



## **TERMS OF REFERENCE (TOR)**

**Ref. No: TOR-2023-01**

**SUBJECT: Terms of reference for a consultancy service to assess the implementation of the Regional Rusumo Falls Hydroelectric Project (RRFHP), documentation of the Project Completion Report (PCR) and Transfers.**

### **1.0. Purpose of the TOR.**

NELSAP is seeking the services of a company with skills in assessment of project implementation processes and documentation of PCR for a multi-faceted construction project of a transboundary nature.

### **2.0. Background to the project**

The Regional Rusumo Falls Hydroelectric Project (RRFHP) under the implementation of Nile Basin Initiative (NBI) prepared through the Nile Equatorial Lakes Subsidiary Action Program Coordination Unit (NELSAP-CU) is a World Bank funded project under joint development by the Governments of the Republic of Burundi, Republic of Rwanda and the United Republic of Tanzania. The joint development was entered into by the three Governments through a tripartite agreement signed on 16<sup>th</sup> February 2012. The project comprises a run-of-river scheme on the Kagera River. The project construction period of 36 months started on 13 February 2017 with a planned commissioning date of 13 February 2020. The project is located at Rusumo Falls, at the common border of Rwanda and Tanzania on River Kagera.

## **2.1 Purpose of the project**

The purpose of the project is to address acute shortage of electricity experienced by the three Kagera sub-region countries of Burundi, Rwanda and Tanzania which is negatively affecting their economies and the livelihoods of their riparian citizens. The project will enhance regional cooperation, peace building, support sustainable management of the Kagera river basin and promote growth and poverty reduction whilst managing environmental aspects.

## **2.2 Objective of the Project**

The main objective of the project is to increase Supply of Electricity to the National Grids of the Republic of Burundi, the Republic of Rwanda and the United Republic of Tanzania.

## **3.0 The project components.**

Generally, the project is multi-faceted with three (3) main components – Power plant and switchyard, Local Area Development Program and Transmission Lines (TLs) The TLs are however implemented by the countries.

### **3.1. The power plant and the switchyard.**

The power production facilities (the power plant) are located entirely on the south side of the bank of the Kagera river in Tanzania, on the border with Rwanda, while the substation is located on the northern side of the bank of the river in Rwanda. The power plant is expected to generate power to the tune of 80MWh. The plant intake lies exactly on the border of Rwanda and Tanzania. The generated electricity is planned to be equally shared among the three countries each benefiting about 27MW directly connected to the national grids through the transmission lines. The plant is owned by a Special Purpose Vehicle company formed by the three benefitting countries called - Rusumo Power Company Ltd, (RPCL). The three countries will hold equal shares in RPCL.

### **3.2. The Power Transmission lines constructions:**

The RRFHPP will also have transmission lines associated to the Power Plant facility. The purpose is to off-take and transmit power to the three countries. The transmission lines (372 Km of 220Kv) to the countries are being financed by the African Development Bank (AfDB).

Each of the three partner governments and its Utility Company (Regideso for Burundi, EDCL for Rwanda and Tanesco for Tanzania) will be responsible for the evacuation of power from the power plant. Three 220kV transmission lines shall be constructed by the three utility Companies to connect the power plant substation to the respective centres within each country as follows: (a) Rusumo Falls – Gitega (Burundi), 161km; (b) Rusumo Falls – Nyakanazi (Tanzania), 98km; and (c) Rusumo Falls – Shango and Bugesera (Rwanda), 119km.

### **3.3. The Local Area Development Programme (LADP):**

A benefit sharing program designed to enhance regional socio-economic development in the project area of Rwanda, Burundi and Tanzania. The LADP is designed for two main reasons, namely (i) To contribute to the social economic development of the surrounding communities in the three (3) countries, who are directly and indirectly impacted by the project and beneficiaries of the project. And (ii) because of changes in the adoption of the project development schemes during the project preparation phase, many households were consulted in the project area and need to see direct benefits from the project. On Burundi side two communes (Busoni and Giternayi) are running Local Area Development Programs, on Rwanda side two districts ( Kirehe and Ngoma) and on Tanzania the district of Ngara are benefiting LADP funds.

The plan focused on community-based projects that will directly improve the livelihoods of people in a sustainable manner. This includes the Livelihood Restoration Programme (LRP) which aims to restore or improve the livelihoods of project affected persons (PAPs). Specifically, the project aims at providing

training and start-up inputs to PAPs in different areas of intervention including agriculture, livestock, and off-business, on business/entrepreneurship skills, sustainable agriculture production and livestock development. The expected impacts to Project Affected People (PAPs) vary from loss of residential structures, business structures, loss of employment, loss of agriculture land, loss of marshland use, people who suffered economic losses due to displacement caused by construction activities. LRP have been developed on both sides of Rusumo border.

