5	1036.5	1036.5	1037.5
Ground Height	1037.85	1037.8	1037.8	1036.50	1036.5	1036.5	1037.5

Grades: i=1.1%, L=25.0m; i=0.3%, L=20.0m



The Project For Rebuilding Community for Promoting Return & Resettlement of Internally Displaced Persons in Acholi Sub-Region in Northern Uganda

JOB TITLE	HEALTH CENTRE
DRAWING TITLE	General View
SCALE 1: 1000	
JAPAN INTERNATIONAL COOPERATION AGENCY	

2-2-4 Implementation Plan

2-2-4-1 Implementation Policy

(1) Project Implementation by Procurement Management Agent

This project will be implemented using the JICA Grant Aid for Conflict Prevention and Peace-building scheme, therefore the system of the Procurement Management Agent will be followed. The agent will work as the organization of the Government of the recipient country, which provides procurement services of the project including bidding, contract, management of funds and procurement and services. In this project, Japan International Cooperation System (JICS), which is the official Procurement Management Agent of Government of Japan, will be responsible for the procurement of the project.

The Project will be formally implemented when the Governments of both the countries sign Exchange of Notes (E/N) and Grant Agreement (G/A), after the project approval by the Cabinet Meeting of the Government of Japan. GOU will sign the Procurement Management Agent Agreement with the Japanese Procurement Agent following the Agreed Minutes (A/M) attached to the E/N. The implementation structure of the project is indicated in the following figure.

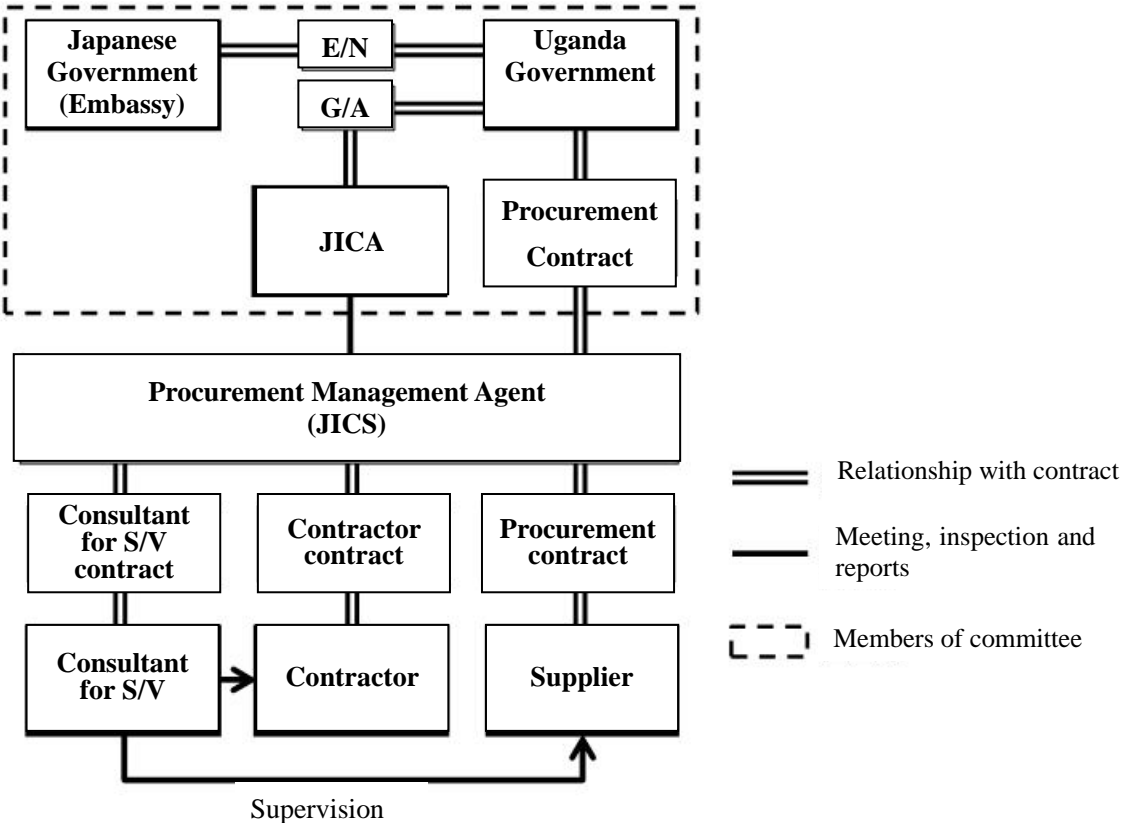


Figure 2-2-4 Implementation Structure

(2) Working Group

The target area of the project is five districts of Acholi Sub Region, and the project includes components of four different sectors, hence, there are many government organizations involved in the Project. Therefore, the implementation system will be organized as shown in Figure 2.2.5 for the smooth implementation of the project. At the Central level the Government officials monitors the overall activities of the project, and makes the final approval of the decisions related to the project. On the other hand, the district officials monitor the project activities, and make the first approval of the decisions related to the project.

1) Central Government Level

Working group of the Central government consists of OPM and four related ministries such as MoH, MoES, MoWT and MoWE. A representative of the Procurement Management Agent (JICS) and the Consultant will participate in the group meeting. The central government will make discussions and undertake coordination of the Project.

2) District Level

The working group at district level includes five districts, OPM Gulu Office, JICS and the Consultants. At the district level, the various activities related to the project including the first approval on various decisions, the supervision of the progress and quality of the works, and the monitoring for safety control of the project should be discussed and adjusted.

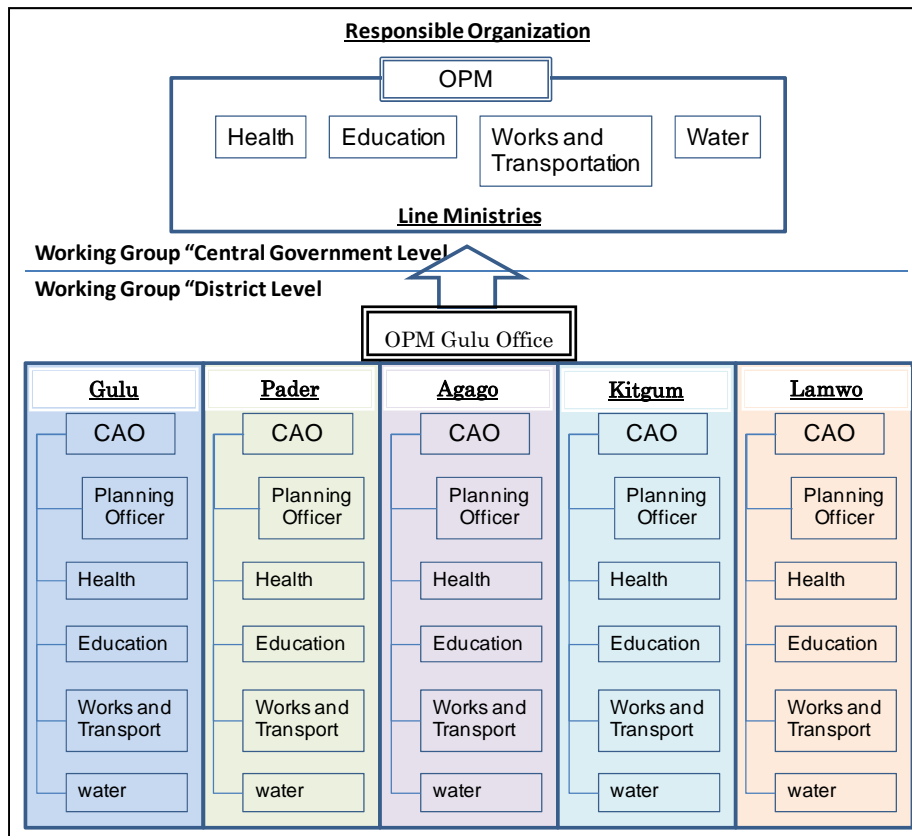


Figure 2-2-5 Structure of working group

(3) Procurement Management Agent

The Procurement Management Agent, JICS will be in charge of the overall management of the Project including the management of Project funds and the procurement services of works related to the contract with the Japanese consultants, local contractors and the equipment suppliers.

The staff allocation of JICS is as follows;

Table 2-2-23 Allocation of Staffs of the Procurement Management Agent

Staffs		Tasks and Responsibilities
Japanese Staff	Team Leader	Taking charge of the overall management of the project, and involved in bidding, contract with contractors and suppliers, and implementation & completion of the project.
	Resident Assistant Staff	Staying in Uganda during procurement and construction supervision of the project as the person in charge of the project at the site.
	Tender documents Preparation	The work is done in Japan including the preparation of tender documents for the construction of facilities and equipment supply.
	Contract and Management of Funds	The work is done in Japan including the contract with the contractor, payment and management of funds.
Local Staff	Office Staff 1	Supporting for the work of bidding and contract during the whole period of the project.
	Office Staff 2	Supporting for the management of funds during the whole period of the project
	Assistant	Supporting for different works in the office during the whole period of the project
	Security	Keeping security in the office and collecting information in terms of safety during the whole period of the project.

(4) Japanese Consultants

The Procurement Management Agent will sign the supervision contract for bidding and construction with the Japanese Consultants who conducts the Basic Design Study of the Project.

The main contents of the responsibilities of Japanese consultants are mentioned below

Table 2-2-24 Demarcation of Activities between JICS and Consultant

Stage	Procurement Agent	Consultant
E/N · G/A ~ Detailed Design	<ul style="list-style-type: none"> ✓ Explanation of procurement procedures to the Recipient Government and confirmation of the overall schedule ✓ Signing of the Agent Agreement ✓ Signing of the Contract with the Consultants ✓ Setting up of Bank Account of the Governmental Organization ✓ Setting up of Bank Account of the Procurement Agency. ✓ Explanation of transfer of the Grant Fund to the Recipient Government and obtaining the Agreement/ Transfer. ✓ Checking the implementation (situation) of the undertaking of the Recipient Government 	<ul style="list-style-type: none"> ✓ Checking the status of land acquisition at each site. ✓ Supporting the checking of the implementation (situation) of the undertaking of the Recipient Government ✓ Checking and final confirmation of detail design drawings, Structural calculation and Technical specification. ✓ Checking and final confirmation of BQ, unit price and construction schedule. ✓ Support for the confirmation of the procedures for the change of the design.
	<ul style="list-style-type: none"> ✓ Confirmation of the procedures for the change of the design 	

Stage	Procurement Agent	Consultant
Preparation for bidding	<ul style="list-style-type: none"> ● Preparation of bidding documents ● Scrutinizing and check of reference price, construction/delivery plan and evaluation criteria and form ● Explanation on final bidding documents to the Recipient Government and obtaining approval. ● Preparation of advertisement. 	<ul style="list-style-type: none"> ■ Preparation of bidding documents mainly for technical aspects ■ Preparation of reference price, construction/delivery plan and evaluation criteria and forms ■ Support for explanation on final bidding documents to the Recipient Government and obtaining approval. ■ Support for preparation of advertisement.
Bidding	<ul style="list-style-type: none"> ● Proceeding for advertisement ● Distribution of bidding documents ● Opening of pre-bid meeting. ● Opening of the site explanation meeting ● Answering the questions and scrutinizing and checking of the amendment/distribution ● Preparation of opening of bids ● Opening of bids ● Evaluation of bids ● Clarification of bids ● Scrutinizing and checking of bid evaluation report/submittal ● Negotiation with the bidder ● Delivery of award of the Contract after obtaining approval of the Recipient Government ● Signing of the Contract ● Scrutinizing and checking of Insurance, Performance Security and Advance Payment Security, and safe custody of the items 	<ul style="list-style-type: none"> ■ Support for opening of pre-bid meeting. ■ Support for opening of the site explanation meeting ■ Preparation of answers to the questions and Amendment mainly for technical aspects. ■ Support for the opening of bids ■ Support for the evaluation of bids ■ Support for clarification of bids ■ Preparation of draft bid evaluation report ■ Support for negotiation with bidder and delivery of the Contract award ■ Support for scrutinizing and checking authenticity of Insurance, Performance Security, and Advance Payment Security
Construction Supervision	<p>0) Setting up the construction supervision system :</p> <ul style="list-style-type: none"> ● Confirmation of the construction supervision system of the Consultants <p>1) Documents and samples submitted by the Contractors:</p> <p>2) Daily construction supervision:</p> <ul style="list-style-type: none"> ● Checking of the progress of the works ● Checking of the progress of the undertaking of the Recipient Government ● Prior scrutinizing and checking of the notice or direction of the Consultants 	<ul style="list-style-type: none"> ■ Selection of the local construction supervision firm and informing the construction supervision plan among the parties concerned. ■ Preparation of the construction supervision plan <p>Checking of drawings and documents or samples of materials submitted by the Contractor & others</p> <p>Checking of the following items: Whether the works are carried out according to the Contract; Whether the approvals had been obtained; Whether the materials satisfy the Specification, Whether the qualities of works satisfy the drawings and specification; Whether the safety measures are kept so as to avoid accidents during construction and measurement of progress of works. Implementation of the daily construction supervision ;</p> <ul style="list-style-type: none"> ■ Monitoring of the progress of the construction works and direction and advice to the Contractor in order to catch up with the prescribed construction schedule. ■ Checking and providing instructions on the safety measures ■ Support for checking of the progress of the undertaking of the Recipient Government ■ Delivery of notices on defects or discrepancy to the Contractors and direction of demolition of improper works or change of products.

Stage	Procurement Agent	Consultant
	<ul style="list-style-type: none"> ● Attending the regular meetings among the Contractors and the Consultants ● Checking of the Monthly Reports ● Holding of the meeting on the progress of the works ● Discussion and coordination among the parties concerned and formulation of countermeasures in case of any problem on delay of works, quality of works or materials, delivery adjustment etc. ● Direction to the parties concerned and reporting to the parties concerned. 	<ul style="list-style-type: none"> ■ Holding of regular meetings with the Contractor to check the progress of construction works and to direct necessary notices or instructions. ■ Preparation of Monthly report and record of construction supervision. ■ Attending and providing advice in the meetings arranged by the Procurement Agent (or by the Recipient Government) ■ Proposal on measures or advice necessary to avoid delay of construction works, poor quality, adjustment of delivery, disputes etc.
	3) Change of design • adjustment and variation order (if any) :	
	<ul style="list-style-type: none"> ● Scrutinizing and checking of proposal on change of design/ coordination, evaluation and report submitted by the Consultant. ● Obtaining approval from the Japanese side, receiving request from the Recipient Government and obtaining the approval of the committee of the Recipient Government. ● Notice (Instruction) on the results against the proposal of change of design /adjustment to the Consultant. ● Amendment of the Contract 	<ul style="list-style-type: none"> ■ Proposal of change of design/ adjustment ■ Evaluation of amendment of the Contract Amount and construction period and preparation of variation order ■ Preparation of the report on the change of design for obtaining approval from Japanese side, receiving the request from the Recipient Government and obtaining the approval of the committee of the Recipient Government and other support. ■ Issuing of the variation order to the Contractor
	4) Payment:	
	<ul style="list-style-type: none"> ● Scrutinizing and checking of the certificates submitted by the Consultants ● Payment to the Contractors and suppliers of equipment and materials ● Returning of Advance payment security 	<ul style="list-style-type: none"> ■ Checking of the draft statement of the progress of the construction works and issuing of certificates of progress payment to the Procurement Agency ■ Checking of the repayment of the Advance Payment
	5) Notices and Certificates:	
	<ul style="list-style-type: none"> ● Scrutinizing and checking of the draft of notices or certificates prepared by the Consultant. ● Discussion, coordination and obtaining approval of the Recipient Government ● Notice (Instruction) on the results against the notices or certificates to the Consultant. 	<ul style="list-style-type: none"> ■ Preparation of Notice to Proceed, Completion Certificate, and Performance Certificate ■ Support for obtaining approval of the Recipient Government ■ Issuing notices and certificates to the Contractor
	6) Reports:	
	<ul style="list-style-type: none"> ● Preparation of Monthly Reports (Japanese, English) ● Scrutinizing and checking of the Reports prepared by the Consultants ● Reporting to the Recipient Government and the Japanese Embassy or JICA ● Preparation quarterly reports on the progress and management of the Grant fund. 	<ul style="list-style-type: none"> ■ Submission of comparison of OD/DD ■ Preparation of Monthly progress reports and other reports ■ Attending and providing advice for the reporting to the Japanese Embassy or JICA ■ Reporting necessary for implementation and progress of the Project
	7) Claims and Disputes:	
	<ul style="list-style-type: none"> ● Discussion on Claim and Disputes from the Contractors. ● Discussion, coordination and obtaining approval of the Recipient Government ● Notice (Direction) on the results against the Claims and Disputes to the Consultant. 	<ul style="list-style-type: none"> ■ Support for solution of possible claims and disputes between the Procurement Agency and the Contractors. ■ Evaluation of claims on contract amount or construction period by the Contractors. ■ Support for obtaining approval of the Recipient Government ■ Issuing notices to the Contractors.

Stage	Procurement Agent	Consultant
8) Taking Over:	<ul style="list-style-type: none"> ● Discussion and coordination on the handing over to the Recipient Government ● Arrangement of final inspection for completion ● Scrutinizing and checking of the Completion certificate ● Obtaining the approval of the Recipient Government ● Scrutinizing and checking of the payment certificate for completion ● Payment to the Contractors, and suppliers of equipment and materials ● Preparation of completion report 	<ul style="list-style-type: none"> ■ Conducting final inspection for completion ■ Approval of as-built drawings submitted by the Contractors. ■ Support for obtaining approval of the Recipient Government ■ Support for progress and final payments to the Contractors ■ Submission of documents required for payment ■ Preparation of Completion Report
9) Defect liability period:	<ul style="list-style-type: none"> ● Discussion and coordination on the defect liability with the Recipient Government ● Notice on defects to the Consultant ● Arrangement of the defects inspection ● Scrutinizing and checking of the final payment certificate and final inspection report ● Obtaining approval of the Recipient Government ● Scrutinizing and checking of final payment documents. ● Final Payment to the Contractors ● Returning of the Performance Security 	<ul style="list-style-type: none"> ■ Repairing of defects caused by the defects of design of the Consultant ■ Repairing of defects caused by the construction of the Contractor ■ Implementing the defect inspection ■ Issuing of certificate for final payment and preparation of defect inspection report ■ Support for obtaining approval of the Recipient Government ■ Submission of documents required for payment
10) Follow up of the undertaking of the Recipient Government:	Promotion of the undertaking of the Recipient Government	Support for the promotion of the undertaking of the Recipient Government
Others	Execution of application procedures for the use of remaining Fund <ul style="list-style-type: none"> ● Execution of procedures for reimbursement ● Reporting on procedures for reimbursement to the Recipient Government and Japanese side 	Preparation of technical documents of the application for the use of remaining Fund

In order to maintain the same quality of construction at all the sites which are widely scattered over the five districts, the implementation structure of construction supervision will be established as shown in following Figure.

