



MINISTRY OF ENERGY AND MINERAL DEVELOPMENT

ELECTRICITY ACCESS SCALE UP PROJECT (EASP)

**TERMS OF REFERENCE FOR THE PROJECT COORDINATION MANAGER
UNDER THE MEMD PROJECT COORDINATION UNIT- MEMD PCU 001**

JUNE 2024

1 TERMS OF REFERENCE (TOR) FOR THE PROJECT COORDINATION MANAGER

1.1 Background

The Government of Uganda (GoU) has received funding from the World Bank for the implementation of the Electricity Access Scale-up Project (EASP) to be implemented over a period of five (5) years. EASP will support GoU's efforts to increase access to electricity for households, refugee and host communities, industrial parks, commercial enterprises and public institutions. This is intended to spur socio-economic transformation, in line with Uganda's Vision 2040, the National Development Plan (NDP III), Electricity Connection Policy (ECP) 2018 and to meet the Sustainable Development Goal 7 (SDG 7) of achieving universal energy access by 2030. EASP activities will build on earlier Government initiatives in the energy sector, to support the expansion and strengthening of the electricity distribution network, scale-up service connections within the network, and increase access to off-grid electricity in refugee settlements and their host communities (outside the existing electricity distribution network), and to clean cooking services and technologies.

The Electricity Access Scale up Project (EASP) will contribute to supporting the realization of the ECP objectives and will be implemented on an Investment Project Finance (IPF) approach. The EASP will be implemented by two main entities, namely the Ministry of Energy and Mineral Development (MEMD) and the Uganda Energy Credit Capitalisation Company Limited (UECCC). The two main entities will implement closely with the Ministry of Finance, Planning and Economic Development (MoFPED), Office of the Prime Minister (OPM), Ministry of Education and Sports (MoES), Ministry of Health (MoH), Ministry of Water and Environment (MoWE), Ministry of Local Government (MoLG), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Works and Transport (MoWT), electricity distribution Service Providers, and other relevant sector stakeholders to implement the various project activities.

A Project Coordination Unit (PCU) will be established at the MEMD to undertake overall project coordination with the Project Implementation Units at the MEMD and UECCC, as well as other stakeholders (OPM, MoFPED, Ministry of Justice and Constitutional Affairs (MoJCA), MoLG, MoES, MoH, and MoWE, MoWT). In addition, the MEMD PCU will undertake monitoring of implementation progress of all project components. The PCU will also act as the primary project link with the World Bank Task Team assigned to supervise the project. The PCU is also responsible for ensuring all project activities are consistent with the project

documents (i.e., legal documents, Project Appraisal Document, Project Operations Manual and any subsequent agreements recorded in Aide Memoires or other communications). In addition, the PCU must maintain constant oversight of all project activities to:

- i. identify and resolve issues before they become problems; and
- ii. identify and catalyze opportunities for improving project impacts and outcomes during implementation.

1.2 Objective of the Assignment

The Project Coordination Manager (PCM) will be ultimately responsible for ensuring that the EASP is implemented in accordance with key project documents and agreements as described above, acknowledging the responsibility of each project stakeholder to diligently implement their project activities in a timely manner. This will include ensuring that project activities are implemented in an effective, responsible, and timely manner with due regard to relevant GoU and World Bank policies, regulations and requirements / procedures for procurement, disbursement, financial management, environmental and social safeguards, etc. The Project Coordination Manager will be responsible for consolidating and submitting to the World Bank quarterly monitoring and evaluation reports on all project activities. He/She will also continuously monitor and evaluate project progress to:

- i. Identify emerging risks, issues and opportunities for efficient and effective implementation of the project.
- ii. Suggest areas where project modifications are needed to better achieve the Project Development Objectives (PDO).
- iii. Capitalize on potential synergies both within and outside the project that will hasten progress toward achieving the Development Objectives and/or other agreed GoU objectives.
- iv. Ensure appropriate and effective implementation of the project in refugee settlements and refugee hosting districts (RHDs) to benefit both refugees and host communities whilst mitigating social cohesion risks.

1.3 Scope of Work

The scope of work will include but is not limited to the following:-

- i. Coordinate implementation of the EASP including monitoring and reporting on progress of implementation of project activities by the Project Implementation Units (PIUs) under MEMD and UECCC, as well as other key stakeholders including OPM, MoWE, MoES and MoH. The PCM will therefore:

- a) Convene regular progress review meetings of the implementing entities aimed at addressing emerging risks, issues and identifying opportunities for improving project outcomes;
 - b) Take responsibility for monitoring overall project financial status including regular monitoring of commitments and disbursements compared to projections. This includes taking timely and effective action in the event that adjustments to project allocations are needed;
 - c) Collaborate with other development partners, financing institutions and Government to enhance and expand project initiatives through the Director Energy Resources Directorate (DERD) and the Permanent Secretary/MEMD;
 - d) Ensure that quarterly and annual project reports from the Implementing Agencies are compliant with agreed reporting arrangements;
 - e) Prepare consolidated EASP financial quarterly and annual reports;
 - f) Prepare consolidated EASP quarterly, annual and other periodic progress reports as well as other reports for the GoU including the Ministry of Energy and Mineral Development, Parliament and any other organs of GoU and the World Bank as may be required.
- ii. Coordinate the validation and verification process to demonstrate fulfilment of performance-based conditions at the project level in collaboration with the EASP Project Managers at the MEMD and UECCC PIUs.
 - iii. Manage the implementation optimization plan at the MEMD-PCU.
 - iv. Coordinate management of environmental and social aspects of the project to ensure compliance with National and World Bank requirements, including monitoring implementation and preparing relevant progress reports on environmental and social safeguards.
 - v. Oversee effective implementation within RHDs in close liaison with refugee stakeholders including OPM and UNHCR mitigating endogenous risks and adapting implementation appropriately for refugee settlements.
 - vi. Proactively provide support to EASP Implementation Units (PIUs) under MEMD and UECCC. Specifically, the Project Coordination Manager shall provide guidance to the Implementation Units on the preparation of work plans, procurement plans, robust project monitoring frameworks, implementation support and such other project management aspects as shall be required during implementation of the EASP. This includes providing advice on financial management, procurement, environmental and social safeguards and other implementation requirements. In this regard, the Project Coordination Manager shall:

- a) Regularly interact with Project Implementation Units (PIUs) at MEMD and UECCC to ensure that he/she has up-to-date knowledge on progress of implementation of project activities, schedules, issues, risks, opportunities, etc.
 - b) Explicitly ensure that Implementing Entities are in compliance with relevant GoU and World Bank safeguard, fiduciary and other requirements (see above) and that adequate documentation exists (either with the PCU or with the Implementing Agencies) to demonstrate compliance.
 - c) Generate, compile and provide feedback to the Implementing Agencies information on EASP progress and achievements on a quarterly basis or as the need may arise. This information will be in a form that will enable all the stakeholders to comprehend the implementation progress of the EASP.
 - d) Coordinate the activities of the Implementing Agencies for the mid-term review and completion of the EASP.
- vii. Liaise with other stakeholders, e.g. National Planning Authority (NPA), Electricity Regulatory Authority (ERA), to ensure adequate information flow between EASP Implementation Units and those entities and identify and promote synergies which hasten the achievement of Project Objectives. Participate in public information activities aimed at disseminating the objectives, approach and progress of EASP activities with clearance from the DERD and PSMEMD.
 - viii. The Project Coordination Manager will be the Secretary to the Project Steering Committee (PSC).
 - ix. Provide effective coordination to ensure that Project Steering Committee (PSC) meetings take place regularly as required. He/She will ensure that PSC members are comprehensively updated on project progress, issues requiring guidance and decision making are well presented, and PSC resolutions are translated into actions, communicated in a timely manner to relevant stakeholders, and adequate documentation of resolutions and actions for effective project implementation is made.
 - x. Put in place a system to monitor the performance of staff under the MEMD-PCU, respond to immediate staff needs to remove impediments to project implementation, and maintain a dedicated team to EASP.
 - xi. Carry out any other duties as assigned by the Director, DERD and PS-MEMD provided these duties contribute to achieving the development objectives of the EASP project.

1.4 Persons Specifications

a) Qualifications

- i. Bachelor's Degree in Engineering (Electrical/Mechanical/Power Systems/Civil) / Economics / Finance or Business Administration from a recognized University/Institution.
- ii. Master's Degree in one of the following fields: Engineering (Electrical/Mechanical/Power Systems/Power Economics/Civil), Renewable Energy, Energy Systems, Project Planning & Management, Business Administration from a recognized University/Institution.
- iii. Registration with the relevant Professional Body.

b) Experience

- i. At least ten (10) years of relevant professional experience, five (5) of which must have been at senior level in project implementation and management position(s).
- ii. Specific experience in coordinating large-scale infrastructure projects (minimum cumulative value of US\$100 million across multiple projects) in the electricity sector, financed by Multilateral/Development Financial Institutions such as the World Bank, ADB, AFD, KfW, China Exim Bank or equivalent will be an added advantage.

c) Competencies

i. Technical

- a. Financial management
- b. Accountability and financial reporting
- c. Leadership and Human Resource Management
- d. Analytical skills and Strategic thinking
- e. Monitoring and Evaluation skills
- f. Procurement, Disposal and contract management
- g. Knowledge of Electrification policies
- h. Information and communication technology

ii. Behavioral

- a. Assertiveness and Self confidence
- b. Communicating effectively
- c. Ethics and Integrity
- d. Self-control and stress management
- e. Concern for quality and standards

1.5 Duration of the Assignment

The Project Coordination Manager shall undertake the assignment on a full-time, EASP project-exclusive basis for a period of three (3) years renewable subject to satisfactory performance.

1.6 Reporting Obligations

The Project Coordination Manager will report to the Permanent Secretary.

1.7 Duty Station

The Project Coordination Manager will be based in the offices of the Ministry of Energy and Mineral Development, Kampala, Uganda, with occasional travel to project implementation areas / sites for monitoring or as and when the need arises.