### **3.4. The project sub-component.**

- 1) Civil Works/ Supply and Installation of Hydro-Mechanical Equipment as the Contract Package 1 (CP1); executed by the Joint Venture of CGCOC Group and Jiangxi Water & Hydropower Construction Company (JWHC), China.
- 2) Supply and Installation of Electro-Mechanical Equipment as Contract Package 2 (CP2); ) executed by the Joint Venture of Andritz Hydro, Germany and Andritz Hydro, India.

Note that works supervision is done by AECOM Consultants Inc.in joint venture with Artelia eau et environnement SAS ( AECOM/ARTELIA).

- 3) Livelihood Restoration Program (LRP) for the Project Affected Persons (PAPs). The project also funds community driven Livelihood Resettlement Projects (LRP) in the districts bordering the project site. Environmental programmes are also part of the project.

## **4.0 The consultant assignment**

RRFHP is close to completion and due for full commissioning in September 2023. As such, the project implementing entity NELSAP is seeking the service of a consulting firm to document the project implementation process, the challenges encountered during the life of the project, lessons learnt and prepare the project completion report for the project. As an essential form of self-assessment by both the financier and NELSAP, the PCR provides the nexus between project management and project evaluation.

### **4.1 The objective of the consultancy.**

The objective of the consultant's assignment is to produce a report in line with the World Bank approved format for PCRs. The PCR should help the NELSAP to address the Key questions about the project such as (Did the project reach completion and meet initial expectations? Were there any unexpected risks encountered which were not included in the project risks management plan? What are the project outcomes? What were the success criteria? Were there any scope variations? Causes of the scope variations. The consultant will be expected to prepare this report with the support of the NELSAP project Experts.

#### **4.2 Scope of the assignment**

The objective of documenting a PCR is to assess the implementation of the project (RRFHP) and provide a complete picture of the successes, challenges and lessons learnt from the project. The PCR should include all important project information that would help stakeholders, auditors, and future project managers to clearly understand what was accomplished during the project and how the work was completed.

The report will present the physical achievements of the project by components and activities. It will also present an appraisal of stakeholders' participation, gender involvement in implementation, and discuss issues such as environmental impacts of the project.

The focus should include assessing the following five elements of the project: (i) relevance, (ii) effectiveness, (iii) efficiency, Impact and (iv) sustainability. The report should also evaluate the performance of the Bank and the Borrower in supporting the implementation process of the project to draw appropriate lessons.

*The PCR tasks are summarised in Appendix 1.*

To the extent possible, the PCR should provide quantitative data to substantiate these assessments (evidence-based) and lessons learned should be clearly identified.

The PCR team will thus, review the overall status of implementation of the project, and the progress made towards the achievement of the project's development objectives, including the output indicators, as defined in the Project Appraisal document (PAD). The assignment of the consulting firm shall therefore include:

- I. Analysis of the progress that has been made towards achieving the objectives of the project, as indicated in the Results Based Logical Framework of the PAD.
- II. Review and documentation of the physical implementation achievements in terms of planned output targets by components.

- III. Documenting the achievements in the procurement of goods and services, including the implementation of project procurement plan.
- IV. Assessment of the project performance in respect of financial management, including the management of disbursement tasks, and efficiency of resource use.
- V. Consultation process of beneficiaries to evaluate development impact through interview of the implementing units and stakeholders.
- VI. Assessment of project performance in terms of timely delivery of audit reports, report quality and efforts made to implement the recommendations of the Bank on Audit Reports.
- VII. Discussions on any significant departures from the original financing and implementation plan, the cause of the departure including any challenge faced by the financiers, the implementing entity NELSAP, and the countries in meeting their local obligations.
- VIII. Evaluation of the performance and strength of the national institutional set-up for channelling project funds (including staff numbers, qualifications, and organisational structure).
- IX. Assessment of the appropriateness of the financial conditions and covenants of the grant and the loans and their fulfilment by the parties concerned.
- X. Assess the performance of the various parties involved in the project, i.e., the project management unit, contractors, consultants, the Banks, Rusumo Power Company Limited and other financiers.
- XI. Assessment of community participation and the participatory approach used in the management of the project.
- XII. Documentation of the socio-economic benefits of the project including benefits to women and youths.
- XIII. Evaluation of the achievements of the project in capacity building through training, and institutional reforms and infrastructure development.
- XIV. Review of the utilization and management of the project's funds, including adherence to internationally acceptable financial management practices.
- XV. Presentation of the status of grant disbursement, grant commitments and unutilized balances of both components; and last but not least,
- XVI. Analysis of issues relating to resource flow during implementation, designated account management and issues relating to project audit reports.
- XVII. Catalogs the project deliverables in respect to date of delivery against planned dates of delivery at the beginning of the project.
- XVIII. Catalogs the project closure checklist and confirm that they are ready for closure.

