Terms of Reference
Capacity Building Support to PECs

Project: Institutional Development for Energy in Afghanistan (IDEA)
PN: 2015.2000-6-001.02

1. Background

The Government of Afghanistan is increasingly laying emphasis on utilizing Afghanistan's domestic energy resources to increase its power generation capacity. The objective is to become self-reliant in electricity supply and reduce dependence on imported power, which currently constitutes about 70% of the total electricity consumption in the country.

The Ministry of Energy and Water (MEW) governs the power sector in the country. It is responsible for formulating policies, strategies and plans for the development of power sector and implementation of these. It thus takes a vital role for the sustainable development of the power sector in the country.

The installed generation capacity in Afghanistan is only about 500 MW, which is largely based on hydro and diesel generation. The present power demand is largely met by importing power from the neighboring countries i.e. Uzbekistan, Tajikistan, Turkmenistan and Iran.

The country has about 1.2 million consumers and the per capita consumption of electricity is about 195 kWh, which is low as compared to South Asia average of 667 kWh and global average of 3,100 kWh in 2012. The level of electrification in Afghanistan is presently about 35%. The Government aims to take it up to 65% over the next 5 years.

GIZ, the international development agency of Germany, is supporting the Government of Afghanistan in a number of areas. An Afghan-German Cooperation Programme titled “Institutional Development for Energy in Afghanistan” (IDEA) has been designed, which is supporting the MEW for institutional capacity development for public institutions and private sector companies and organizations. The key areas of support include institutional development, capacity building, creation of appropriate legal and policy framework and good governance.

2. Brief Description of the Project

A number of key documents, such us policies, strategies, laws and five-year energy transition plan are ready for implementation.

In order that the MEW is better equipped to achieve the objectives outlined in the above strategic documents, GIZ-IDEA has decided to provide “Capacity Building” support to the Energy Directorates in the Energy Division of the MEW and the Provincial Energy Committees of MEW.

The MEW has seven Directorates, for which Capacity Building support is being extended through a separate consultancy contract. These are:

(i) Energy Consulting & Engineering Services Directorate – Survey & Design,
(ii) Energy Programming Directorate,
(iii) Energy Supervision and Implementation Directorate,
(iv) Renewable Energy Directorate,
(v) Energy Policy Directorate,

(vi) Energy Regulatory Directorate.
(vii) Vocational Training Directorate

Furthermore, Provincial Energy Committees (PECs) have been established to coordinate energy interventions at the provincial level. Currently, the Annual Work Plans for PECs are under development. This consultancy assignment specifically focuses on capacity building of the PECs and the consulting firm would be expected to support the PECs in the implementation of their Annual Work Plans and provide the required capacity building support.

3. Objectives

The key objectives of this consulting assignment include the following:

Provincial Energy Committees (PECs) are enabled to develop the capacity for implementation of their Annual Work Plans.

Capacity building for implementation of energy sector policies is extended to provincial level.

4. Scope of Work

The Scope of Work will comprise the following tasks:

Provide support to Provincial Energy Committees (PECs):

(i) Conduct Training Needs Assessment for PECs and develop training plans accordingly.
(ii) Implementation of PECs training plan.
(iii) Support establishment of PECs Technical Working Group and develop its TOR.
(iv) Review the Annual Work Plans and Capacity Development Plan of Provincial Energy Committees (PECs) and improve these, if required.
(v) Support the Provincial Energy Committees (PECs) in the implementation of their Annual Work Plans and provide the training required.
(vi) Develop and introduce a communication mechanism to facilitate coordination between PECs and the Central Government and bring this to the attention of the Deputy Minister, MEW and other national energy stakeholders.

5. Deliverables

The Consultancy Firm would be expected to submit the following key deliverables, at the minimal:

Sl. No.	Deliverables	Time Lines (Weeks after commencement of Project)
1	An Inception Report that would include: (i) Approach and Methodology, (ii) Tasks/Activity Plan for completion of the assignment.	2
2	Monthly Progress Reports: The Monthly Reports should be brief and precise covering description of the activities, with emphasis on critical issues that have arisen, impacts made, constraints encountered, and suggestions for additional actions that might be taken.	Monthly

Sl. No.	Deliverables	Time Lines (Weeks after commencement of Project)
3	The Consultant shall hold monthly (or more frequently as necessitated) meetings with the Deputy Minister, Energy and his designated team to discuss progress, identify opportunities for program improvement and resolve problems, as required. The minutes of meetings should be annexed with the Monthly Progress Report.	Monthly
4	Training Needs Assessment report and training calendar with specific training identified for PECs.	6
5	Monthly Report on training provided to each PEC along with assessment papers of the trainees.	Monthly
6	Final version of the PEC Annual Work Plans and Capacity Development Plan.	8
7	ToR for PEC-TWG.	8
8	Training implementation reports for PECs.	16
9	**Final Report:** At the end of the project, the Consultant will prepare a final project report. The final report will include incremental improvements in the Annual Work Plan processes, and recommendations for the future.	16

6. Coordination and Reporting

The consultancy firm will report to the assigned team of GIZ-IDEA and Deputy Minister, MEW.