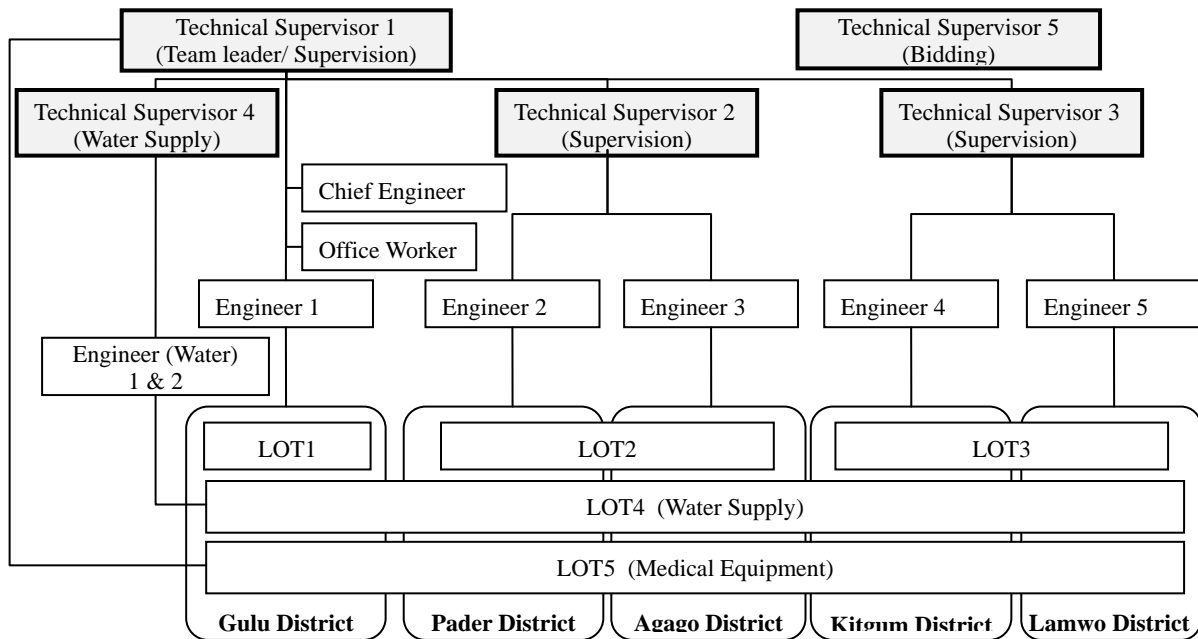


Figure 2-2-6 Implementation Structure of Construction Supervision

The tasks of each staff of the Consultant of the project are mentioned below.

Table 2-2-25 Main roles of the Consultants of the Project

Staffs		Tasks and Responsibilities
Japanese Staff	Technical Supervisor 1 (Team leader/ Supervision /Procurement)	<ul style="list-style-type: none"> • Taking charge of the overall activities of the project. Stationed in the country from the beginning to the end of construction of the project. • Supervising the construction work and implementing inspection of defects in Gulu District (LOT1), and procuring equipment for health centers (LOT5) • Site visit to Lot 2 and 3 regularly and Supervising the progress of construction work
	Technical Supervisor 2 (Supervision)	<ul style="list-style-type: none"> • Supervising the construction work and implementing the inspection of defect in Pader and Agago District (LOT2). Stationed in the country from the beginning to the end of construction.
	Technical Supervisor 3 (Supervision)	<ul style="list-style-type: none"> • Supervising the construction work and implementing inspection of defects in Kitgum and Lamwo District (LOT3). Stationed in the country from the beginning to the end of construction.
	Technical Supervisor 4 (Water Supply)	<ul style="list-style-type: none"> • Supervising the construction work and implementing inspection of defects for installing boreholes (LOT4). Stationed in the country from the beginning to the end of construction.
	Technical Supervisor 5 (Bidding)	<ul style="list-style-type: none"> • Implementing bidding and contracting with contractors and suppliers for all lots.
Local Staff	Chief Engineer	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 1” and working for bidding, contracting and supervision during the whole period of the project.
	Local Engineer 1	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 1” in Gulu District during the whole period of the project.
	Local Engineer 2	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 2” in Pader District during the whole period of the project.
	Local Engineer 3	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 2” in Agago District during the whole period of the project.
	Local Engineer 4	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 3” in Kitgum District during the whole period of the project.
	Local Engineer 5	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 3” in Lamwo District during the whole period of the project.
	Local Engineer (Water Supply) 1 & 2	<ul style="list-style-type: none"> • Supporting for the work of “Technical Supervisor 4” in five districts during the whole period of the project. • Two engineers are required, because two groups need to work for installing boreholes.
	Office Staff	<ul style="list-style-type: none"> • Management of funds and office works during the whole period of the project.

(5) Construction Contractor

The contractors for the project construction will be selected through a price competitive bidding among the limited bidders. The selected contractors shall carry out the construction works based on the tender documents in coordination with the Procurement Management Agent. In the project, it is necessary to contract with a company which possesses the experience of actual performance of construction and civil works. The scale of the project is relatively large, and it is very important to avoid the interruption of the construction work due to lack of capital or construction machines or labor forces. During the implementation of a pilot project which was implemented in Uganda, the study team faced a long delay in the construction work due to interruption of work and non-conformity of the construction to the design and specifications. In consideration of those situations, it is essential that the contractors of higher category should be selected.

MoWT classified 57 contractors with experiences of large scale construction and civil works in Uganda, and ranked them into 4 levels (A, B, C and D rank). In the project, MoWT and the Consultant decided to follow this rank for selecting contractors in consideration of the construction scale and avoiding the interruption. For the water supply facilities, the selection of contractors will follow the information provided by MoWE.

(6) Equipment Supplier

The equipment suppliers will be selected through a price competitive bidding. The selected suppliers shall procure equipment for the targeted health centers based on the tender documents agreed with JICS.

2-2-4-2 Implementation Conditions

To preserve the uniformity in construction quality among the target sites which are widely scattered across the five districts, it is very important to establish an efficient supervision structure (see figure 2-2-6). The sites located in Pader and Agago Districts which were in the same district before July of 2010 should be clustered into one LOT. Similarly, the sites located in Kitgum and Lamwo Districts which were in the same district until July of 2009 will be put in to the same LOT. This lot division will also contribute to eliminate the concern for lack of administrative staffs just after division of the districts for the smooth implementation of the project. The construction of water supply facilities in all the sites will be clustered into one LOT due to its size and because the installation of boreholes will be independently carried out. The provision of equipments for health centers requires the specialized suppliers, and it will be put into one LOT.

For these reasons, this project will be divided into 5 LOTs.

2-2-4-3 Scope of Works

It is very important to share responsibility of certain undertakings by the Ugandan and Japanese

sides for the smooth implementation of the project, although the Japanese Government will incur the cost of construction and procurement written in the agreement with the Procurement Management Agent.

The responsibilities undertaken by GOU and GOJ are as follows;

(1) Undertakings of Ugandan Side for the Project

- Land acquisition
- Securing location for temporary maintenance of construction machines and equipments
- Transportation, improvement and rehabilitation of existing facilities, if necessary.
- Provision of equipments which are not included in the plan of the project

(2) Undertakings of Japanese Side for the Project

- Construction of the target facilities
- Supply of equipments
- Removal of the existing structures and properties which will affect the commencement of the work

2-2-4-4 Consultant Supervision

To complete the construction work within the time frame at the sites which are widely scattered across the five districts, it is very important to establish an efficient implementation system which include holding meetings among the stakeholders such as OPM, related Ministries, Local Government (5 districts) and the Procurement Management Agent and giving direction and supervision to contractors.

Local offices will be established in Gulu and Kitgum District, and Technical Supervisor 1 with abundant experiences of supervision will be assigned in Gulu Office and technical supervisor 2&3 will be stationed in the Kitgum Office. They will focus on construction quality control (see section 2-2-4-5 Quality Control) together with local engineers, and collect information on supervision, and compile the report and submit to OPM, Local Government (5 Districts) and the Procurement Management Agent on the basis of fixed time interval set and agreed.

2-2-4-5 Quality Control Plan

The construction quality control should follow the designs and supervision and construction plan. The drawings and samples of materials will be checked, and inspection at the sites will be carried out. Since the contract of this project is BOQ base, it is also important to measure the performance per each month for the payment.

The major items of quality control are mentioned below.

Table 2-2-26 Major Items of Quality Control, Method & Frequency of Inspection

Construction work	Quality Control Items	Method of Inspection	Frequency of Inspection
Earth Work	Bearing capacity of the foundation	Field visit In-situ test of hardness	After excavation
Reinforcement bar and formwork construction	Materials	Certificate of manufacturing and/or tension test	Every site Every size
	Bar alignment	Measurement bar set-up	Before concrete placement
	Form work	Form work inspection	Before concrete placement
Concrete work	Material	Cement : Type Aggregate : Size	At the time of mixing
	Concrete Strength	Compression test	Every lot
	Placement	Ratio of mixed materials Compression test as needed Slump test	Every site
Borehole construction	Materials	Casing: Type Pipe and rod: Type	Before implementation
	Well development	Time of development	Every site
	Water quality	In-situ test and Laboratory test	Every site
	Pumping test	Pumping and recovery time	Every site

2-2-4-6 Procurement Plan

(1) Procurement Plan of Construction Materials and Equipment

In Uganda, the construction materials are domestically available. The cement manufactured in the country is Pozzolanic cement, which has a strength lesser than Portland cement. In case that the results of mix test shows a lower strength than required, the Portland cement should be imported from Kenya.

The main construction materials and countries of the origin are listed in the table shown below.

Table 2-2-27 Main Construction Materials and Countries of Origin

Items		Procurement			Origin
Name	Specification	Uganda	Japan	Third countries	
Structure Materials					
Portland Cement	40kg/bag	○			Imported Products
Reinforcement bar		○			Domestic
Aggregate		○			Domestic
Gabion	2 x 1 x 1m,	○			Imported Products
Hardcore		○			Domestic
Concrete pipe	D=900mm, 600mm	○			Imported Products
Base course material	Murram	○			Domestic
Temporary Materials					
Fuel / oil		○			Imported Products
Wood for framework		○			Domestic
Chipboard for framework		○			Imported Products
Machines for construction					
Mobile Mixer		○			Imported Products
Shovel dozer		○			Imported Products
Backhoe		○			Imported Products
Dump Truck		○			Imported Products

(2) Equipment Procurement Plan

The equipments to be provided to the targeted health centers are commonly used in HCII and HCIII; therefore, they are domestically procurable, but most of them are imported products. The suppliers will be selected among the local companies which has actual contract experience with MoH.

2-2-4-7 Implementation Schedule

(1) Preparation of Lot

In this project, there are five lots of which 3 lots are for construction and civil work, 1 lot for borehole drilling and 1 lot for supply of medical equipment. The main objective of clustering of the project into lots is to control the schedule and quality properly. In addition, the following points are to be considered;

- For water and equipment, the contractors require expertise, and therefore, the companies which are registered in MoWE for Water supply (LOT 4) and MoH for Equipment supply (LOT 5) shall be selected.
- For construction and civil work, there will be a high risk of delay in the implementation of the project and delivery of poor quality work, since the project is scattered across 5 districts and the number of the target sites is large. Once the construction would be delayed, it will be difficult to regain the lost time. Therefore, it is necessary to avoid giving the entire job to one Construction Company. The following scenarios are suggested:
 - Small-medium size contractors temporarily employ the engineers and procure construction machines on lease. Hence, it is very difficult for them to keep construction schedule and control construction quality. Therefore, the lots shall not be divided to small sizes and having many lots will be unmanageable for supervision.
 - The districts can implement and manage the working schedule and quality of the project of construction such as this project. Therefore, basically the lots shall be divided according to each district. However,
 - The quantities of works are not the same across the five districts. The construction and civil work in Agago and Lamwo Districts having small number of quantities of works shall be combined with the works of Pader and Kitgum Districts respectively, to facilitate and promote the work through big construction companies by equalizing the size of each lot. In addition, the combination of the newly created district and mother district of Agago and Pader, and Lamwo and Kitgum District enable the smooth implementation.

The project shall be clustered into the following Lots

Table 2-2-28 Lot 1

District	Sub County	Parish	School Facilities (No. of facilities)			Health Facilities (No. of facilities)				Access improvement		
			Name of P/S	Facilities needed			Name of HC	Facilities needed				Culvert
				CR	TH	L		OPD	GW	IL	L	
Gulu	Koro	Lapainat East	Laminadera P/S	2	2	3	Lapainat HCIII	0	1	1	1	1
	Patiko	Pugwinyi	Awoo Nyim P/S	3	2	3						0
			Kulu Opal P/S	5	1	3						2
	Lalogi	Lukwir	Awal Kok P/S	5	2	3						1
			Idure P/S	3	2	3						2
	Odek	Binya	Wii Aceng P/S	3	2	3						0
			Lukoto C/S	4	2	3						0
	Palaro	Owalo	Pok Ogali P/S	1	1	0						0
Kiteny Owalo C/S			4	2	3						0	
Total			9	30	16	24	0	1	1	1	6	

CR; Classroom, TH; Teachers house, L; Latrine, GW; General Ward, IL; incinerator

Table 2-2-29 Lot 2

District	Sub County	Parish	Name of P/S	Facilities needed			Name of HC	Facilities needed				Access improvement
				CR	TH	L		OPD	GW	IL	L	Culvert
				Pader	Awere	Bolo		Bolo P/S	3	1	3	Bolo HCII
Bolo Agweng P/S	3	2	3									0
Angagura	Burlobo	Acholi Ranch P/S	3		2	0						1
		Aswa Bridge P/S	3		1	3						1
		Akelikongo P/S	3		1	3						0
Latanya	Ngeekidi	Wang Opok P/S	3		2	3						2
		Latayi P/S	3		2	3						0
Lapul	Ogore	Papaa P/S	5		2	3						1
		Pajule Lacani P/S	1		1	3						2
Laguti	Pakeyo	Wipolo P/S	3		2	3						2
		Larego P/S	1	2	3						3	
Agago	Omiya Pachwa	Laita	Laming Onen P/S	4	2	3	Laita HCII	1	0	1	1	2
	Paimol	Pacabol	Lokapel P/S	4	2	3						0
			Kokil P/S	5	2	3						0
	Kotmor	Apobo	Kotmor P/S	5	2	3					0	
Paimol	Ngora	Gotatongo P/S	3	2	0						0	
Total			16	48	28	42	2	0	1	2	15	

Table 2-2-30 Lot3

District	Sub County	Parish	Name of P/S	Facilities needed			Name of HC	Facilities needed				Access improvement
				CR	TH	L		OPD	GW	IL	L	Culvert
				Kitgum	Lagoro	Lakwor		Lakwor P/S	4	2	3	Akuna Laber
Orom	Lolwa	Agoromin P/S	5		1	3						0
		Lunganyura P/S	5		2	0						2
Amida	Koch	Alero P/S	1		2	0						1
		Gweng Pamom P/S	3		2	3						0
Layamo	Pamolo	Ayoma P/S	3		2	3						0
Mucuwini	Akara	Akara P/S	3	0	3						1	
Lamwo	Agoro	Pawach	Lomwoka P/S	7	2	3						1
	Paloga	Bungu	Jamula P/S	3	2	0						1
	Palabek Gem	Gem	Gem Mede P/S	4	2	3						0

District	Sub County	Parish	Name of P/S	Facilities needed			Name of HC	Facilities needed				Access improvement
				CR	TH	L		OPD	GW	IL	L	Culvert
	Padibe West	Ywaya	Ogwang Can P/S	3	2	3						1
	Palabek Ogili	Apyeta	Apyeta P/S	2	2	3						0
Total			12	43	21	27		0	1	0	0	8

Table 2-2-31 Lot 4

District	Sub County	Parish	Target Facilities	
			Name of P/S	Name of HC
Gulu	Koro	Lapainat East		Lapainat HCIII
	Patiko	Pugwiyi	Awoo Nyim P/S Kulu Opal P/S	
	Lalogi	Lukwir	Idure P/S	
	Odek	Binya	Wii Aceng P/S Lukoto C/S	
	Palaro	Owalo	Kiteny Owalo P/S	
Pader	Awere	Bolo	Bolo Aweng P/S	
	Angagura	Burlobo	Aswa Bridge P/S Akelikongo P/S	
	Latanya	Ngekidi	Wang Opok P/S	
	Lapul	Ogore	Papaa P/S	
	Laguti	Pakeyo	Larego P/S	
Agago	Omiya Pachwa	Laita	Laming Onen P/S	
	Paimol	Pacabol	Lokapel P/S	
		Ngora	Gotatongo P/S	
Kitgum	Lagoro	Lakwor	Lakwor	Akuna Laber HCIII
	Orom	Lolwa	Lunganyura P/S	
	Amida	Koch	Alero P/S	
	Layamo		Gweng Pamom P/S	
Lamwo	Padibe West	Ywaya	Ayoma P/S	
	Agoro	Pawach	Lowmoka P/S	
Total			22	2

Table 2-2-32 Lot 5

No.	Name of equipment	For HCIII (No.)	For HCII (No.)
1	Stethoscope	4	2
2	Ophthalmoscope	2	0
3	Otoscope	2	0
4	Thermometer, Adult	6	0
5	B.P. Machine	4	2
6	Weighing Scale, Adult	2	2
7	Weighing Scale, Toddler	0	2
8	Weighing Scale, Infant	4	2
9	Height Meter	0	2
10	Examination Couch	2	2
11	Delivery Bed	2	2
12	Bed, Adult Patient	20	2
13	Bed, Pediatric	8	0
14	Oxygen Therapy Apparatus	2	0
15	Resuscitator, Manual, Adult	2	0
16	Resuscitator, Manual, Infant	2	0
17	Suction Apparatus, Foot	2	0
18	Drip Stand	6	0
19	Wheel Chair	2	0
20	Stretcher	0	2
21	Patient Screen	2	2
22	Autoclave, External Heated	2	2
23	Sterilizer Drum, Medium	2	0
24	Sterilizing Drum, Small	2	0
25	Refrigerator	2	0
26	Cold Box Insulated Vaccine Storage 27L	6	2
27	Vaccine Carrier	2	0

No.	Name of equipment	For HCIII (No.)	For HCII (No.)
28	Cupboard, Instrument	2	2
29	Cupboard, Steel, Lockable	4	0
30	Instrument Trolley	4	0
31	Diagnostic Equipment Set for OPD	0	2
32	Instrument Set, Delivery	0	2
33	Instrument Set, Suture	0	2

(2) Implementation Schedule

After signing of the contract between the Procurement Management Agent and the Japanese Consultant, the work will be awarded to the local Construction Companies through bidding process. Tender evaluation, contractual negotiation and approval by relevant organization shall be made according to the bidding process of the country. This procedure is expected to take about 6 months (preparation: 3 months and bidding: 3 months).

