Terms of Reference
Development of Roadmap for implementation of Five-Year Energy Sector Plan

Project: Institutional Development for Energy in Afghanistan (IDEA)
PN: 2015.2000-6-001.01

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 Assignment

MEW has prepared a Five-Year Plan for Energy Sector Development in Afghanistan. The salient features of the plan are as follows:

- Establish new domestic power generation capacity to become self-reliant in electricity supply – addition of 2,300 MW of new generation capacity (650 MW Thermal, 1,150 MW Hydro and 500 MW Renewable).
- Reduce dependence on imported power supply.
- Optimize power imports by achieving medium- and long-term predictability for the costs of imported power.
- Establish a National Grid.
- Establish power evacuation capability for utility-scale power plants for all regions of Afghanistan.
- Exploit transit territory advantage for economic benefits – Development of CASA Project:
    - Construction of 562 km of 500 kV HVDC transmission line (Afghan portion).

- Construction of 500 MW HVDC back-to-back convertor station at Pul-E-Khumri.
- Enhance grid-connected power distribution capacity across urban and rural areas of Afghanistan to improve living standards.
- Achieve grid connectivity for 80% of urban consumers in Afghanistan's metro cities.
- Achieve grid connectivity for 90% of the consumers in Kabul and Herat.
  - Ensure access to grid-connected power for 50% of the rural consumers in Afghanistan.
- Promote distributed generation to supply lighting in areas where the grid supply cannot reach (e.g. remote villages and habitations).
- Reduce all technical and commercial losses in the power supply to less than 15% over the next 5 years.
- Accelerate economic development of the country and significantly enhance employment opportunities.

In the MEW's Five-Year Power Sector Development Plan, the above goals/targets are linked to a corresponding Purpose and Outputs/Outcomes.
To achieve the objectives of the Five-Year Plan, the MEW wishes to formulate/develop detailed action plans in sufficient detail for each of the goals/targets that could be implemented.

It is proposed to provide support to the Energy Division of the Ministry of Energy and Water (MEW), under the IDEA programme, to develop a roadmap for the implementation of the Five-Year Energy Sector Plan.

3. Objectives

The key objectives of this assignment are:

- To develop a roadmap for implementation of the five-year power plan.
- To recommend suitable mechanism for monitoring its progress.

4. Scope of Work

The Consultant will formulate/develop detailed Action Plans for the goals/targets identified in the Five-Year Power Sector Plan. The Consultant will be responsible for carrying out the following tasks/activities for developing the action plans:

Background review and stakeholder consultations:

(i) Review and comment on various elements of the Five-Year Plan and consolidate these elements, if necessary.
(ii) Carry out stakeholders' consultations and analysis to understand the broad objectives, implementation methodology, agencies responsible, and key challenges.

Develop detailed Action Plans:

(i) In order to achieve each goal / target, the consultant shall identify in sufficient detail the activities and works required including the kind of agencies which will carry out these tasks.
(ii) Prepare a matrix of the Five-Year Plan that provides details of the goals/targets, purpose, outputs/outcomes, tasks to be undertaken and responsibilities.

(iii) Prepare the action plans in sufficient detail. The action plans should be developed at Level 1 and Level 2 for ease of monitoring and implementation. Level 1 plans would be developed for the senior management at the MEW and Level 2 plans for the middle management and working level staff.

(iv) Prepare time lines for the action plans in the form of bar charts.

(v) Identify and assign responsibilities against each activity in the action plans.

(vi) Ensure that the action plans are implementable from a practical point of view. In other words the Consultant should not carry out the assignment as a purely theoretical exercise.

Develop Monitoring and Control Mechanism:

(i) Suggest comprehensive coordination mechanism for the Energy Planning and Program Directorate of MEW to coordinate with key government agencies for implementation of the action plans.

(ii) Provide the necessary training to the above-mentioned Directorate.

(iii) In consultation and jointly with the M&E consultant, recommend a monitoring and control mechanism as an MIS tool for progress monitoring and reporting to MEW's senior management.

(iv) Present the final products to the MEW Energy Division and other relevant entities through a workshop.

5. Deliverables/Outputs/Timelines

The Consultant will be expected to submit following 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) Broad Framework and Formats of the action plans, (iii) Tasks/Activity Plan for completion of the assignment.	2
2	Draft report that provides detailed action plans – Within 90 calendar days following commencement of the assignment.	12
3	Draft report for monitoring and control mechanism – Within calendar 120 days of commencement of the assignment.	16
4	Final Report on the roadmap for implementation of the five-year power sector plan.	20

6. Coordination and Reporting

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

7. Contract Duration

The assignment will have duration of 26 weeks, starting from July, 2017 and ends on 31. Dec 2017.

Experts	Total *Working* days	Total Onsite days
Team Leader	130	70
Project Management Specialist	130	112

For further information please refer to section 9

8. Location

Ministry of Energy & Water (MEW), Kabul, Afghanistan.

9. Experience and Qualifications

The assignment requires deep knowledge and understanding of the power sector covering generation, transmission and distribution, knowledge of project development and implementation, functional understanding of M&E and organization, experience in developing reporting templates, oversight of data collection and analysis etc. As a single individual may not meet all of these requirements, 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 assignment is to be carried out by a team of 2 professionals with the following qualifications and experience:

Sl. No.	Position	Academic Qualifications	Experience
1	Team Leader	Degree in Engineering and/or Masters in Business Management.	At least 15 years of experience across the power value chain with at least 5 years of experience implementing programme management of large power sector engagements. Experience in preparation of plans and programmes is mandatory. The Team Leader will be expected to work on-site for at least 10 weeks of the total project duration of 20 weeks.
2	Project Management Specialist	Engineering Degree. Post Graduate Diploma in Business Management (MBA) is preferable.	At least 10 years of relevant experience in project management. At least 5 years of experience in developing reporting templates, oversight of data collection and analysis. Must have sound knowledge of project development and implementation, functional understanding of M&E and organization. The Project Management Specialist will work on-site for at least 16 weeks during the total project duration of 20

Sl. No.	Position	Academic Qualifications	Experience
			weeks.

Besides excellent research and analytical skills, the team members should have adequate experience in the development of implementation plans. The team members must be fluent in English whereby knowledge of Dari or Pashto would be 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 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 and Experience background.