### **5.0. Qualifications and Composition of the consulting firm.**

The consultant for this service will be a registered qualified firm specialized in large construction project management and audit. Experience in construction supervision of Hydro-Power Plant will be an added advantage. The consulting

firm must be a multidisciplinary team of professionals comprising of the following key team members:

	<b>Qualification and Experience</b>	<b>Responsibility</b>
<b>The lead consultant:</b> Hydropower Engineer (Team Leader).	<ul style="list-style-type: none"> <li>• The lead consultant must have been involved in a similar assignment at a supervisory level of at least two projects involving Hydro-Power Projects (HPPs) with the total capacity of at least 50 MW in the last 10 (ten) years. (<i>Attach evidence</i>).</li> <li>• He/she must be a holder of a Post graduate University degree in Electrical/Mechanical Engineering.</li> <li>• At least 10 years of professional experience, including design and project management in construction in the field of energy.</li> <li>• 10 years of professional experience at power stations on HPPs, of which at least 5 years as Team Leader.</li> </ul>	Generally responsible for the entire consultancy assignment. In charge of the overall consultancy management responsibility.
Environmental Safeguards Specialist	<ul style="list-style-type: none"> <li>• Post graduate University Degree in Environmental Engineering/Science or equivalent.</li> <li>• At least 5 years of professional experience, including experience in carrying out environmental studies of infrastructure projects and ensuring their delivery.</li> </ul>	Responsible for the assessment of the environmental aspects of the assignment.
Social Safeguards and Gender Specialist	<ul style="list-style-type: none"> <li>• Post Graduate University Degree in sociology, social studies and/or gender or equivalent.</li> <li>• At least 5 years of Experience in carrying out social development and/or gender activities associated development projects</li> </ul>	Responsible for the assessment of the social and gender aspects of the project.
Procurement Specialist	<ul style="list-style-type: none"> <li>• Post Graduate University Degree in Supply chain management or equivalent.</li> <li>• Knowledge of World Bank procurement regulations and procedures.</li> <li>• 5 (or more) years of experience in procurement for projects financed by</li> </ul>	Responsible for the assessment of the procurement aspects of the assignment.

	international financial organizations, out of which 2 (or more) years of experience in direct administration of contracts.	
Monitoring and Evaluation Specialist	<ul style="list-style-type: none"> <li>• Post Graduate University Degree in Monitoring and Evaluation or equivalent.</li> <li>• At least 5 years of Experience in carrying out M&amp;E activities associated with development projects.</li> </ul>	Responsible for the assessment of the achievement of the project development objectives and the project implementation results against the set targets.
Legal Specialist	<ul style="list-style-type: none"> <li>• A degree in Law from a recognized University with 15 years of experience, at least five years of which working with a construction Project.</li> </ul>	Responsible of providing overall legal advice on the assessment of the Project Implementation, project transfer and documentation.

**6.0. Duration of Assignment**

The assignment will be carried out over a total of 60 working days in the project area.

**7.0 Responsibilities of NELSAP**

NELSAP will provide office space and will provide access to all the necessary relevant project documents to support the work of the consultant as and when the need arises. The working arrangement shall be discussed to accommodate all parties and ensure the efficiency of the consultancy.

NELSAP will provide and make available to the consultants, free of charge, the following to help the consultant carrying out the assignment:

- (i) Contract staff (local) to work closely with the consulting team as a contact person between NELSAP and the consulting team.
- (ii) Office space for the consultant team: sufficient office space with electricity and free wifi for internet access.
- (iii) Office furniture: desks, office chairs, and bookshelves/cabinets adequate to accommodate the full complement of the consultants.



- (iv) Organizational support: assistance in all arrangements for, meetings, field visits and workshops; and access to required data, maps and other relevant information.

**NB:** The consultants will be responsible for their personal computers and other facilities for producing reports.

### **8.0. Deliverables and Reporting Requirements.**

Consulting firm will prepare and submit to NELSAP the following reports (documents) in English and French languages, each in three copies:

1. The Inception Report.
2. Draft Final Report and
3. Final Report.

Additional requirements, if any, to the above reports (documents) shall be agreed upon during the contract negotiations with the Consultant.

### **9.0. GUIDELINES AND RFP SUBMISSION INSTRUCTIONS**

This information will be clearly mentioned in the Request for proposals.