The construction period is to be decided based on the experience of other NGOs and donor organization. Basically 6 months is considered enough to complete a school construction. Assuming a minimum of 5 construction units to be made available by a Construction Company at a time; a total of 18 months will be required to complete the construction of the project. The construction of culverts and rehabilitation of road plus borehole drilling shall not be conducted during rainy season.

Table 2-2-33 Implementation Schedule

Year	2012												2013												2014				
	Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
Period																													
Ministerial meeting	▲																												
E/N·G/N	▲																												
Agreement with Procurement Management Agent and Outsource	(6 months) ▲																												
LOT 1, 2, 3	Bidding/ Agreement																												
	Construction	(18 months)																											
														Preparation 1 month + 7 months															
LOT 4 (Water Supply)	Bidding/ Agreement	(6 months)																											
	Construction													(4 months)															
LOT 5 (Equipment)	Bidding/ Agreement													(3 months)															
	Supplying													(7 months)															

2-3 Obligations of the Recipient Country

The project will be implemented through Grant Aid for Conflict Prevention and Peace-building scheme of the Government of Japan. However, the recipient country has its own obligations of the project. The obligations of the Ugandan side are tabulated as shown in Table 2-3-1.

Table 2-3-1 Undertakings of Ugandan Side

No.	Undertakings	Contents
1	Land Acquisition for construction	To secure the land necessary for the implementation of the Project and clear the sites.
2	Tax exemption for procurement of equipments	To ensure the clearance of custom duty, custom charges and the internal taxes including VAT. If any tax is needed, the ministries in charge will bear the responsibility over those taxes.
3	Tax exemption for individuals and companies from Japan or third countries	To ensure that customs duty, internal taxes and other fiscal levies which may be imposed in the recipient country with respect to the purchase of the products and the services and the employment of the Agent be exempted. And the concerned ministries will take over the taxes as needed.
4	Supplying facilities for individuals and companies from Japan or third countries to entry and stay in Uganda	To individuals and companies from Japan or third countries whose services may be required in connection with the supply of the products and the services such facilities as may be necessary for their entry into the recipient country and stay therein for the performance of their work.
5	Proper use of facilities to be supported by the project	To ensure that the facilities be maintained and used properly and effectively after the implementation of the project.
6	Bearing all the expenses other than those covered by the Grant	To bear all the expenses for the construction of the facilities including VAT, other than those covered by the Grant, necessary for the implementation of the project.
7	Bearing charge of services of Banking Arrangement (B/A) and Authorization to Pay (A/P)	To bear the following commissions paid to the Japanese bank for banking services based upon the B/A <ul style="list-style-type: none"> • Advising commission of BDA • Payment commission
8	Environment Impact Assessment	Following the standard of National Environmental Management Authority (NEMA), the environmental assessment will be done as needed.
9	Securing of budget	Ensuring the budget to be needed for land acquisition, supplying facilities and tax exemption, etc.

2-4 Project Operation Plan

2-4-1 Education Facility

The result of hearing from the District Education Officers in five districts indicates that in future, the number of teachers in the district will increase by 32% in between the year 2011 and 2014. The plan per district is shown in the table below. It indicates that enough number of teachers will be allocated to the targeted schools. However, presently in the schools where the number of teachers dispatched from district is not enough, PTA makes effort to find volunteer teachers from the community.

Table 2-4-1 Plan for Employment of Teachers by Districts

Districts	The number of teachers for P/S	
	2011 (Present)	2014 (Plan)
Gulu	1,618	1,926
Pader	874	1,500
Agago	938	1,000
Kitgum	1,096	1,700
Lamwo	687	800
Total	5,213	6,926

Source) Information hearing from the DEO of each District, 2011

The budgets of operation and maintenance (O&M) of school facilities are covered through the annual budget allocated from each district. According to the information from DEO, the districts annually allocate on average around 10 million UGX to each primary school for O&M. The total costs of O&M for schools by districts in 2011 are shown below. The DEO informed the Study Team that the cost of O&M of school stands at around 5% of education sector budget for each district.

Table 2-4-2 Budgets of O&M for P/S by districts in 2011

District	O&M budget (UGX)
Gulu	54,900,000
Pader	100,000,000
Agago	98,000,000
Kitgum	93,000,000
Lamwo	90,000,000
Total	435,900,000

Source) information hearing from the DEO of each District, 2011

2-4-2 Health Facilities

The present number and future plan of health staff for each district is shown below. The number of health staffs will increase by 71% from the year 2011 to 2014 in five districts. It suggests that enough number of staffs will be allocated to the target health centers.

Table 2-4-3 Plan for Employment of Staffs for Health Centers by Districts

District	Number of staffs for health centers	
	2011 (Present)	2014 (Plan)
Gulu	432	570
Pader	184	360
Agago	235	450
Kitgum	300	473
Lamwo	117	320
Total	1,268	2,173

Source: Information hearing from the DHO of each District, 2011

The budgets of O&M of health facilities are indicated in the table shown below. According to DHO, the cost of O&M occupies around 10% of the health sector budget in each district.

Table 2-4-4 Budgets of O&M for H/C by Districts in 2011

District	O&M budget (UGX)
Gulu	110,000,000
Pader	32,000,000
Agago	30,000,000
Kitgum	28,000,000
Lamwo	71,500,000
Total	271,500,000

Source: Information from the DEO of each District, 2011

2-4-3 Access Improvement

Annual budgets of maintenance and rehabilitation of roads are shown below. The budgets are mainly used for daily inspection, mowing, pothole filling and leveling.

Table 2-4-5 Budgets of O&M for Roads by Districts in 2011

District	O&M budget (UGX)
Gulu	1,131,287,000
Pader	807,408,000
Agago	433,623,000
Kitgum	1,553,693,000
Lamwo	840,013,000

2-4-4 Water Supply

In this project, the component of water supply facilities (boreholes) is considered as related facilities for school and health facilities, and therefore, the boreholes which would be handed over to the schools will be operated and maintained by SMC. The cost for the operation and maintenance (O&M) will be covered from the school income through discussion between head teacher and SMC. The boreholes in health centers should also be maintained by health centers themselves. This ensures that the officials of health centers have a responsibility for managing the borehole as the appurtenant facilities of the health centers, and O&M will be done by using the O&M budgets from each district.

2-5 Project Cost Estimation**2-5-1 Initial Cost Estimation****(1) Costs to be borne by the Ugandan Side**

Costs to be borne by the Ugandan Side are shown below.

Table 2-5-1 Amount to be Covered by the Uganda Side

Items	Cost (UGX)	Notes
Charge of bank services	35,000,000	
Total	35,000,000	1.2 million JPY

* The above mentioned cost is rough indication, and is changeable.

(2) Conditions of Estimation

- 1) Time of Cost Estimation : July 2011
- 2) Exchange rate : 1US\$ =83.00 JPY
1US\$= 2,373.86UGX
(Average rate from January to June, 2011)
- 3) Construction Period : It is indicated in Table 2-2-33.
- 4) Others : The project shall be implemented in accordance with the rules of the Grant Aid of the Government of Japan.
The exchange rate can be reviewed by the GOJ.

2-5-2 Operation and Maintenance Cost

After completion of construction, the operation and maintenance of facilities and equipment will be implemented by each district. Facilities and equipment to be improved in this project do not require advanced maintenance technologies, and shall cost less than 1% of the annual maintenance budget of each district. Therefore, district can do the O&M properly. In addition, this project is an extension of the existing facilities that meet the required number of staff. Therefore, basically appropriate staffing according to operations is expected to be secured.

Table 2-5-2 Summary of O&M Cost after the Project Implementation

Sector	Item	Frequency	Cost per year (UGX)
Education facilities	Outside wall	Once in 8 years	84,000
	Inside wall	Once in 5 years	227,000
	Blackboard	Once in a year	75,000
	Boreholes	Once in a year	146,000
Health Facilities	Outside wall	Once in 8 years	193,000
	Inside wall	Once in 5 years	678,000
	Solar Buttery	Once in 5 years	513,000
	Solar Cable for buttry	Once in 3 years	237,000
	Lamp	Once in a year	222,000
	Borehole	Once in a year	146,000
Access improvement	Removal of deposit (drainage canal)	4 times in a year	5,864,000
	Removal of deposit (crossing facilities)	4 times in a year	2,932,000
Total cost for maintenance fee for 10 years			113,170,000

Table 2-5-3 O&M Cost after the Project Implementation and District budget

(unit: 1,000 UGX)

Item	Gulu	Kitgum	Lamwo	Pader	Agago
O & M Cost per year	8,268	7,513	3,980	10,565	6,029
District budget for O & M per year	1,296,187	1,674,693	1,001,513	939,408	561,623
% of total district budget	0.6%	0.4%	0.4%	1.1%	1.1%

(1) Education

It is expected that much fund would not be needed for O&M of the facilities, few years after the completion of the project. However, the future cost of O&M which will be required is estimated below.

Table 2-5-4 O&M Cost and Frequency after the Project Implementation (Education)

Item	Frequency	Annual cost (UGX)
Outside wall	Once in 8 years	84,000 UGX
Inside wall	Once in 5 years	227,000 UGX
Blackboard	Once in a year	75,000 UGX
Boreholes	Once in a year	146,000 UGX
Total		532,000 UGX

The above cost is about 3 to 9% of the allocated annual budget for the sector, and therefore, the district can cover the O&M cost after the handover of the facilities.

Table 2-5-5 Summary of O&M Cost after the Project Implementation (Education)

(unit: 1,000 UGX)

Item	Gulu	Kitgum	Lamwo	Pader	Agago
No. of targeted schools	9 schools	7 schools	5 schools	11 schools	5 schools
Estimated O&M cost per year	4,707	3,724	2,660	5,852	2,660
District budget for O&M per year	54,900	93,000	90,000	100,000	98,000
% of total district budget	8.5%	4.0%	3.0%	5.9%	2.7%

(2) Health

For the first two years after handing over of the project, it is not expected to require any cost for O&M. However, in the future budget allocation will be needed for O&M of the facilities, and it is estimated as shown below.

Table 2-5-6 O&M Cost and Frequency after the Project Implementation (Health)

	Items	Frequency	Annual cost
Facilities	Outside wall	Once in 8 years	193,000 UGX
	Inside wall	Once in 5 years	678,000 UGX
Solar	Buttery	Once in 5 years	513,000 UGX
	Cable for buttery	Once in 3 years	237,000 UGX
	Lamp	Once in a year	222,000 UGX
Borehole		Once in a year	146,000 UGX
Total			1,989,000 UGX

The above cost occupies only 2-7% of district budget for health sector, and therefore each health center is expected to cover this cost.

Table 2-5-7 Summary of Cost of O&M after the Project Implementation (Health)

(unit: 1,000 UGX)

Item	Gulu	Kitgum	Lamwo	pader	Agago
No. of target sites	1 site	1 site	nil	1 site	1 site
Estimated O&M cost per year	1,989	1,989	-	1,989	1,989
District budget for O&M per year	110,000	28,000	71,500	32,000	30,000
% of total district budget	1.8%	7.1%	-	6.2%	6.6%

(3) Access Improvement

The main component of O&M of river crossing and culvert is clearing of pipes and removal of debris from side drain (see Table 2-5-8). The river crossing culverts are made up of reinforced concrete structure. But the back filling soil structure of side wall will be easily damaged by erosion. It is important to carry out rehabilitation at the early stage of damage before it gets worse, so that the repairing works will be simple. If the structures are left untouched for a long time, the damage on the soil structure will affect the culvert until it gets completely closed. Frequent inspection after rainy season is very important for O&M of the road facilities.

The annual cost for O&M of road part is estimated at about 120,000 UGX. This cost occupies less than 1% of the district budget for road sector, and therefore, each district can easily cover the cost. The breakdown of the cost is shown in Table 2-5-8.

Table 2-5-8 Main Activities of O&M for Culverts

Item	Frequency	Site	Activity	Estimated Cost (UGX/km)	Note
O&M for culvert	4 times per year	Side drain	Removal of deposits	80,000	2 days/km
	4 times per year	Culvert	Removal of deposits	40,000	1 day/km
Annual cost for O&M				120,000	Cost 1 day per km Engineer (1 person): 10,000/day×1 = 10,000 Workers (2persons): 5,000/day×2 = 10,000 Materials: 15,000 (150% of workers cost) = 15,000 Vehicle: 5,000/day = 5,000 Total 40,000UGX

Table 2-5-9 Summary of Cost of O&M after the Project Implementation (Road)

(Unit: 1,000UGX)

Item	Gulu	Kitgum	Lamwo	Pader	Agago
Length of the road to be rehabilitated	13.1 km	15.0 km	11.0 km	22.7 km	11.5 km
Estimated O&M cost per year	1,572	1,800	1,320	2,724	1,380
District budget for O&M per year	1,131,287	1,553,693	840,013	807,408	433,623
% of total district budget	0.1%	0.1%	0.1%	0.3%	0.3%

It is expected that the district shall carry out maintenance and operation of construction road after completion of the project, and the community will be able to access the facilities easily.

2.6 Other Relevant Issues

The districts and the concerned ministries are expected to work on the following issues for continuous and effective use of facilities that are implemented by this project.

- ✓ To allocate necessary number of teachers in primary schools constructed by the project, especially the schools which were upgraded to public schools from community schools in 2011
- ✓ To allocate medical staff to meet the national standard in the health centers to be constructed in this project.
- ✓ To allocate necessary operation and maintenance costs for facilities implemented by the project.

CHAPTER 3 PROJECT EVALUATION

Chapter 3 Project Evaluation

3-1 Preconditions of the Project

3-1-1 Preconditions for Project Implementation

The important preconditions which have to be considered for Implementation of the Project are discussed below.

(1) Effective Project Implementation by Formation of Working Group

The target area of this project are scattered in five districts. In addition, the project is a multi-sector project consisting of four sectors. Therefore, a working group constituting of all the sectors shall be set up at district level and central level for efficient implementation of the project. The District-level working group constituted of District staff carried out consultation and coordination of the problems occurred during project implementation. Issues arising at the district level could lead to further consultation at the central level. During the consultation meeting, the issues of the project to be discussed shall require the right person at the District level, and therefore, the concerned attendees of the meeting at the district level shall be notified in advance.

(2) Necessary Expenses

Basically, the value-added tax (VAT) shall be covered by each Ministry according to the construction of facilities. The Ministry concerned shall refund the VAT equivalent to the contractor, and refund will be paid from its budget. Therefore, the budget equivalent to the refund required is necessary to be secured at the Ministry concerned. For ensuring the successful implementation of the tax exemption procedures, agreement and adjustments shall be made in advance with the ministries concerned including OPM, and a better understanding shall be attained about the budgetary provision. Besides, a close cooperation shall be established with the related Ministries such as MoFPED and URA for efficient progress.

(3) Payment Commission

In addition to the tax refund mentioned above, payment of commission for banking service based on the B/A is also needed. This bank commission is due to be settled by OPM. Therefore, it is necessary to reach at a common understanding in advance on the payment commission and the value-added tax.

(4) Securing of Construction Site

The land for the construction is basically secured, because all the targeted facilities of the project is an extension and rehabilitation of the existing facilities, and are not new facilities on a new land. Besides, land agreements are also acquired from the community through the Sub-county and District officer. Therefore, no problem is expected concerning the land issue.

However, before the implementation of the project, the outline of the project will be briefed to the community and school officials by the district officer in order to obtain the cooperation of the communities.

3-1-2 Preconditions and External Conditions for the Achievement of Overall Plan

The external conditions for achieving the sustained effect of this project are as follows.

(1) Consistent with the Plan at the Upper Level

The two decades long conflict has hampered the development of the region, and the communities are suffering extremely due to lack of basic social infrastructure facilities. Hence, GOU formulated PRDP with the overall goal of promoting stabilization in the region in order to regain and consolidate a peace environment, and to build the foundation for recovery and development. The overall strategy is to improve the parameters of social economic indexes in the Northern Region to reach up to the level of national average.

The target of this project is to improve access to basic infrastructure facilities such as primary school, and health center. Therefore, these improvements contribute to the upper plan of the country. On the other hand, in order to achieve the overall goal in the entire target areas, it is necessary to continue the development target, which was formulated already.

(2) Allocation of Staffs

On the completion of this project, the number of teachers is expected to increase from 5,213 to 6,926 in three years, and the health staffs in the five target districts is also expected to increase from 1,268 to 2,173. In many of the target schools of this project, 7 or more teachers have already been allocated for the targeted 7 classrooms. Some schools have voluntary teacher from community to supplement the shortage of number of teachers. These schools are expected to secure enough number of teachers. A proper allocation of the district staff including teachers is essential to achieve the goal.

(3) Operation and Maintenance of Facilities and Equipment

Proper operation and maintenance is necessary so that the facilities and equipments can have an extended life and can be utilized effectively. The schools and health centers are common buildings in the target area, and need regular maintenance such as painting on the wall etc. For this purpose, it is necessary to ensure enough budgets for the maintenance costs by each district.