7. Contract Duration

The assignment will have duration of 16 weeks, starting from August 15, 2017 and ending on Dec 05, 2017.

Experts	Total Working Days (based on 5 Days a Week)	Total Onsite Days (based on 7 days a week)
Team Leader	80	56
Project Management Expert (national expert)	80	112

For further information please refer to section 9

8. Location

Ministry of Energy & Water (MEW), Kabul, Afghanistan; Balkh, Badakhshan and Herat Afghanistan.

9. Experience and Qualifications

The assignment requires deep knowledge and understanding of power sector covering generation, transmission and distribution, knowledge of project development and implementation, functional understanding of M&E and organizational development,

experience in developing reporting templates, oversight of data collection and analysis etc. Since Capacity Development is at the heart of this assignment, the Consultant should (need to) have extensive experience in training and capacity building in the power sector.

As a single individual may not be able to perform all of the above, it is proposed that the assignment is carried out by a firm which can bring on board a group of professionals with relevant experience. The Consultant will thus be a consulting firm and should have the experience of working in the power sector and of working in Afghanistan.

The consulting firm must have at least 10 years of relevant experience and should have successfully completed at least 1 multilateral/donor-funded projects. The firm must have completed at least 1 Capacity Building project in infrastructure or Government sectors. The firm or its consultants must have working experience in the Afghanistan power sector.

The assignment is to be delivered by a team of 2 professionals (while the Team Leader is expected to be an International Expert, the Project Management Expert would be a National Expert), with the following qualifications and experience:

Sl. No.	Position	Academic Qualifications	Experience
1	Team Leader	Master's in Business Administration or other relevant degrees such as engineering or economics.	A minimum of 20 years of experience of working with electricity utility in increasingly responsible senior management positions. A minimum of 10 years of experience of working with the utilities in developing countries is preferable. The candidate must have demonstrated experience in managing large and complex consulting projects within the electricity utility business and should have experience in organization design, strategic planning and capacity building in Government departments. The Consultant must have an in-depth understanding of the Afghanistan Energy Sector. A minimum of two years on-site working experience in the Afghanistan Energy sector would be highly preferred. Strong communication and report writing skills in English are primary requirements for the assignment. Good inter-personal skill is necessary for the Team Leader, who would be required to interact with the Deputy Minister of Energy on a daily basis. The Team Leader will be expected to work on-site for at least 8 weeks of the total project duration of 16 weeks.
2	Project Management Expert (national)	Degree in Engineering.	A minimum of 15 years of experience of working with large power sector implementation projects. Must have experience of working with multilateral funding agencies and Governments in

Sl. No.	Position	Academic Qualifications	Experience
			developing countries. Must possess knowledge of handling project management software for planning, scheduling, monitoring and control of projects and capacity building in Government Departments. Experience in renewable projects will be an added advantage. The consultant must have worked in the past in Generation/ Transmission/ Distribution construction projects as Project Manager. The Project Management expert is expected to be a National Expert and will stay in Kabul throughout the duration of the project.

The team members must be fluent in English with knowledge of Dari or Pashto an added advantage. They must have good and standardized report writing skills complemented with excellent coordination, communication, moderation and reporting skills. Previous work with MEW will be considered as an extra asset. Time is of the essence and the Consultant will be expected to meet the project deadlines.

10. Other provisions

(i) Joint venture with an Afghan company would be encouraged for Technical and Logistic support.
(ii) The Consultant would be required to be flexible to accommodate changes asked by Energy DM and GIZ-IDEA.
(iii) Copy-pasting of the systems, policies, guideline from the documents of other countries is strictly prohibited and may lead to serious consequences including cancellation of the contract.
(iv) Consultant is expected to coordinate directly with GIZ-RMO for risk management.
(v) The Evaluation will be based on Technical competence and Experience of the Consulting Company.