### **10.0. SELECTION PROCESS AND EVALUATION CRITERIA**

The selection process will be conducted in accordance with selection of consultant's procedures in the World Bank Procurement Regulations for Borrowers (the Procurement regulations) for the supply of goods, works and non-consulting services.

Selection will be based on the following evaluation criteria:

- (i) Firms experience
- (ii) Relevant work experience in implementing similar projects
- (iii) Availability of the qualified key staff within the consulting firm

**Annex 1: Tasks and Organizational Format of the key Project Completion Report (PCR) content.**

<b>Section I</b>	Basic Data	Includes responsible Bank staff, project implementers, financial information, environmental categorization, and key dates. Normally captured directly from the PAD and PIM for the project
<b>Section II</b>	<b>Project Performance Assessment</b>	
	<b>Relevance</b>	<p>The extent to which the project is suited to the priorities and policies of the target group, recipient, and the Development partners. Covers both the <i>relevance of the development objective (DO)</i> as stated in the Result-Based Logical Framework (RLF) of the project, and the <i>relevance of project design</i> to achieve this objective from design/approval to completion.</p> <p><b><i>Key questions to address the relevance of the project.</i></b></p> <p><i>To what extent are the objectives of the programme still valid? Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives? Are the activities and outputs of the programme consistent with the intended impacts and effects?</i></p>
	<b>Effectiveness</b>	<p>Evaluates the extent to which the project achieved (or is expected to achieve) it is stated, objectives and results, i.e. the intended set of outcomes and outputs.</p> <p><i>To what extent were the objectives and results achieved / are likely to be achieved? What were the major factors influencing the achievement or non-achievement of the objectives and results?</i></p>

<p><b>Efficiency</b></p>	<p>Measures how well the Project used resources in achieving its results. It is an economic term which signifies that the project uses the least costly resources possible to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. Measures the input-output relationship, Cost effectiveness (least cost) – considers social and environmental costs, implemented on time (no time overrun) within the cost (no cost overrun), Alternatives examined, Implementation modality / approach</p> <p><i>Were activities cost-efficient? Were objectives achieved on time? Was the programme or project implemented in the most efficient way compared to alternatives? is most appropriate, is quality criteria met?</i></p>
<p><b>Impact</b></p>	<p>What difference has the intervention made in the lives of the intended beneficiaries (PAPs, the countries etc). The positive and negative changes produced by the project, directly or indirectly, intended or unintended results, such as changes in terms of quality of life, trade and financial conditions. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental, gender and other development indicators. <i>What has happened as a result of the programme or project? What real difference has the activity made to the beneficiaries? How many people have been affected?</i></p>

	<b>Sustainability</b>	Considers the extent to which the project has addressed risks during implementation and put in place mechanisms to ensure the continued flow of benefits after project completion. Projects need to be environmentally as well as financially sustainable. <i>Will the benefit last/ continue after the project closure? To what extent are the benefits of the project likely to continue after project closure? What were the major factors which influenced the achievement or non-achievement of sustainability of the project?). Are the Institutional arrangement for Operations &amp; Management, Political, Cultural, Technological aspects adequate to ensure sustainability?</i>
<b>Section III</b>	Performance of Stakeholders	Assessment of the performance of the Bank, Borrower and other stakeholders (e.g. co-financiers, contractors, service providers) using both qualitative and quantitative information as available. As well as assessment of stakeholder engagement and management.
<b>Section IV</b>	Financial & other Resources performance	Assessment of the management and utilizations of the project finances, and other resources in the project. Were there surplus or deficits in resources.
<b>Section V</b>	Procurement performance	Assessment of the performance of procurement in relations to the timeliness of the delivery of physical items/goods procured and service delivery of services procured.
<b>Section VI</b>	Environmental and social issues	Assessment of how environmental and social aspects of the project were managed with focus on the World Bank standards.
<b>Section VII</b>	Achievements of the Results framework	Assessment of the attainment of the project targets and results as planned in the results framework.

<b>Section VIII</b>	The power sharing arrangements	Assessment of the likelihood of the sustainability of the power sharing arrangements as set at project design.
<b>Section IX</b>	Key Challenges encountered.	Indicate/narrate the challenges met during all the phases of the project from inception, through implementation to completion of the project.
<b>Section X</b>	Key Lessons Learned & Recommendations	Indicate what factors ‘from project experience’ should be considered in informing future actions.  The recommendations should be specific, feasible, “monitorable” and cost-effective.
<b>Section XI</b>	Overall PCR Rating	Based on the average rating of the five key PCR dimensions (Relevance, Effectiveness, Efficiency, Impact and Sustainability).