The operation and maintenance of water supply facilities need a slightly higher expertise than the construction of the facilities. There are many trained pump mechanics in the target area, and hence, the maintenance of borehole facilities is possible at the site. However, the spare parts which need to be replaced on a regular basis including the frequency of exchange and the price of the parts should be explained in advance to the persons concerned (schools and

health centers) so as to conduct the operation and maintenance, and SMC and health centers are responsible for the management of the operation and maintenance of the facilities.

3-2 Project Evaluation

3-2-1 Relevance

Implementation of the project through Japanese Grant Aid Scheme shall be considered to be reasonable, because of the following reasons.

(1) Targeted Beneficiaries of the Project

This project is intended to improve education, health facilities and the access road to these social facilities. The beneficiaries of improving the schools will be the people living in the targeted school areas. Similarly, the beneficiaries of the health centers will be the residents of the target community. And, the improvements of the access road enable the people to access to the social facilities even in the dry season. In addition, improvements are also expected in transporting of agricultural inputs, agricultural products, and the access to the market, and a wide range of the benefits are expected to be achieved from this project.

(2) Goal and Urgency of the Project

After the conflict was settled, most of the IDPs have returned to their original sites. However, the promotion of the IDPs who are still living in the former IDP camps and reconstruction of their life in the return sites are needed urgently. This project is intended to improve the education, health facilities and the access road to these social facilities which is absolutely necessary for life reconstruction of IDPs. This means that this project is urgently required for the region, and has a high priority for implementation.

(3) Contributions for Achievement of Middle and Long term Goals

GOU formulated PRDP in 2007 with the overall goal of promoting stabilization in order to regain and consolidate peace environment and to build the foundation for recovery and development in Northern Uganda. The overall strategy is to improve the parameters of social and economic indexes in the Northern Region to reach the level of national average. PRDP document has been designed with four strategic objectives, i.e. 1) Consolidation of State Authority, 2) Rebuilding and Empowerment of Communities, 3) Revitalization of Economy and 4) Peace Building and Reconciliation.

The objectives of the project are improving the community related facilities such as education and health facilities for reconstructing and developing of Northern Uganda as a part of PRDP, and contributing to the goal of PRDP.

(4) Consistence with Japanese Strategy and Policy

The basic policy of ODA of Government of Japan towards Uganda is “Poverty reduction through economic growth”, and there are four prioritized areas of assistance including ① developing human resources (education, vocational training, etc), ② Improvement of basic life (health facilities, water supply, etc.), ③ Agricultural Development such as promotion of the rice cultivation and value-added farm products, etc), and ④ Improvement of basic economic infrastructure (road, electricity, etc). This project can contribute to the area of developing human resources, improving basic life, and the basic economic infrastructure through improving the educational and health facilities and access to these services in the community in Northern Uganda

3-2-2 Effectiveness

(1) Quantitative Effects

The expected quantitative effects of this project are as follows.

1) Education Component

- ① The number of classrooms of the target primary schools will be increased from 132 to 253 through the construction of 121 classrooms in this project.
- ② The receiving capacity of the pupils will be increased by 6,534 from 7,127 to 13,662 through the expanding of the classrooms.
- ③ The capacity of hospitalized patients will be 960 by constructing the general wards in this project. This figure was calculated as follows;

10 patients/10 beds * 48 weeks (simulating that one patient will stay for one week in average) * 2 sites = 960 patients

Table 3-2-1 Quantitative Effects

Effectiveness Indicator	Current (2011)	Projected (2017)
Number of the classrooms in good condition in the target schools (No. of classrooms)	132	253
Capacity for the pupils in the target schools (No. of pupils)	7,128	13,662
Capacity of hospitalized patients in the target health centers (No. of cases per year)	315	960

(2) Qualitative Effects

Qualitative effects of this project are as follows;

- ① Improvement of community related facilities such as primary schools and health centers will promote resettlement in the return sites for the IDPs.
- ② Safety of access to the community related facilities will be ensured by constructing culverts.
- ③ Improvement of study environment through construction of primary schools will improve the educational quality.
- ④ Recovering the units of outpatient and emergency through improving the health facilities and equipments will improve contents and quality of medical services.

[Appendices]

1. Member List of the Study Team

1 Member List of the Study Team

<Preparatory Survey>

Name	Title	Organization
Mr. Hitoshi Ara	Team Leader	JICA
Ms. Ai Miyahara	Planning of Cooperation Program	JICA
Mr. Yoshihisa Shiraishi	Planning of Procurement	JICS
Mr. Fusashige Sato	Consultant Leader/ Community Infrastructure 1	NTC International Co., Ltd
Mr. Takeshi Maeda	Road Designing 1/ Natural Condition	Oriental Consultants Co., Ltd
Mr. Itsuro Sakai	Bridge Designing 1	Oriental Consultants Co., Ltd
Dr. Andante Kemal Shemusu	Water Supply & Water Resources Planning	NTC International Co., Ltd
Mr. Kyoichi Sugiyama	Education facilities planning & designing 2/ Health facilities Planning & Designing 2	SEEDS International Co.
Ms. Mayu Aizawa	Health Facilities Planning 1& Designing 1 / Community Infrastructure 3	NTC International Co., Ltd
Mr. Yoshimi Takeda	Construction Plan / Procurement /Cost Estimation / Tender Document (Community Infrastructure) / Road Designing 2/ Bridge Designing 2	NTC International Co., Ltd
Mr. Hitoshi Okita	Construction Plan / Procurement/Cost estimation / Tender Document (Civil Work)	Oriental Consultants Co., Ltd
Mr. Eiichi Takigawa	Environmental and Social Consideration	NTC International Co., Ltd
Ms. Yumiko Katayama	Coordinator / Community Infrastructure 2	NTC International Co., Ltd

<Draft Report Explanation>

Name	Title	Organization
Mr. Hitoshi Ara	Team Leader	JICA
Mr. Yukinori Tsuruoka	Planning of Cooperation Program	JICA
Mr. Fusashige Sato	Consultant Leader/ Community Infrastructure 1	NTC International Co., Ltd
Dr. Andante Kemal Shemusu	Water Supply & Water Resources Planning	NTC International Co., Ltd
Mr. Kyoiti Sugiyama	Education facilities planning & designing 2/ Health facilities Planning & Designing 2	SEEDS International Co.
Mr. Eiichi Takigawa	Environmental and Social Consideration	NTC International Co., Ltd

<Daft Tender Document Explanation>

Name	Title	Organization
Mr. Shinji Hosoya	Procurement Management	JICS
Mr. Fusashige Sato	Consultant Leader/ Community Infrastructure 1	NTC International Co., Ltd
Dr. Andante Kemal Shemusu	Water Supply & Water Resources Planning	NTC International Co., Ltd

2. Study Schedule

2 Study Schedule

<Field Survey I >

No.	Date	Day	Official Members	Consultants Team leader/ Community Infrastructure	Road Designing 1/ Natural Conditions	Bridge Designing 1	Water Supply & Water Resources Planning
1	18-Apr	Mon		Movement (Japan - Dubai)			Movement (Japan - Dubai)
2	19-Apr	Tue		Movement (Dubai - Kampara)			Movement (Dubai - Kampara)
3	20-Apr	Wed		Movement (Kampara - Gulu), Site Investigation			Movement (Kampara - Gulu), Site Investigation
4	21-Apr	Thur		Site Investigation			Site Investigation
5	22-Apr	Fri					
6	23-Apr	Sat		Team Meeting / Arranging data and information			Team Meeting / Arranging data and information
7	24-Apr	Sun					
8	25-Apr	Mon		Site Investigation/ Movement (Gulu - Kampala)			Site Investigation
9	26-Apr	Tue					
10	27-Apr	Wed		Explanation of Inception Report			Site Investigation/ Movement (Gulu - kampala)
11	28-Apr	Thur					
12	29-Apr	Fri		Kick off meeting			Kick off meeting
13	30-Apr	Sat					
14	1-May	Sun		Team Meeting / Arranging data and information			Team Meeting / Arranging data and information
15	2-May	Mon					
16	3-May	Tue		Data collection about procurement process	Movement (Japan - Dubai)		Data collection about procurement process
17	4-May	Wed			Movement (Dubai - Kampala)/ Team Meeting		
18	5-May	Thur		Movement (Kampala - Gulu)	Movement (Kampala - Gulu)		Movement (Kampala - Gulu)
19	6-May	Fri	Movement (Japan -	Site Investigation	Site Investigation		Site Investigation
20	7-May	Sat	Movement (Dubai - Kampala)				
21	8-May	Sun	Movement (Kampala - Gulu), Meeting at	Meeting at JICA Gulu Office	Meeting at JICA Gulu Office		Meeting at JICA Gulu Office
22	9-May	Mon	Field Survey	Data arrangement	Data Arrangement		Data Arrangement
23	10-May	Tue	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer		Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer
24	11-May	Wed	Movement (Gulu - Kampala)	Movement (Gulu - Kampala)	Movement (Gulu - Kampala)		Movement (Gulu - Kampala)
25	12-May	Thur	Explanation and Discussion with Concerned Ministry, Report to JICA Kampala Office	Explanation and Discussion with Concerned Ministry, Report to JICA Kampala Office	Explanation and Discussion with Concerned Ministry, Report to JICA Kampala Office		Explanation and Discussion with Concerned Ministry, Report to JICA Kampala Office
26	13-May	Fri	Discussion on M/D with OPM	Discussion on M/D with OPM	Discussion on M/D with OPM		Discussion on M/D with OPM
27	14-May	Sat	Movement (Kampala - Dubai)	Arrangement of Collected Data	Arrangement of Collected Data		Arrangement of Collected Data
28	15-May	Sun	Movement (Dubai - Japan)	Movement (Kampala - Gulu)	Movement (Kampala - Gulu)		Movement (Kampala - Gulu)

No.	Date	Day	Official Members	Consultants Team leader/ Community Infrastructure	Road Designing 1/ Natural Conditions	Bridge Designing 1	Water Supply & Water Resources Planning
29	16-May	Mon					
30	17-May	Tue		Discussion on Site Selection with District	Discussion on Site Selection with District		Discussion on Site Selection with District
31	18-May	Wed					
32	19-May	Thur		Arrangement of Collected Data	Arrangement of Collected Data		Discussion on Water Sector with District
33	20-May	Fri					
34	21-May	Sat		Team Meeting. Arrangement of Collected Data	Movement (Gulu - Kampala)		Team Meeting. Arrangement of Collected Data
35	22-May	Sun			Preparation of Procurement for (Kampala - Dubai)		
36	23-May	Mon					
37	24-May	Tue		Discussion on Site Selection with District, Site Investigation	(Dubai - Japan)		Discussion on Site Selection with District, Site Investigation
38	25-May	Wed					
39	26-May	Thur					
40	27-May	Fri					
41	28-May	Sat					
42	29-May	Sun		Team Meeting. Arrangement of Collected Data			Team Meeting. Arrangement of Collected Data
43	30-May	Mon					
44	31-May	Tue		Discussion on Site (Parish) Selection with District, Site Investigation			Discussion on Site (Parish) Selection with District, Site Investigation
45	1-Jun	Wed					
46	2-Jun	Thur					
47	3-Jun	Fri					
48	4-Jun	Sat					
49	5-Jun	Sun		(Gulu - Kampala)			Arrangement of Collected Data
50	6-Jun	Mon		Discussion with Concerned Ministry, Report to JICA (Kampala - Dubai)			Discussion on Site (Parish) Selection with District, Site Investigation
51	7-Jun	Tue					
52	8-Jun	Wed					
53	9-Jun	Thur					
54	10-Jun	Fri					
55	11-Jun	Sat					
56	12-Jun	Sun					Arrangement of Collected Data
57	13-Jun	Mon					
58	14-Jun	Tue					Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Water Sector Officer, Preparation of Contract for Consultants
59	15-Jun	Wed					
60	16-Jun	Thur					
61	17-Jun	Fri					
62	18-Jun	Sat					
63	19-Jun	Sun					Arrangement of Collected Data

No.	Date	Day	Official Members	Consultants Team leader/ Community Infrastructure	Road Designing 1/ Natural Conditions	Bridge Designing 1	Water Supply & Water Resources Planning	
64	20-Jun	Mon					Arrangement of Collected Data	
65	21-Jun	Tue					(Gulu - Kampala)	
66	22-Jun	Wed					Discussion with Concerned Ministry Officer, Contract with Consultants for field Survey	
67	23-Jun	Thur		(Japan - Dubai)				
68	24-Jun	Fri		(Dubai - Kampala), Discussion at OPM				
69	25-Jun	Sat		Survey of Contractor, (Kampala - Gulu)			(Kampala - Gulu)	
70	26-Jun	Sun						
71	27-Jun	Mon		Discussion with District Officer				
72	28-Jun	Tue						
73	29-Jun	Wed		(Gulu - Kampala) Meeting at JICA Kampala Office	(Japan Dubai)	(Japan Dubai)	Field Survey on Road, Supervision of water resources investigation	
74	30-Jun	Thur		Meeting with Concerned Ministry (Kampala - Gulu)	(Dubai - Kampala)	(Dubai - Kampala)		
75	1-Jul	Fri			Team Meeting	Team Meeting		
76	2-Jul	Sat				(Kampala - Gulu)		
77	3-Jul	Sun		Arrangement of Collected Data	Arrangement of Collected Data		Arrangement of Collected Data	
78	4-Jul	Mon		Discussion on Target Component with District Officer	(Kampala - Gulu)	Site Investigation at Crossing Site, Preparation of Contract for Survey	Supervision of Water Resource investigation	
79	5-Jul	Tue			Site Investigation at Crossing Site, Preparation of Contract for Survey			
80	6-Jul	Wed						
81	7-Jul	Thur						
82	8-Jul	Fri	(Kabulu - Dubai)					(Gulu - Kampala)
83	9-Jul	Sat	(Dubai - Kampala) (Albania - Kampala)					
84	10-Jul	Sun	(Kampala - Gulu) Meeting at JICA Gulu Office	Meeting at JICA Gulu Office	Arrangement of Collected Data	Arrangement of Collected Data	Arrangement of Collected Data	

No.	Date	Day	Official Members	Consultants Team leader/ Community Infrastructure	Road Designing 1/ Natural Conditions	Bridge Designing 1	Water Supply & Water Resources Planning		
85	11-Jul	Mon	Field Survey	Field Survey	Site Investigation at Crossing Site, Supervision of Field Survey	Arrangement of Collected Data Preparation of Field Report	Supervision of Water Resource investigation		
86	12-Jul	Tue	Meeting with District Officer (Gulu - Kampala)	Meeting with District Officer (Gulu - Kampala)					
87	13-Jul	Wed	Meeting with Concerned Ministry Report to JICA Kampala Office	Meeting with Concerned Ministry Report to JICA Kampala Office					
88	14-Jul	Thur							
89	15-Jul	Fri							
90	16-Jul	Sat	(Kampala - Dubai)	(Kampala - Gulu)				(Dubai - Japan)	
91	17-Jul	Sun	(Dubai - Japan)	Arrangement of Collected Data				Arrangement of Collected Data	
92	18-Jul	Mon		Collection of information from each District				(Gulu - Kampala)	
93	19-Jul	Tue							
94	20-Jul	Wed		Discussion and Collection of Survey Result					
95	21-Jul	Thur			(Gulu - Kampala)				
96	22-Jul	Fri			Discussion at OPM				
97	23-Jul	Sat							
98	24-Jul	Sun		(Kampala - Dubai)					
99	25-Jul	Mon		(Dubai - Japan)	(Kampala - Dubai)				
100	26-Jul	Tue			(Dubai - Japan)				

No.	Date	Day	Education Facilities Planning & Designing 2/ Health Facilities Planning & Designing 2	Health Facility Planning & Designing 1/ Community Infrastructure 3	Construction Plan/ Procurement / Cost Estimation / Tender Document / Road & Bridge Designing 2	Construction Plan / Procurement / Cost Estimation / Tender Document	Environmental and Social Consideration	Coordinator / Community Infrastructure 2
1	18-Apr	Mon		Movement (Japan - Dubai)				Movement (Japan - Dubai)
2	19-Apr	Tue		Movement (Dubai - Kampara)				Movement (Dubai - Kampara)
3	20-Apr	Wed		Movement (Kampara - Gulu), Site Investigation				Movement (Kampara - Gulu), Site Investigation
4	21-Apr	Thur		Site Investigation				Site Investigation
5	22-Apr	Fri						
6	23-Apr	Sat		Team Meeting / Arranging data and information				Team Meeting / Arranging data and information
7	24-Apr	Sun						
8	25-Apr	Mon		Site Investigation/ Movement (Gulu - Kampala)				Site Investigation
9	26-Apr	Tue						
10	27-Apr	Wed		Explanation of Inception Report				Site Investigation/ Movement (Gulu - kampala)
11	28-Apr	Thur						
12	28-Apr	Fri		Kick off meeting				kick off meeting
13	30-Apr	Sat		Team Meeting / Arranging data and information				Team Meeting / Arranging data and information
14	1-May	Sun						
15	2-May	Mon		Attendance of follow up meeting/ site investigation				Attendance of follow up meeting/ site investigation
16	3-May	Tue	Movement (Japan - Dubai)	Site Investigation	Movement (Japan - Dubai)		Movement (Japan - Dubai)	Site Investigation
17	4-May	Wed	Movement (Dubai - Kampala)/ Team Meeting	Movement (Dubai - Kampala)/ Team Meeting	Movement (Dubai - Kampala)/ Team Meeting		Movement (Dubai - Kampala)/ Team Meeting	Movement (Dubai - Kampala)/ Team Meeting
18	5-May	Thur	Collection and discussion of standard drawing	Movement (Kampala - Gulu)	Collection and discussion of standard drawing		Collection and discussion of standard drawing	Movement (Kampala - Gulu)
19	6-May	Fri						
20	7-May	Sat	Investigation of Contractor, Movement (Kampala - Gulu)	Site Investigation	Investigation of Contractor, Movement (Kampala - Gulu)		Investigation of Contractor, Movement (Kampala - Gulu)	Site Investigation
21	8-May	Sun	Meeting at JICA Gulu Office	Meeting at JICA Gulu Office	Meeting at JICA Gulu Office		Meeting at JICA Gulu Office	Meeting at JICA Gulu Office
22	9-May	Mon	Field Survey	Field Survey	Data Arrangement		Data collection of environmental issue	Data Arrangement
23	10-May	Tue	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer		Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer	Meeting at JICA Gulu Office, Explanation and Discussion of Inception Report to District Officer
24	11-May	Wed		Movement (Gulu - Kampala)			Movement (Gulu - Kampala)	Coordination
25	12-May	Thur	Data Collection and Field Survey of Education Facilities	Explanation and Discussion with Concerned Ministry, Report to JICA Kampala Office	Data Collection of Procurement		Explanation and Discussion with Concerned Ministry, Report to JICA Kampala Office	Data Collection of District Development Plan
26	13-May	Fri	Data Collection of District Development Plan	Discussion on M/D with OPM	Data Collection of District Development Plan		Discussion on M/D with OPM	
27	14-May	Sat		Arrangement of Collected Data				
28	15-May	Sun	Arrangement of Collected Data	Movement (Kampala - Gulu)	Arrangement of Collected Data		Arrangement of Collected Data	Arrangement of Collected Data

No.	Date	Day	Education Facilities Planning & Designing 2/ Health Facilities Planning & Designing 2	Health Facility Planning & Designing 1/ Community Infrastructure 3	Construction Plan/ Procurement / Cost Estimation / Tender Document / Road & Bridge Designing 2	Construction Plan / Procurement / Cost Estimation / Tender Document	Environmental and Social Consideration	Coordinator / Community Infrastructure 2	
29	16-May	Mon	Discussion on Site Selection with District	Discussion on Site Selection with District	(Gulu - Kampala)		Data Collection of Environmental Issue from Concerned Ministry	Discussion on Site Selection with District	
30	17-May	Tue							
31	18-May	Wed							
32	19-May	Thur	Discussion on Education Sector with District Officer	Discussion on Education Sector with District Officer	Data Collection of Procurement and Design Standard		Arrangement of Collected Data		
33	20-May	Fri							
34	21-May	Sat	Team Meeting. Arrangement of Collected Data	Team Meeting. Arrangement of Collected Data		Arrangement of Collected Data	Team Meeting. Arrangement of Collected Data		
35	22-May	Sun			(Kampala - Gulu)				
36	23-May	Mon	Discussion on Site Selection with District, Site Investigation	Discussion on Site Selection with District, Site Investigation	Discussion on Site Selection with District, Site Investigation	Discussion on Site Selection with District, Site Investigation	Discussion on Site Selection with District, Site Investigation		
37	24-May	Tue							
38	25-May	Wed							
39	26-May	Thur	Arrangement of Collected Data				Arrangement of Collected Data		
40	27-May	Fri							
41	28-May	Sat							
42	29-May	Sun	Team Meeting. Arrangement of Collected Data	Team Meeting. Arrangement of Collected Data	Team Meeting. Arrangement of Collected Data		Team Meeting. Arrangement of Collected Data		
43	30-May	Mon	Discussion on Site (Parish) Selection with District, Site Investigation	Discussion on Site (Parish) Selection with District, Site Investigation	Preparation of BOQ Table for Quotation		Discussion on Site (Parish) Selection with District, Site Investigation		
44	31-May	Tue							
45	1-Jun	Wed							
46	2-Jun	Thur							
47	3-Jun	Fri							
48	4-Jun	Sat							
49	5-Jun	Sun	Arrangement of Collected Data	(Gulu - Kampala)	(Gulu - Kampala)		(Gulu - Kampala)		
50	6-Jun	Mon	Discussion on Site (Parish) Selection with District, Site Investigation	Discussion with Concerned Ministry, Report to JICA Kampala Office	Survey of Contractor, Request of Quotation		Discussion with Concerned Ministry, Report to JICA Kampala Office	Data Collection of Procurement Process	
51	7-Jun	Tue							
52	8-Jun	Wed							
53	9-Jun	Thur							
54	10-Jun	Fri							
55	11-Jun	Sat	Arrangement of Collected Data	Arrangement of Collected Data			Arrangement of Collected Data		
56	12-Jun	Sun							
57	13-Jun	Mon	Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Education Sector Officer	(Kampala - Gulu)	Request of Quotation to Contractor, Data Collection of Construction Plan, Material			(Kampala - Gulu)	
58	14-Jun	Tue							
59	15-Jun	Wed							
60	16-Jun	Thur							
61	17-Jun	Fri							
62	18-Jun	Sat		Discussion on Site (Parish) Selection with District, Site Investigation for Road and Crossing			Discussion on Site (Parish) Selection with District		
63	19-Jun	Sun	Arrangement of Collected Data	Arrangement of Collected Data	Arrangement of Collected Data			Arrangement of Collected Data	

No.	Date	Day	Education Facilities Planning & Designing 2/ Health Facilities Planning & Designing 2	Health Facility Planning & Designing 1/ Community Infrastructure 3	Construction Plan/ Procurement / Cost Estimation / Tender Document / Road & Bridge Designing 2	Construction Plan / Procurement / Cost Estimation / Tender Document	Environmental and Social Consideration	Coordinator / Community Infrastructure 2		
64	20-Jun	Mon	Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Education Sector Officer	Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Health Sector Officer	Discussion on Site (Parish) Selection with District, Site Investigation for Road and Crossing			Date Collection of Community School		
65	21-Jun	Tue								
66	22-Jun	Wed								
67	23-Jun	Thur				(Gulu - Kampala)			(Gulu Kampala)	
68	24-Jun	Fri				Survey of Contractor, Request of Quotation			Survey of Contractor, Request of Quotation	
69	25-Jun	Sat								
70	26-Jun	Sun	Arrangement of Collected Data	Arrangement of Collected Data	Arrangement of Collected Data			Arrangement of Collected Data		
71	27-Jun	Mon	Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Education Sector Officer	Discussion with District Officer	Survey of Contractor, Request of Quotation, Team Meeting			Discussion with Concerned Ministry, Data Collection of Duty, Team Meeting		
72	28-Jun	Tue								
73	29-Jun	Wed				(Gulu - Kampala)	(Japan - Dubao)			
74	30-Jun	Thur				Discussion with Concerned Ministry, Team Meeting	(Dubai - Kampala)			
75	1-Jul	Fri					Team Meeting			
76	2-Jul	Sat					(Kampala - Gulu)			
77	3-Jul	Sun	Arrangement of Collected Data	Arrangement of Collected Data	Arrangement of Collected Data			Arrangement of Collected Data		
78	4-Jul	Mon	Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Education Sector Officer	Discussion on Site (Parish) Selection with District, Site Investigation, Discussion with Health Sector Officer	Survey of Contractor, Request of Quotation	Site Investigation at Crossing Site, Preparation of Contract for Survey		Survey of Contractor, Request of Quotation		
79	5-Jul	Tue					(kampala - Gulu)			
80	6-Jul	Wed							(Kampala - Dubai)	
81	7-Jul	Thur							(Dubai - Japan)	
82	8-Jul	Fri								(Kampala - Gulu)
83	9-Jul	Sat								
84	10-Jul	Sun	Arrangement of Collected Data	Meeting at JICA Gulu Office		Arrangement of Collected Date		Arrangement of Collected Data		

No.	Date	Day	Education Facilities Planning & Designing 2/ Health Facilities Panning & Designing 2	Health Facility Planning & Designing 1/ Community Infrastructure 3	Construction Plan/ Procurement / Cost Estimation / Tender Document / Road & Bridge Designing 2	Construction Plan / Procurement / Cost Estimation / Tender Document	Environmental and Social Consideration	Coordinator / Community Infrastructure 2	
85	11-Jul	Mon	Site Investigation of Heal Facilities	Field Survey		Collection of Quotation, Arrangement of Collected Data		Collection of Quotation, Arrangement of Collected Data	
86	12-Jul	Tue		Meeting with District Officer (Gulu - Kampala)					
87	13-Jul	Wed		Meeting with Concerned Ministry					
88	14-Jul	Thur		JICAカンパラ事務所への報告					
89	15-Jul	Fri		(Kampala - Dubai)					
90	16-Jul	Sat		(Dubai - Japan)					
91	17-Jul	Sun	Arrangement of Collected Data			Arrangement of Collected Data		Arrangement of Collected Data	
92	18-Jul	Mon	Arrangement of Collected Data, Drawings			(Kampala - Dubai)		Coordination Work Collection and Discussion of Health Equipment	
93	19-Jul	Tue				(Dubai - Japan)			
94	20-Jul	Wed							
95	21-Jul	Thur							(Gulu - Kampala)
96	22-Jul	Fri							Coordination Work Report to JICA Kampala Office
97	23-Jul	Sat	(Gulu - Kampala)					(Kampala - Dubai)	
98	24-Jul	Sun	(Kampala - Dubai)					(Dubai - Japan)	
99	25-Jul	Mon	(Dubai - Japan)						
100	26-Jul	Tue							

<Field SurveyII>

No	Date	Day	Official Members		Consultants Team leader/ Community Infrastructure	Water Supply & Water Resources Planning	Education Facilities Planning & Designing 2/
1	21-Nov	Mon			(Japan - Dubai)	(Japan - Dubai)	
2	22-Nov	Tue			(Dubai - Kampala)	(Dubai - Kampala)	
3	23-Nov	Wed			AM: NEMA PM: (Kampala - Gulu)	AM: NEMA PM: (Kampala - Gulu)	
4	24-Nov	Thur			Explanation and Discussion	Explanation and Discussion	
5	25-Nov	Fri			on Draft Report	on Draft Report	
6	26-Nov	Sat			Site Investigation (Soil Test)	Site Investigation (Soil Test)	
7	27-Nov	Sun			Arrangement of Collected Data	Arrangement of Collected Data	(Japan - Dubai)
8	28-Nov	Mon			Explanation and Discussion	Explanation and Discussion	(Dubai - Kampala)
9	29-Nov	Tue			on Draft Report	on Draft Report	Discussion and Data Collection (MOES)
10	30-Nov	Wed			(Gulu - Kampala)	(Gulu - Kampala)	Discussion and Data Collection (MOH)
11	1-Dec	Thur			Explanation of Draft Report, Preparation of Procurement for Tender Document	Explanation of Draft Report, Preparation of Procurement for Tender Document	Explanation of Draft Report, Preparation of Procurement for Tender Document
12	2-Dec	Fri		(Japan - Dubai)	Explanation of Draft Report, Preparation of Procurement for Tender Document	Explanation of Draft Report, Preparation of Procurement for Tender Document	Explanation of Draft Report, Preparation of Procurement for Tender Document
13	3-Dec	Sat		(Dubai - Kampala)	Preparation of Procurement on Tender Document	Preparation of Procurement on Tender Document	Preparation of Procurement on Tender Document
14	4-Dec	Sun	(Japan - Dubai)	(Kampala - Gulu) Site Investigation	Arrangement of Collected Data	(Kampala - Gulu) Site Investigation	Arrangement of Collected Data
15	5-Dec	Mon	(Dubai - Kampala)	Site Investigation	Explanation of Draft Report, Team Meeting	Site Investigation	Explanation of Draft Report, Team Meeting
16	6-Dec	Tue	Explanation of Draft Report, Team Meeting	(Gulu - Kampala) Team Meeting	Explanation of Draft Report, Team Meeting	(Gulu - Kampala) Team Meeting	Explanation of Draft Report, Team Meeting
17	7-Dec	Wed	Explanation of Draft Report	Explanation of Draft Report	Explanation of Draft Report	Explanation of Draft Report	Explanation of Draft Report, Team Meeting
18	8-Dec	Thur	Discussion on M/D at OPM	Discussion on M/D at OPM	Discussion on M/D at OPM	Discussion on M/D at OPM	Discussion on M/D at OPM
19	9-Dec	Fri	Report to JICA Kampala Office and Embassy of Japan	Report to JICA Kampala Office and Embassy of Japan	Report to JICA Kampala Office and Embassy of Japan	Report to JICA Kampala Office	Report to JICA Kampala Office
20	10-Dec	Sat	(Kampala - Dubai)	(Kampala - Dubai)	Arrangement of Collected Data	Arrangement of Collected Data	(Kampala - Dubai)
21	11-Dec	Sun	(Dubai - Japan)	(Dubai - Japan)	Arrangement of Collected Data	Arrangement of Collected Data	(Dubai - Japan)
22	12-Dec	Mon			Preparation of Procurement on Tender Document	Preparation of Procurement on Tender Document	
23	13-Dec	Tue					
24	14-Dec	Wed			(Kampala - Dubai)	(Kampala - Dubai)	
25	15-Dec	Thur			(Dubai - Japan)	(Dubai - Japan)	

<Field SurveyIII>

No	Date	Day	Official Members	Consultants Team leader/ Community Infrastructure	Water Supply & Water Resources Planning
1	24-Jan	Tue		(Japan - Dubai)	
2	25-Jan	Wed		(Dubai - Kampala)	
3	26-Jan	Thur		Collection and Study of Draft Tender Document	
4	27-Jan	Fri	(Japan - Dubai)	Meeting at OPM, Arrangement of Draft Tender Document	
5	28-Jan	Sat	(Dubai - Kampala)	Arrangement of Draft Tender Document	
6	29-Jan	Sun		(Kampala - Gulu)	
7	30-Jan	Mon		Meeting with District Officer (Working Group)	
8	31-Jan	Tue		(Gulu - Kampala)/Meeting with Concerned Ministry (Working Group)	
9	1-Feb	Wed		Explanation and Discussion (MOH, MOES)	
10	2-Feb	Thur		Explanation and Discussion (MOW, MOES)	
11	3-Feb	Fri		(Kampala - Dubai)	
12	4-Feb	Sat		(Dubai - Japan)	

3. List of Parties Concerned in the Recipient Country

3 List of Parties Concerned in the Recipient Country

Japanese Side

	Name	Title
	Mr. Tetsuo Seki	Chief Representative, JICA Uganda Office
	Ms. Akiko Nanami	Representative, JICA Uganda Office
	Dr. Hirofumi Hoshi	Senior Representative, JICA Uganda Office Program Manager, JICA Gulu Office
	Mr. Yoshiharu Nakamura	Project Formulation Adviser, JICA Gulu Field Office
	Ms. Kazumi Nakamura	Project Formulation Adviser, JICA Gulu Field Office
	Mr. Tomohito Kanaizuka	ODA Loan Adviser, MoFPED

Ugandan Side (OPM)

	Name	Title
1	Mr. Pius Bigirimana	Permanent Secretary
2	Ms. Flavia Waduwa	Under Secretary
3	Mr. Benon Kigenyi	PAS NUR
4	Mr. Mwenyi Davis CM	Principal Development Officer/ NUR
5	Mr. Fiona Davies	Senior Recovery Adviser, PRDP
6	Mr. Maxwell Chrysolite Kamanyile	Programme Officer of Pacification and Development

(Ministry of Education and Sport : MoES)

	Name	Title
1	Mr. Chibenge	Under Secretary
2	Mr. Godfrey Arnold Dhatemwa	Commissioner of Education Planning Department
3	Mr. Richard Kabagambe	Senior Economist of Education Planning Department
4	Ms. Mugerwa Chatherine	Commissioner of Primary Education
5	Mr. Daniel Nkaada	Commissioner Pre-Primary and Primary Education
6	Mr. Ilahi Mansoor	Assistant Commissioner Technical Education
7	Mr. Akankwasa Justus	Assistant Commissioner CMU (Construction Management Unit)
8	Mr. Tinkasiimire Emmanuel	Engineer CMU (Construction Management Unit)
9	Mr. Isaac Kyabgoss	Ac Procurement
10	Ms. Elizabeth Mutumba	SEO/BE
11	Mr. Mukwana Ronald	Construction Unit, Clerk Of Works

(Ministry of Health : MoH)

	Name	Title
1	Mr. SS Kyambadde	Under Secretary
2	Mr. Jacinto Amandua	Commissioner
3	Mr. S.S.B.Wanda	Assistant Commissioner Health Infrastructure
4	Mr. Paul Kaliba	Engineer Health Infrastructure Division
5	Mr. Achen Jane Ruth	Director General Health Services

(Ministry of Water and Environment : MoWE)

	Name	Title
1	Mr. Okello Geatano	Principal Engineer (Rural Water and Sanitation)
2	Mr. Tushabe Aus-Ali	Assistant Comisioner Planning and Development
3	Mr. Robert Mutiibwa Kiya	Principa Water Officer
4	Mr. Erisa Kyeyune	Hydrologist/ Hydro Geologist
5	Mr. Eyatu	Department of Water Development
6	Mr. Soti Bamukama	Department of Water Development

(Ministry of Works and Transport : MoWT)

	Name	Title
1	Mr. Makanga David	Acting Assistant Commissioner (Quality Assurance)
2	Mr. Opio Charles	Assistant Commissioner Policy Planning
3	Mr. Richard Tonny Mugenyi	National Roads Division
4	Mr. Alex Onen	Principal Engineer
5	Mr. Mulabbi Elliot	Senior Engineer
6	Mr. Magala Gedfrey	Civil Engineer, Urban Road, Japan's Desk
7	Mr. Mutemo Charles	Principal Environment Officer
8	Mr. Okiror Peter	Environment Officer
9	Mr. Aliba Ivan	Budgeting-IT
10	Mr. Giles Odongo Okot	Principal Quantity Surveyor

(National Environment Management Authority : NEMA)

	Name	Title
1	Mr. Waiswa Ayazika Arnold	Director of Environmental Monitoring & Compliance

(Ministry of Finance, Planning and Economic Development : MoFPED)

	Name	Title
1	Mr. Muhumuza Ntacyo Juvenal	Senior Economist, Finance Officer, Aid Liaison Department

(Ministry of Local Government : MoLG)

	Name	Title
1	Ms. Mwenge Gloria Edith-Nakabuye	Senior Administrative Officer

(Gulu District)

	Name	Title
1	Mr. Abdallah Musobya Kiganda	Chief Administrative Officer
2	Mr. Ogwang Bernard	Deputy Chief Administrative Officer
3	Mr. Otim Chris Nokrach	District Planner
4	Mr. Oceng Vincent	District Education Officer
5	Mr. Paul Onek	District Health Officer
6	Mr. Okello Denis	District Health Inspector
7	Mr. Olal Obong	District Engineer
8	Mr. Okema Stephen	District Water Officer
9	Mr. Samuel Okeno	District Environmental Officer

(Kitgum District)

	Name	Title
1	Mr. Okaka Geoffrey	Chief Administrative Officer
2	Mr. Steven Lakwonyero	Assistant Chief Administrative Officer
3	Mr. Oola Eugene	District Planner
4	Mr. Okello James Okidi	District Population Officer
5	Mr. Amo Okwe Okaka	District Education Officer
6	Mr. Olwedo Alex Odong	District Health Officer
7	Mr. Bongomin Lonyomoi	District Engineer
8	Mr. David Oyok	District Environmental Officer

(Pader District)

	Name	Title
1	Mr. Otai Charls	Chief Administrative Officer
2	Mr. Okwir Robert	Assistant Chief Administrative Officer
3	Ms. Amony Catherine	District Planner
4	Mr. Charles Obol Okidi	District Education Officer
5	Dr. Janet Oola	District Health Officer
6	Mr. Lubang Benedict	District Engineer
7	Mr. Otto Francis	District Water Officer

(Lamwo District)

	Name	Title
1	Mr. Grandfield Oryono	Chief Administrative Officer
2	Mr. George Ocaya	Deputy Chief Administrative Officer/ Procurement Officer
3	Mr. Opio Alessius	Senior Assistant Secretary
4	Mr. Onywaronga Albone	District Planner
5	Mr. Christopher Obalim	District Education Officer
6	Mr. Oyoo Charles Akiya	District Health Officer
7	Mr. Akena Leonard	District Engineer

(Agago District)

	Name	Title
1	Mr. Lakony Lino	District Planner
2	Mr. Amone Charles	District Education Officer
3	Mr. Adonga Bimeny	District Health Officer
4	Mr. Omal	District Environmental Officer
5	Mr. Acayo Grace	District Water Officer

(Others: International Organization, Donor, NGO)

	Name	Title
1	Mr. Mulugeta	UNICEF
2	Mr. Willilam Wassawa	Supply Officer, UNICEF
3	Mr. Mark Tribble	Chief of Party, NUDEIL, USAID
4	Ms. Casay M. Holins	Special Projects Engineer, NUDEIL, USAID
5	Mr. Comfort Zacia Dradri	Environmental Specialist, NUDEIL, USAID

4. Minutes of Discussion

Minutes of Discussions
on the Preparatory Survey for
the Project for Rebuilding Community for Promoting Return and Resettlement of
Internally Displaced Persons in Acholi Sub-region in Northern Uganda

The Government of Japan (hereinafter referred to as "GOJ") decided to conduct a Preparatory Survey on the Project for Rebuilding Community for Promoting Return and Resettlement of Internally Displaced Persons in Acholi Sub-region in Northern Uganda (hereinafter referred to as "the Project") and entrusted the survey to the Japan International Cooperation Agency (hereinafter referred to as "JICA").

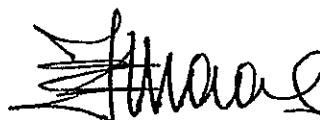
JICA sent to the Republic of Uganda the Preparatory Survey Team (hereinafter referred to as "the Team"), which is headed by Mr. Hitoshi Ara, Adviser to the Director General, Economic Infrastructure Department of JICA, and has stayed in the country from May 8th to 13th, 2011. The Team held discussions with the officials concerned of the Government of Uganda (hereinafter referred to as "GOU") and conducted a field survey in the survey area.

In the course of discussions and field survey, both parties confirmed the main items described on the attached sheets.

Kampala, 13th May, 2011



Hitoshi Ara
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Pius Bigirimana
Permanent Secretary
Office of Prime Minister
The Republic of Uganda

ATTACHMENT

1. Objective of the Project

The objective of the Project is to promote resettlement of internally displaced persons in Acholi sub-region in Northern Uganda through improving social facilities of communities.

2. Project site

The site of the Project is located in Acholi Sub-region in Northern Uganda as shown in ANNEX-1. The priority districts are Kitgum, Lamwo, Pader, Agago and Gulu as Amuru and Nwoya are supported by past cooperation by JICA.

3. Responsible Organization and Implementing Agency

The responsible and implementing organization of the Project is the Office of Prime Minister of Uganda (hereinafter referred to as "OPM"). OPM takes overall responsibilities of the Project from preparation to implementation stage in coordination with other parties to be concerned. The draft structure of the implementation for the Project is described in ANNEX-2.

4. Items Requested by the Government of Uganda

4-1 Requested components of the Project

Both sides confirmed the requested components to be covered by the Project are multi-sector social facilities of communities in Acholi sub-region; namely, improvement of primary schools and health care centers, construction of boreholes and improvement of access to social facilities.

4-2 Prioritization of the Project components

Both sides confirmed the methodology to prioritize the candidate project sites and components by the following procedures.

- (1) Identify candidate communities (parishes) based on the number of beneficiaries
- (2) Confirm current condition of social infrastructure in candidate communities (parishes)
- (3) Prioritize communities (parishes) to be supported by the Project
- (4) Determinate facilities to be improved/constructed by the Project

5. Japan's Program Grant Aid for Conflict Prevention and Peace Building

Ugandan side understood the Japan's Grant Aid for Conflict Prevention and Peace Building explained by the Team, as described in ANNEX-3, ANNEX-4, and ANNEX-5.

6. Undertakings of Ugandan Side for the Project

Ugandan side agreed to take the necessary measures, as described in ANNEX-6, for smooth implementation of the Project. Draft division of roles among Ugandan parties is indicated in ANNEX-7, which will be finalized by OPM in coordination with other parties and reported to JICA by the end of June, 2011.



7. Schedule of the Survey

Both sides confirmed the tentative schedule of the Survey as follows.

- (1) The Team will proceed to undertake further survey in Uganda until August, 2011
- (2) Based on the result of the survey in Uganda, the Team continues the survey in Japan until October, 2011. JICA will dispatch a draft report explanation mission to Uganda in October/November, 2011.
- (3) Based on the results of discussions of the above mission, the Team will prepare a draft tender documents and detailed designs for the Project in April, 2012.

8. Other Relevant Issues

8-1 Allocation of Budget

Ugandan side agreed to pay all taxes required for implementation of the Project and undertakes to utilize the facilities for the purpose of which they have been constructed. OPM will coordinate the implementation of the Project by line ministries and districts.

8-2 Environmental and Social Considerations

Ugandan side agreed that environmental and social consideration of the Project shall be followed by the JICA Guidelines for Environmental and Social Considerations as well as relevant laws and regulations of the Republic of Uganda. It is also confirmed by both sides that conducting the necessary surveys including obtaining certification to implement the Project by the National Environmental Management Authority of the Republic of Uganda is taken responsibility by Ugandan side and completed before conclusion of Exchange of Notes between GOU and GOJ.

8-3 Land Acquisition

Ugandan side agreed to secure land acquisition, resettlement of project affected people (if necessary), utility relocation and land clearance substantially by time of commencement of tender procedures for the Project.

8-4 Removal of Mines and Unexploded Ordinances (UXOs)

Both sides confirmed that places which have not been cleared of mines and UXOs will not be selected as the Project site. Ugandan side agreed to remove any mines and UXOs in case they are found during the Survey and the Project implementation

8-5 Undertakings for the Survey Team

Ugandan side agreed to fully cooperate with the Team to conduct the survey including provision of all necessary data and information and allocation of counterpart personnel during the period of the survey in Uganda

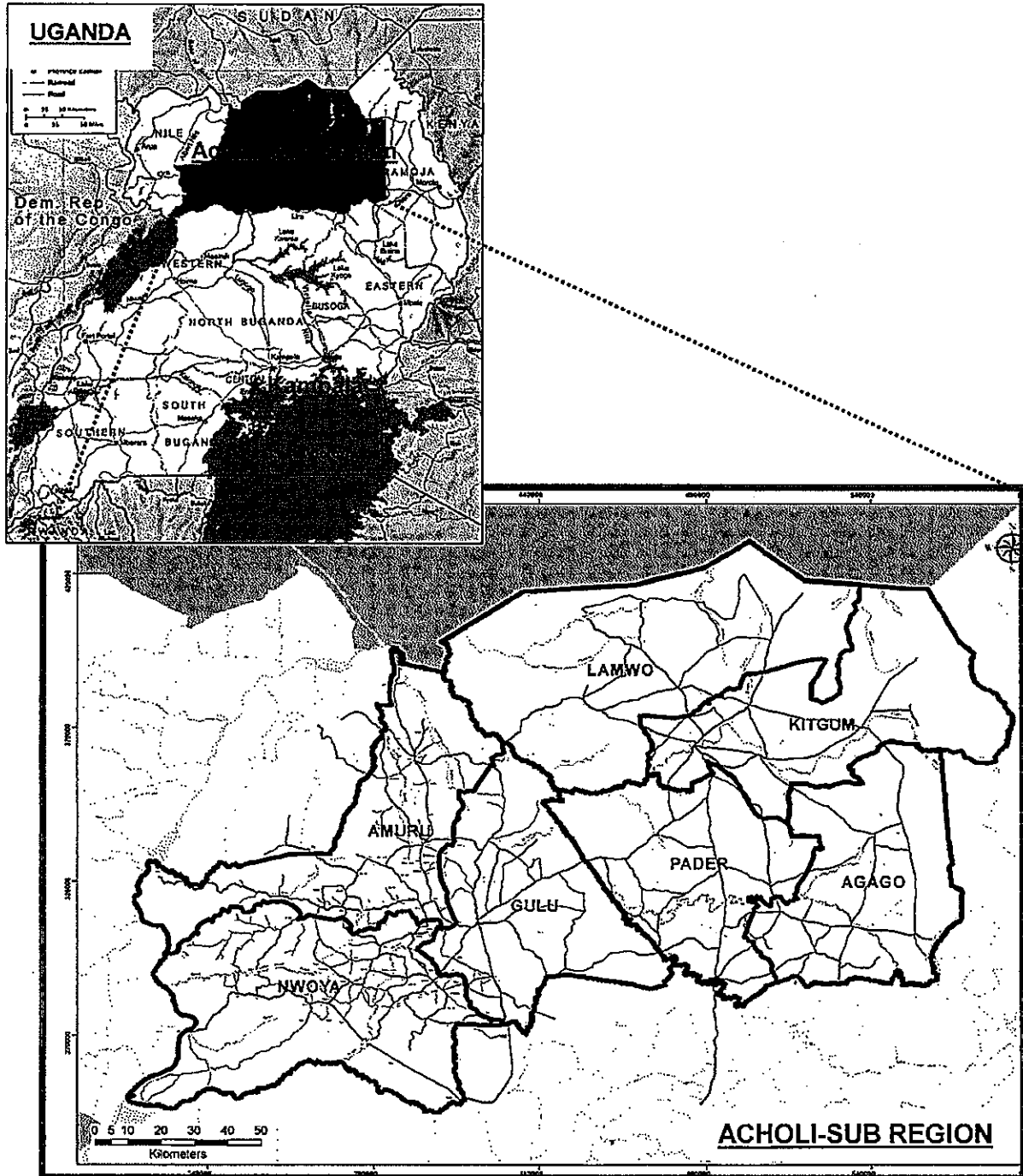
<List of Annex>

ANNEX-1 Location of Project Site

- ANNEX -2 Draft Structure of the Project Implementation
- ANNEX -3 Japan's Grant Aid Scheme for Conflict Prevention and Peace Building
- ANNEX -4 General Flow of Japan's Grant Aid Scheme for Conflict Prevention and Peace Building
- ANNEX -5 Flow of Funds for implementation under the Japan's Grant Aid Scheme for Conflict Prevention and Peace Building
- ANNEX -6 Major Undertakings to be taken by Each Government
- ANNEX-7 Draft Division of Roles of Ugandan Parties



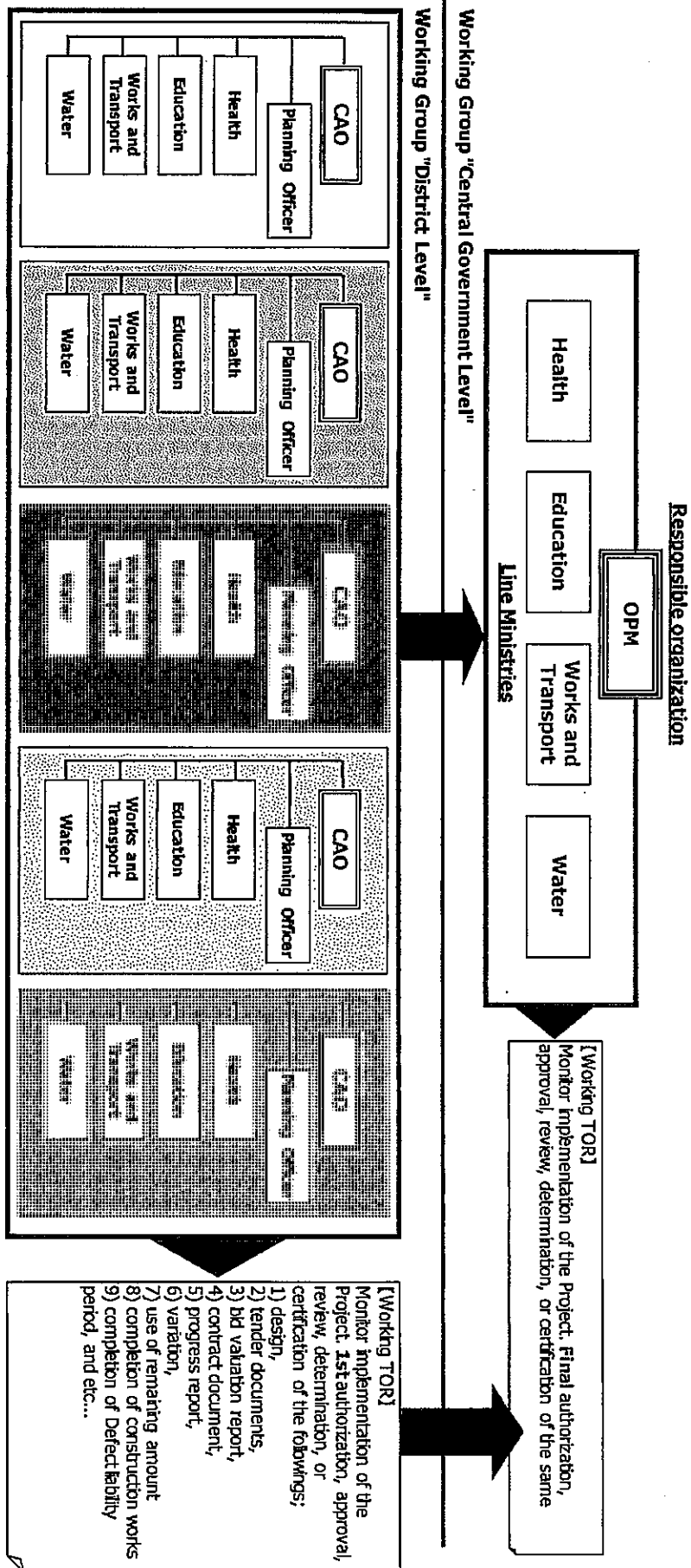
Location of Project Site



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Draft Structure of Project Implementation

ANNEX-2



Japan's Grant Aid Scheme for Conflict Prevention and Peace Building

The Government of Japan (hereinafter referred to as "the GOJ") is implementing the organizational reforms to improve the quality of ODA operations, and as part of this realignment, JICA was reborn on October 1, 2008. After the reborn of JICA, following the decision of the GOJ, JICA is executing agency of Grant Aid Scheme for Conflict Prevention and Peace Building (hereinafter referred to as "GACPPB").

Grant Aid is non-reimbursable fund to a recipient country to procure the facilities, equipment and services (engineering services and transportation of the products, etc.) for economic and social development of the country under principles in accordance with the relevant laws and regulations of Japan. The Grant Aid is not supplied through the donation of materials as such.

The Grant Aid scheme for GACPPB aims to prevent occurrence or reoccurrence of conflict as well as to mitigate the various hardships that people face during the conflict and in its immediate aftermath, and to attain durable development over the long term.

1. Procedure for GACPPB

- Preparatory Survey (hereinafter referred to as "the Survey")
 - the Survey conducted by JICA
 - Design and Cost Estimation
 - Explain the report
- Appraisal & Approval
 - Appraisal by The GOJ and JICA, and Approval by the Japanese Cabinet
- Determination of Implementation
 - The Notes (hereinafter referred to as "the E/N") exchanged between the GOJ and a recipient country
- Grant Agreement (hereinafter referred to as "the G/A")
 - Agreement concluded between JICA and a recipient country
- Implementation
 - Implementation of the Project on the basis of the E/N and the G/A

Essential points of implementation of the Project to be agreed upon are outlined as follows:

- a) JICA executes the Grant by making payments of the amount agreed upon in the E/N and pays serious attention to ensure the accountability on proper and effective use of the Grant for the Project / the Program.
- b) The products and services shall be procured and provided in accordance with "Procurement Guidelines of Japan's Grant Aid (Type I-C)".
- c) The Government of recipient country shall conclude an employment contract with the Agent.
- d) The Government of recipient country shall designate the Agent as the representative acting in the name of the Government of recipient country concerning all transfers of funds to the Agent.

2. Preparatory Survey

1) Contents of the Survey

The aim of the Survey to provide a basic document necessary for the appraisal of the Project by the JICA and the GOJ. The contents of the Survey are as follows:

- (1) Confirmation of the background, objectives, and benefits of the Project and also institutional capacity of agencies and communities concerned of the recipient country necessary for the implementation of the Project.*
- (2) Evaluation of the appropriateness of the Project to be implemented under the GACPPB from a technical, financial, social and economic point of view;*
- (3) Confirmation of items agreed on by both parties concerning the basic concept of the Project.*
- (4) Preparation of an outline design of the Project.*
- (5) Estimation of cost for the Project.*

The contents of the original request by recipient country are not necessarily approved in their initial form as the contents of the Grant Aid project. The Outline Design of the Project is confirmed considering the guidelines of Japan's Grant Aid scheme.

JICA requests the Government of the recipient country to take whatever measures are necessary to ensure its self-reliance in the implementation of the Project. Such measures must be guaranteed even though they may fall outside of the jurisdiction of the organization in the recipient country actually implementing the Project. Therefore, the implementation of the Project is confirmed by all relevant organizations of the recipient country through the Minutes of Discussions.

2) Selection of Consultants

JICA selects (a) firm(s) based on proposals submitted by interested firms. The firm(s) selected carry(ies) out the Survey and write(s) a report, based upon terms of reference set by JICA. The consultant firm(s) used for the Survey is (are) recommended by JICA to the recipient country to also work on the Project's implementation after the E/N and the G/A, in order to maintain technical consistency.

3. Japan's Grant Aid Scheme

1) The E/N and G/A

After the Project approved by the Cabinet of Japan, the E/N will be signed between the GOJ and the Government of the recipient country to make a plea for assistance, which is followed by the conclusion of the G/A between JICA and the Government of the recipient country to define the necessary articles to implement the Project, such as payment conditions, responsibilities of the Government of the recipient country, and procurement conditions.

2) "Procurement Guidelines of Japan's Grant Aid (Type I-C)"

Focal Points of the "Procurement Guidelines of Japan's Grant Aid (Type I-C)", which are prepared by JICA and are authorized by the GOJ and set forth the general rules to be followed by the government of recipient country in implementation of GACPPB, are outlined as follows:

a) The Agent

The Agent is the organization which provides procurement services of products and services on behalf of the Government of the recipient country according to the Agent Agreement with the the Government of the recipient country. The Agent is recommended to the Recipient by the GOJ and agreed between the two Governments in the A/M.

b) Agent Agreement

The Government of the recipient country shall conclude an Agent Agreement, within two month after the date of entry into force of the G/A. The scope of the Agent's services shall be clearly specified in the Agent Agreement.

c) Approval of the Agent Agreement

The Agent Agreement, which is prepared as two identical documents, shall be submitted to the JICA by the Government of the recipient country through the Agent. The JICA confirms whether or not the Agent Agreement is concluded in conformity with the E/N and the G/A and the Procurement Guidelines of Japan's Grant Aid (Type I-C), and approves the Agent Agreement.

The Agent Agreement concluded between the Government of recipient country and the Agent shall become effective after the approval by the JICA in a written form.

d) Payment Methods

The Agent Agreement shall stipulate that "regarding all transfers of the fund to the Agent, the Government of the recipient country shall designate the Agent to act on behalf of the Government of the recipient country and issue a Blanket Disbursement Authorization ("the BDA") to conduct the transfer of the fund (Advances) to the Procurement Account from the Recipient Account."

The Agent Agreement shall clearly state that the payment to the Agent shall be made in Japanese yen from the Advances and that the final payment to the Agent shall be made when the total Remaining Amount become less than 3 % of the Grant and its accrued interest.

e) Products and Services Eligible for Procurement

Products and services to be procured shall be selected from those defined in the G/A.

f) Firms

In principle, firms for construction works could be of recipient country's nationality or of Japanese nationality.

Besides, firms of any nationality could be contracted as suppliers as long as the firms satisfy the conditions specified in the tender documents.

g) Method of Procurement

In implementing procurement, sufficient attention shall be paid so that there is no unfairness among tenderers who are eligible for the procurement of products and services.

For this purpose, competitive tendering shall be employed in principle.



h) Tender Documents

The tender documents should contain all information necessary to enable tenderers to prepare valid offers for the products and services to be procured by GACPPB.

The rights and obligations of the Government of the recipient country, the Agent and the Suppliers of the products and services should be stipulated in the tender documents to be prepared by the Agent. Besides this, the tender documents shall be prepared in consultation with the Recipient.

i) Pre-qualification Examination of Tenderers

The Agent may conduct a pre-qualification examination of tenderers in advance of the tender so that the invitation to the tender can be extended only to eligible firms. The pre-qualification examination should be performed only with respect to whether or not the prospective tenderers have the capability of accomplishing the contracts concerned without fail. In this case, the following points should be taken into consideration:

- (1) Experience and past performance in contracts of a similar kind
- (2) Property foundation or financial credibility
- (3) Existence of offices, etc. to be specified in the tender documents.

j) Tender Evaluation

The tender evaluation should be implemented on the basis of the conditions specified in the tender documents.

Those tenders which substantially conform to the technical specifications, and are responsive to other stipulations of the tender documents, shall be judged in principle on the basis of the submitted price, and the tenderer who offers the lowest price shall be designated as the successful tenderer.

The Agent shall prepare a detailed tender evaluation report clarifying the reasons for the successful tender and the disqualification and submit it to the Recipient to obtain confirmation before concluding the contract with the successful tenderer.

The Agent shall, before a final decision on the award is made, furnish JICA with a detailed evaluation report of tenders, giving the reasons for the acceptance or rejection of tenders.

k) Additional Procurement

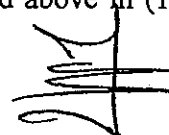
If there is an additional procurement fund after competitive and / or selective tendering and / or direct negotiation for a contract, and the Government of the recipient country would like an additional procurement, the Agent is allowed to conduct an additional procurement, following the points mentioned below:

- (1) Procurement of the same products and services

When the products and services to be additionally procured are identical with the initial tender and a competitive tendering is judged to be disadvantageous, the additional procurement can be implemented by a direct contract with the successful tenderer of the initial tender.

- (2) Other procurements

When products and services other than those mentioned above in (1) are to be procured, the



procurement should be implemented through a competitive tendering. In this case, the products and services for additional procurement shall be selected from among those in accordance with the E/N and G/A.

l) Conclusion of the Contracts

In order to procure products and services in accordance with the E/N and the G/A, the Agent shall conclude contracts with firms selected by tendering or other methods.

m) Terms of Payment

The contract shall clearly state the terms of payment. The Agent shall make payment from the "Advances", against the submission of the necessary documents from the Firm on the basis of the conditions specified in the contract, after the obligations of the Firm have been fulfilled. When the services are the object of procurement, the Agent may pay certain portion of the contract amount in advance to the firms on the conditions that such firms submit the advance payment guarantee worth the amount of the advance payment to the Agent.

3) Major undertakings to be taken by the Government of the recipient country

In the implementation of the Grant Aid Project, the recipient country is required to undertake such necessary measures as Annex-6 .

4) "Proper Use"

The Government of the recipient country is required to maintain and use the facilities constructed and the equipment purchased under the Grant Aid properly and effectively and to assign staff necessary for this operation and maintenance as well as to bear all the expenses other than those covered by the Grant Aid .

5) "Export and Re-export"

The products purchased under the Grant Aid should not be exported and re-exported from the recipient country.

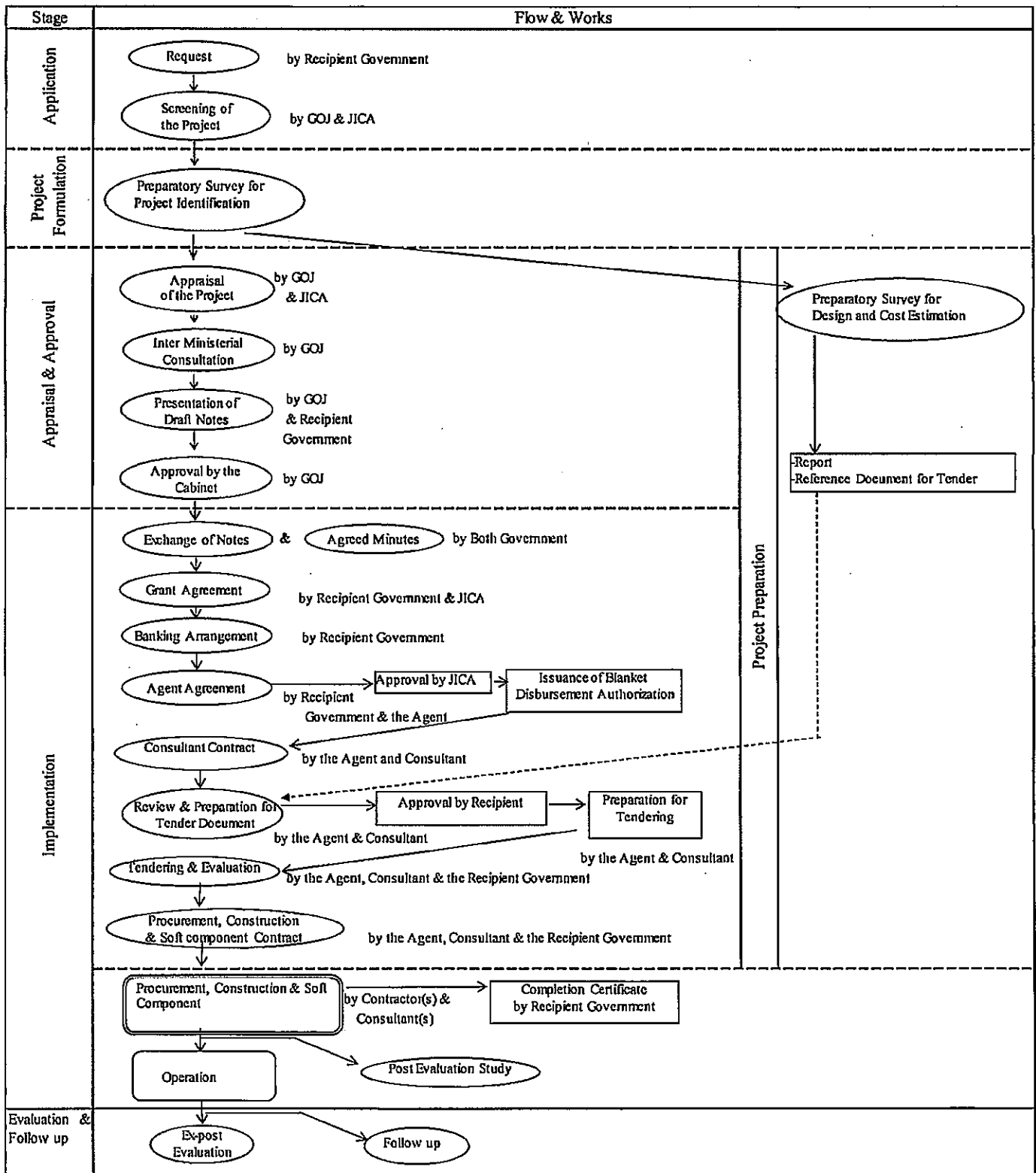
6) Social and Environmental Considerations

The recipient country must ensure the social and environmental considerations for the Project and must follow the environmental regulation of the recipient country and JICA Guidelines for Environmental and Social Considerations.

END

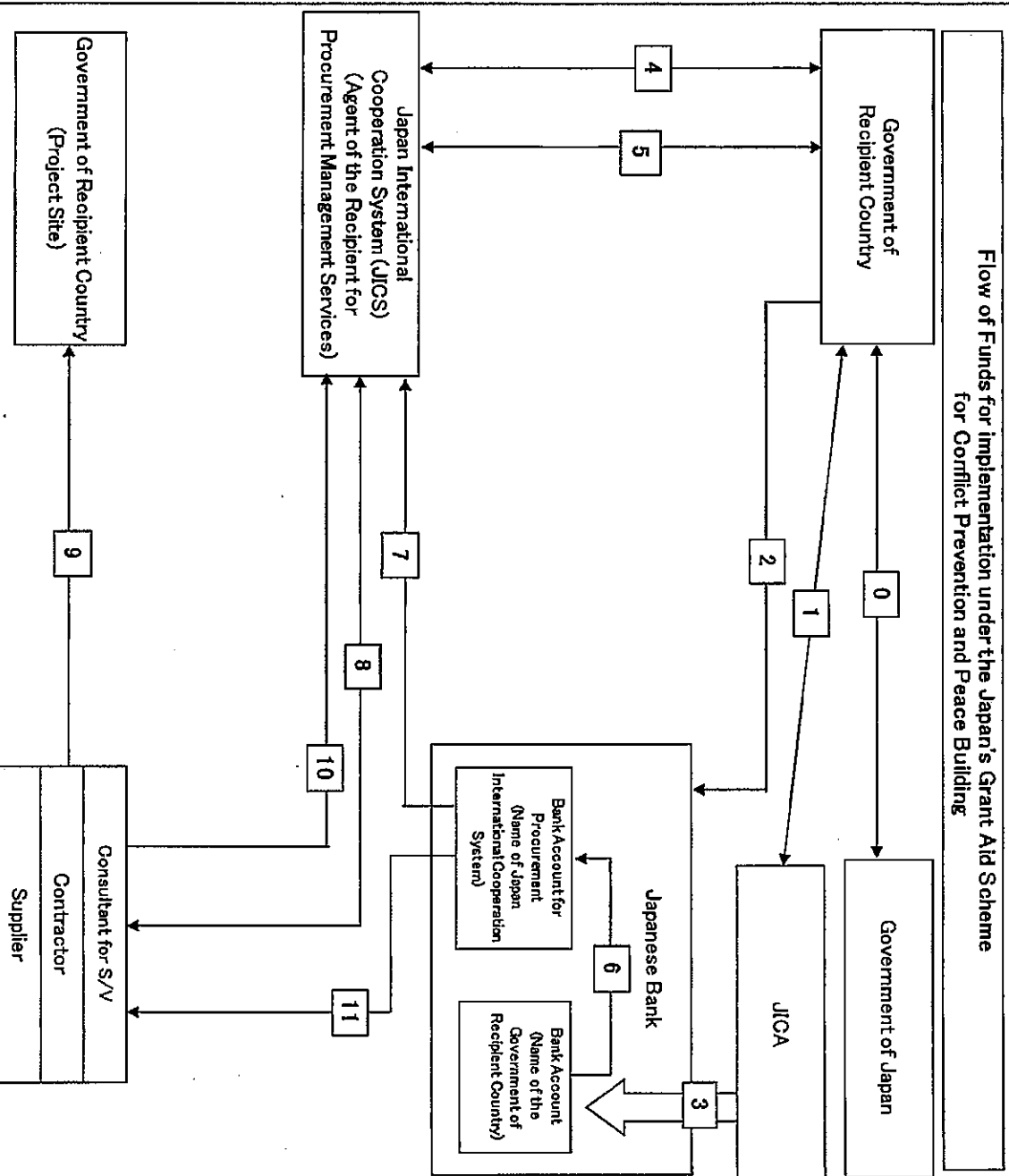


General Flow of Japan's Grant Aid Scheme for Conflict Prevention and Peace Building



Flow of Funds for implementation under the Japan's Grant Aid Scheme for Conflict Prevention and Peace Building

Flow of Funds for Conflict Prevention and Peace Building under the Japan's Grant Aid Scheme



- 0 Signing of Exchange of Notes (E/N)
- 1 Signing of Grant Agreement (G/A)
- 2 Banking Arrangement (B/A)
- 3 Disbursement of Funds
- 4 Signing of Agent Agreement (A/A)
- 5 Decision of Components of Products and Service
- 6 Transfer of Funds
- 7 Payment of the Remuneration for Agent
- 8 Conclusion of Contract
- 9 Construction and/or Procurement of Equipment
- 10 Application for Payment
- 11 Payment

Major Undertakings to be taken by Each Government

No.	Items	To be covered by Grant Aid	To be covered by Recipient Side
1	to secure [a lot] /[lots] of land necessary for the implementation of the Project and to clear the [site]/[sites];		●
2	To ensure prompt customs clearance of the products and to assist internal transportation of the products in the recipient country		
	1) Marine (Air) transportation of the Products from Japan to the recipient country	●	
	2) Tax exemption and custom clearance of the Products at the port of disembarkation		●
	3) Internal transportation from the port of disembarkation to the project site	●	
3	To ensure that customs duties, internal taxes and other fiscal levies which may be imposed in the recipient country with respect to the purchase of the products and the services and to the employment of the Agent be exempted.		●
4	To accord Japanese nationals whose services may be required in connection with the supply of the products and the services such facilities as may be necessary for their entry into the recipient country and stay therein for the performance of their work		●
5	To ensure that the Facilities be maintained and used properly and effectively for the implementation of the Project		●
6	To bear all the expenses, other than those covered by the Grant, necessary for the implementation of the Project		●
7	To bear the following commissions paid to the Japanese bank for banking services based upon the B/A		
	1) Advising commission of BDA		●
	2) Payment commission		●
8	To give due environmental and social consideration in the implementation of the Project including permits and approvals.		●
9	Relocation, improvement and/or repair of existing utilities(power lines, telecommunication lines, water lines, etc.), if necessary		●

(B/A : Banking Arrangement, BDA : Blanket Disbursement Authorization)




Draft Division of Roles of Ugandan Parties

Stage	Major Undertakings	DRP	Concerned Institutions	Disb. Office	MOU/ED
Preparation Stage	Request of the Project Assistance to GOJ	⊗	○	○	
	Obtaining of Environmental approval by NEMA	○	○	⊗	
	Land acquisition & Clearance of Level and Reclaiming of the Project Site	○	○	⊗	
	Conclusion of Exchange of Notes with GOJ	○			⊗
	Conclusion of Grant Agreement with JICA	○			⊗
Procurement Stage	Conclusion of Banking Arrangement with Japanese BK	○			⊗
	Issue of Notice of opening of account to JICA	○			⊗
	Conclusion of Agent Agreement (AA) with JICS	⊗			○
	Issue of Blanket Disbursement Authorization(BDA)	○			⊗
	Conclusion of M/M on Fund Allocation with JICS	⊗	○	○	
	Authorization of Design(s) prepared by JICS	⊗	○	○	
	Approval of tender documents (incl specs) prepared by JICS	⊗	○	○	
	Approval of Evaluation Report submitted by JICS	⊗	○	○	
Approval of Contract Document	⊗				
Implementation Stage	Payment of Tax	○	⊗	○	○
	Review of the Progress Report	○	○	⊗	
	Determination of Variation (If necessary)	⊗	○	○	
	Certifying of the Completion of Work	⊗	○	○	
	Certifying of the Completion of Defect Liability Period	⊗	○	○	
	Determination of Use of Remaining Grant (if necessary)	⊗	○	○	

⊗ Responsible Party

○ Parties to be consulted with Responsible Party



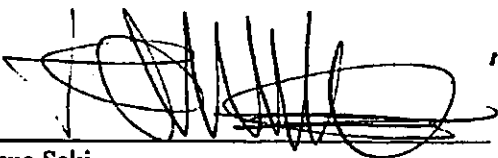

**Minutes of Discussions
on the Preparatory Survey for
the Project for Rebuilding Community for Promoting Return and Resettlement of
Internally Displaced Persons in Acholi Sub-region in Northern Uganda**

In response to a request from the Government of Uganda (hereinafter referred to as "GOU"), the Government of Japan (hereinafter referred to as "GOJ") decided to conduct a Preparatory Survey on the Project for Rebuilding Community for Promoting Return and Resettlement of Internally Displaced Persons in Acholi Sub-region in Northern Uganda (hereinafter referred to as "the Project") and entrusted the survey to the Japan International Cooperation Agency (hereinafter referred to as "JICA").

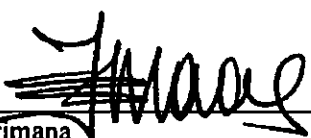
Following the mission for the Project in May, 2011, JICA sent to the Republic of Uganda the JICA Mission Team (hereinafter referred to as "the Team"), which is headed by Mr. Hitoshi Ara, Adviser to the Director General, Economic Infrastructure Department of JICA, and has stayed in the country from 11th to 15th July, 2011. The Team held discussions with the officials concerned of the GOU and conducted a field survey in the survey area.

In the course of discussions and field survey, both parties confirmed the contents of the Minutes of Meetings signed on 13 May, 2011 and add the items described on the attached sheets.

Kampala, 5 August, 2011



Tetsuo Seki
Chief Representative
JICA Uganda Office



Pius Bigirimana
Permanent Secretary
Office of Prime Minister
The Republic of Uganda

ATTACHMENT

1. The Candidate Sites

Both sides agreed a list of the 1st priority of candidate project sites and components per ANNEX1 selected by the following methodology;

- (1) Selection of 5 priority sub-counties in each district by consultation with district officers regarding development condition of basic infrastructure
- (2) Identification of 2 target parishes to be supported under the Project in each prioritized sub-counties based on development condition of education and health facilities as well as numbers of beneficiaries (population of parish)

In addition to the ANNEX1, both sides confirmed the 2nd priority of candidate sites per ANNEX2.

2. Determination of the project components to be supported under the Project

Both sides agreed that the Project focuses to improve existing social facilities in target parishes to satisfy the following standard composition. It is also confirmed by both sides that consumable supplies and material are not provided by the Project;

(1) Education Sector

- Improvement of primary school: 7 classrooms for P1 to P7 per school with teachers houses, a borehole, latrines and basic school furniture such as chairs and desks
- Improvement of community school (only schools planned to a public school shortly): 4 classrooms per school with teachers houses, a borehole, latrines and basic school furniture such as chairs and desks

(2) Health Sector

- Improvement of health center III: 1 outpatient department (OPD) and 1 general ward with staff houses, latrines, a borehole and an incinerator
- Improvement of health center II: 1 outpatient department (OPD) with staff houses, latrines, a borehole and an incinerator

(3) Transport Sector:

Improvement of access to social facilities: construction of culverts/footpath bridges on access roads to social facilities.

3. OPM's Participation in Technical Working Group at District Level

OPM explained that it has established a branch office in Gulu in order to closely monitor PRDP activities at field level and agreed to participate as a chair in the joint working group at district level for the Project.



4. Other Relevant Issues

4-1 Allocation of Budget

Ugandan side agreed that the line ministries take necessary measures for tax exemption required for implementation of the Project and allocate operation and maintenance cost for the facilities to be constructed under the Project including a dispatch of necessary staff such as teachers and health workers.

4-2 Land Acquisition

Ugandan side ensured that conclusion of agreement on land use for the project implementation with communities, schools or landowners will be completed by the end of August, 2011.

<List of Annex>

- ANNEX1 List of the 1st priority of candidate project site and components
- ANNEX2 List of the 2nd priority of candidate project site
- ANNEX3 Map of candidate sites

[End]



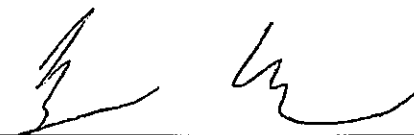
**Minutes of Discussions
on the Preparatory Survey for
the Project for Rebuilding Community for Promoting Return and Resettlement of
Internally Displaced Persons in Acholi Sub-region in Northern Uganda
(Explanation on Draft Report)**

In response to a request from the Government of Uganda (hereinafter referred to as "GOU"), the Japan International Cooperation Agency (hereinafter referred to as "JICA") on behalf of the Government of Japan (hereinafter referred to as "GOJ") has been conducting a Preparatory Survey on the Project for Rebuilding Community for Promoting Return and Resettlement of Internally Displaced Persons in Acholi Sub-region in Northern Uganda (hereinafter referred to as "the Project") since April 2011. As a result, a draft report of the survey (hereinafter referred to as "the draft report") has been prepared through the discussions, field survey and technical examination of the results.

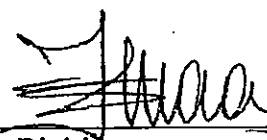
In order to explain and to consult with the concerned officials of the GOU on the contents of the draft report, JICA dispatched a Mission Team (hereinafter referred to as "the Team") to the Republic of Uganda from 22nd November to 9th December, 2011. The Team is headed by Mr. Hitoshi Ara, Adviser to the Director General, Economic Infrastructure Department of JICA.

In the course of the discussions and field survey, both parties hereby confirm the main items as described in the attached sheets.

Kampala, 8th December, 2011



Hitoshi Ara
Leader
Preparatory Survey Team
Japan International Cooperation Agency



Pius Bigirimana
Permanent Secretary
Office of Prime Minister
The Republic of Uganda

ATTACHMENT

1. Contents of the Draft Survey Report

Ugandan side agreed and accepted in principle the contents of the draft report explained by the Team. Both sides confirmed that additional information shall be described in the final report in the process of finalization, if necessary.

2. Cost Estimation

The Team explained the cost estimation of the Project as attached in Annex-1. Both sides confirmed that it is provisional and would be examined further by the GOJ for its approval as the Grant Aid. Both sides further confirmed that the cost of the Project is highly confidential for securing fairness of tender procedure and should never be duplicated or released to any third parties until relevant contracts are awarded by the implementing agency of the Project.

3. Project Components and Priority

Both sides agreed the components for the Project and its priority per Annex-2, which have been selected and prioritized in accordance with the pre-determined methodology agreed by the Minutes of Discussion signed on 5 August 2011. Ugandan side confirmed that the components per Annex-2 will be modified to prioritize activities if the cost of the project exceeds the available budget due to accruing unexpected additional cost in the implementation stage. Both sides also agreed the 2nd priority parishes indicated per Annex-3, which will be supported if there remains surplus funds as the result of bidding for 1st priority parishes.

4. Japan's Grant Aid Scheme

Ugandan side reconfirmed the Japan's Grant Aid scheme and the necessary measures to be taken by Ugandan side, which was explained by Japanese side and agreed as the Minutes of Discussion concluded on 13 May 2011.

5. Undertakings of Ugandan Side

Ugandan side reconfirmed the undertakings for the Project as described in the Minutes of Discussions signed on 13 May and 5 August 2011 and ensured necessary expenses which are not covered by Japanese Grant Aid

6. Schedule of the Survey

The Team explained that the final report of the Survey will be completed, in accordance with the confirmed item and send it to Ugandan Side around the end of March 2012.

<List of Annex>

- Annex-1 Cost Estimation for the Project
- Annex-2 List of the 1st Priority of Project Components
- Annex-3 List of the 2nd Priority Parishes



Annex-4 Map of the Project Sites

[End]



Cost Estimation for the Project

Initial Cost Estimation of the Project:

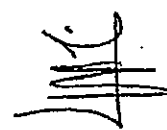
[This Page is closed due to the confidentiality.]

(2) Project cost borne by the GOU: approx. 2,208 million Uganda Shillings

Items	Estimated Cost (million USD)
Commissions to the bank based on Banking Arrangement	2,208
Total	2,208

(3) Conditions

- Time of Estimation: July, 2011
- Currency Exchange Rate: 1USD = 83.0 Japanese Yen = 2,373.86 Uganda Shillings

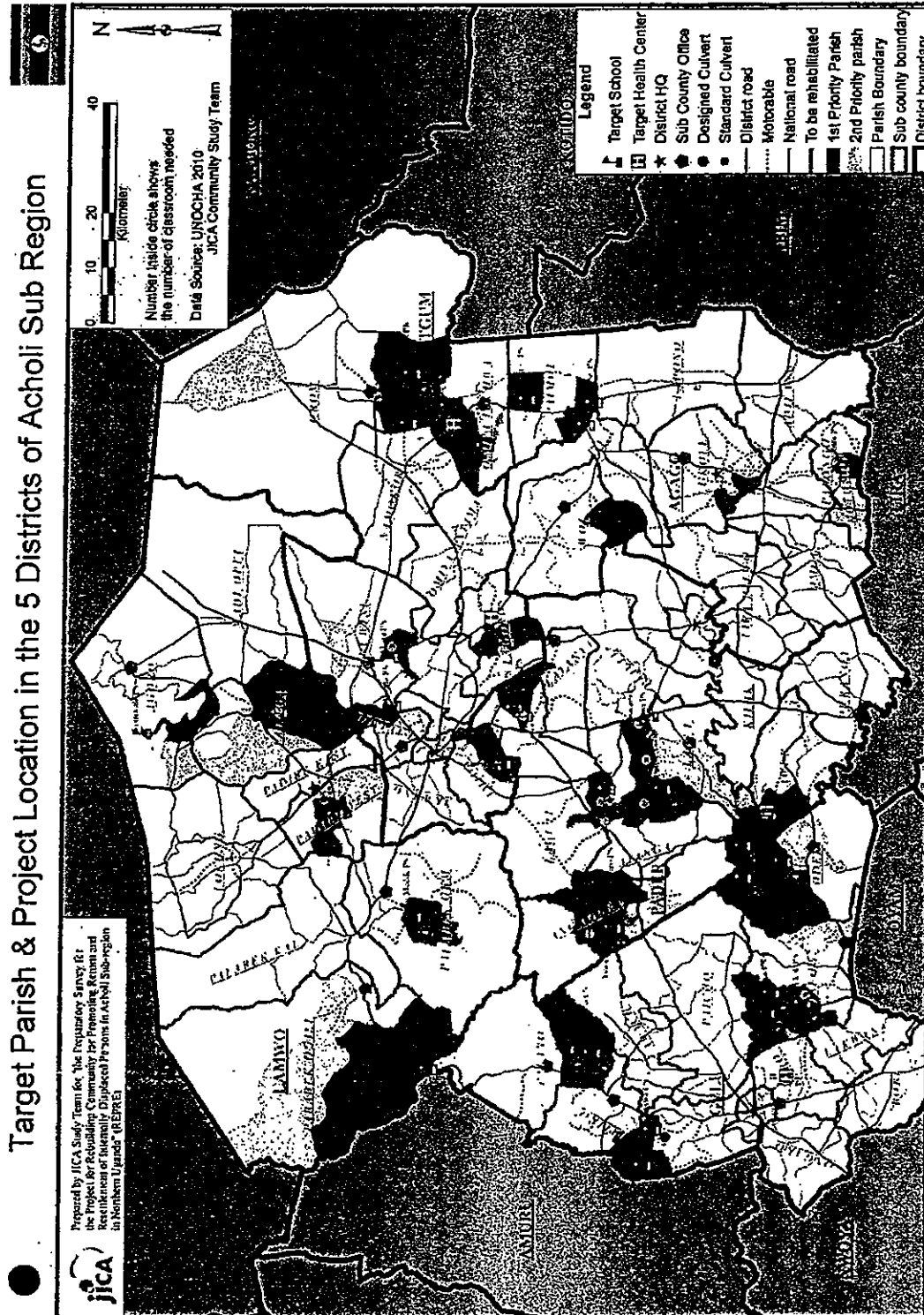



List of the 2nd Priority Parishes

District	Sub county	Target Parish
Gulu	Patiko	Pawel
	Palaro	Mede
	Odek	Palaro
	Lalogi	Jaka
	Koro	Ibakara
Kitgum	Amida	Oryang
	Lagoro	Lalano
	Layamo	Paibwor
	Mucuwini	Oguwapoke
	Orom	Okuti
Pader	Angagura	Kalawiya
	Awere	Rackoko
	Laguti	Paibwor
	Lapul	Koyo
	Latanya	Latigi
Lamwo	Paloga	Paloga
	Palabek Ogili	Padwat
	Palabek Gem	Cubu
	Padibe West	Lagwel
	Agoro	Potiko
Agago	Kotmor	Lukee
	Lokole	Kiteny
		Ladere
	Omiya Pachwa	Lomoi
	Paimol	Ngora
	Wol	Atut
Paluti		



Map of the Project Sites



5. References

5 References

Title	Publishment	Remarks
General		
2010 STATISTICAL ABSTRACT	UGANDA BUREAU OF STATISTIC	Soft Copy
KEY ECONOMIC INDICATORS 78th ISSUE: FOURTH QUARTER 2009/ 2010	UGANDA BUREAU OF STATISTIC	Soft Copy
Nature, Distribution and Evolution of Poverty and Inequality in Uganda 1992-2002	UGANDA BUREAU OF STATISTIC	Soft Copy
THE NATIONAL LIVESTOCK CENSUS REPORT 2008	Ministry of Agriculture, Animal Industry & Fisheries	Soft Copy
UGANDA NATIONAL HOUSEHOLD SURVEY 2005/2006	Uganda Bureau of Statistics	Soft Copy
UGANDA NATIONAL HOUSEHOLD SURVEY 2009/2010	Uganda Bureau of Statistics	Soft Copy
Peace, Recovery and Development Plan for Northern Uganda Sep 2007	Office of Prime Minister	Soft Copy
Education		
Act13 Education (Pre-primary, Primary and Post-primary) Act, 2008		Hard Copy
ANNUAL SCHOOL SENSES 2010: FORM A	Ministry of Education and Sports	Original
BASIC REQUIREMENTS AND MINIMUM STANDARDS INDICATORS FOR EDUCATION INSTITUTE March, 2010	Ministry of Education and Sports	Hard Copy
FACT-BOOKLET 2008	Ministry of Education and Sports	Hard Copy
GUIDELINES ON: POLICY, PLANNING, ROLES AND RESPONSIBILITIES OF STAKEHOLDWES IN THE IMPLIMENTATION OF UNIVERSAL PRIMARY EDUCATION (UPE) FOR DISTRICT AND URBAN COUNCILS OCTOBER, 2008	Ministry of Education and Sports	Hard Copy
Primary Summary Statistics on Teachers, Classroom and Laterines in Acholi Region 2010	Ministry of Education and Sports	Just Copy (2sheet)
UGANDA ANNUAL SCHOOL CENSUS 2009: FORM B	Ministry of Education and Sports	Original
Uganda educational Statistics Abstrcut 2008	Ministry of Education and Sports	Original
USE/UPPET HEAD COUNT 2010 REPORT	Ministry of Education and Sports	Original
Proposed Models of Teachers' Houses for Primary School Construction Volume One December, 2008	Ministry of Education and Sports	Hard Copy
Proposed Models of Teachers' Houses for Primary School Construction Volume Two (Uncosted Bills of Quantities) December, 2008	Ministry of Education and Sports	Hard Copy
Emergency Construction (FY 2010/2011) Specifications, Quality Assurance, Bills of Quantities and Drawings for Mabanda CoU Primary School in Butambala District March, 2011	Ministry of Education and Sports	Hard Copy
White Paper 1992	Ministry of Education and Sports	Original
Works and Transportation		
BIDDING DOCUMENT FOR CONSTRUCTION OF KAGUTA BRIDGE IN LIRA DISTRICT May, 2010	Ministry of Works and Transport	Hard Copy
BIDDING DOCUMENT FOR THE REHABILITATION WORKS OF December, 2010	Ministry of Works and Transport	Hard Copy

Title		Publishment	Remarks
BIDDING DOCUMENT : INTERCONNECTIVITY ROADS IMPROVEMENT PROJECT	April, 2010	Ministry of Works and Transport	Hard Copy
District Road Work Manual	June, 2002	Ministry of Works and Transport	Soft Copy
ENVIRONMENT IMPACT ASSESMENT GUIDLINE FOR ROAD PROJECT	June, 2008	Ministry of Works and Transport	Original
General Specifications for Road and Bridge Works	January, 2005	Ministry of Works and Transport	Original
PROJECT BRIEF REPORT		Ministry of Works and Transport	Hard Copy
REVIEWD STRUCTAURE OF MINISTRY OF WORKS AND TRANSPORT		Ministry of Works and Transport	Just Copy (1sheet)
ROADS SUB-SECTOR GUIDELINE FOR MAINTSTREAM OCCUPATIONAL HEALTH AND SAFETY	June, 2008	Ministry of Works and Transport	Original
Standard Bidding Document for the Procurement of Consultancy Services	May, 2011	Ministry of Works and Transport	Hard Copy
Standard Specifications for Building Works	June, 2005	Ministry of Works and Transport	Soft Copy
Structural Design Guideline	October, 2006	Ministry of Works and Transport	Soft Copy
Health			
National Medical Equipment Policy HCII	2009	Ministry of Health	Soft Copy
National Medical Equipment Policy HCIII	2009	Ministry of Health	Soft Copy
Water			
Assessment of Ground Investigation	January, 2010	Ministry of Water and Environment	Soft Copy
Assessment of the Impacts of Intensive Groundwater Abstraction in the Internally Displaced People's (IDP) Camps in Northern Uganda	December, 2009	Ministry of Water and Environment	Soft Copy
Bidding Document, Consultants Template		Ministry of Water and Environment	Soft Copy
BoQ Template		Ministry of Water and Environment	Soft Copy
Drilling Contract Framework Contract		Ministry of Water and Environment	Soft Copy
Drilling Contract Template		Ministry of Water and Environment	Soft Copy
Water Quality Standards		Ministry of Water and Environment	Soft Copy