

**VANUATU RURAL ELECTRIFICATION PROJECT (VREP)**  
**PROGRAM MANAGER**  
**Terms of Reference**

## **Introduction**

1. The Government of Vanuatu is implementing a US\$40 million investment program to increase the electricity access rates in Vanuatu from the current 30% to over 85% with the support of the World Bank. The development partners have made available approximately \$US24 million through the World Bank to achieve this objective.
2. The role of the Program Manager is to implement the rural electrification components of the investment program. The Program Manager will report to the head of the Implementing Agency (the Department of Energy) in carrying out his/her responsibilities. The Government of Vanuatu or the head of the Implementing Agency may reassign or delegate their responsibilities to an appropriate agency or person as appropriate.
3. The Program Manager will implement the rural electrification projects in accordance the Project Paper/Project Appraisal Document, the Financing Agreements, the Project Operations Manual, the Subsidy Implementation Manual, Subsidy Implementation Agreements and the Environmental Code of Practice and the Environmental and Social Management Framework, the Environmental Management Plan, and the Resettlement Action Plan as relevant and as amended from time to time. The Program Manager will ensure that the implementation of the projects is in accordance with the Vanuatu laws and regulations and in accordance with the World Banks's policies and guidelines.

## **Project Description**

4. The World Bank support rural electrification projects comprise of two operations; the Rural Electrification Project Stage I - P150908 (VREP I) and the Rural Electrification Project Stage II – P160658 (VREP II)
5. The objective of VREP I is to increase access to electricity services for rural households, aid posts and community halls located in dispersed off-grid areas. VREP I provides subsidies for plug and play solar home systems. The objective of VREP II is to support increased penetration of renewable energy and increased access to electricity services in the dispersed off-grid areas of Vanuatu. VREP II provides subsidies for more advanced solar home systems (SHS) and micro grids, and supports the supply, installation and implementation of arrangements for up to five mini grids. VREP I and II support the DoE with technical assistance, project management and supervision, and independent verification of outputs, including the development of a vendor and product registration processes, product catalogue, project awareness and design, specification, tendering and supervision of the procurement of mini grids and negotiation of the operating and maintenance agreements for mini grids.

## OBJECTIVE

6. The Program Manager is responsible for achieving the projects key performance indicators on time and on budget. The Program Manager will assume the overall responsibility for VREP I and VREP II electrification projects in Vanuatu providing the required planning, resource management, and implementation to ensure that all activities under the projects are delivered with due attention to achieving results, considering economy, efficiency, fairness and transparency under the guidance and direction of the Director of the Department of Energy and advice from the World Bank as necessary. The Program Manager will be supported by the staff of the Department of Energy, Government officials and other project consultants. The Program Manager will be responsible for the overall coordination of the necessary inputs and remain accountable for delivering to the scope of this assignment.

## Scope of Works

7. The Program Manager is responsible for achieving the projects results as per Results Framework. S/he is responsible for the timely and successful implementation of all project activities, specifically;
  - i. Leading the planning, preparation, implementation and reporting on the VREP I and VREP II and assist with building local capacity and achieving broad stakeholder support for the two programs. Specifically;
    - a. Preparing a combined work program (including all project sub-components), communication program and resource plans for VREP I and VREP II and planning and supporting relevant missions;
    - b. Managing resources (both financial and consultants under VREP I & II), stakeholders and project activities to implementing the plans on time and on budget.
    - c. Identifying issues and bottlenecks that could hinder the project implementation in a timely manner and providing solutions to overcome obstacles.
    - d. Preparing and updating (if required) of project documents (Project Operations Manual, Subsidy Implementation Manual, Subsidy Implementation Agreements and all other required project documents required for implementation of VREP I and VREP II for approval by the World Bank, including technical, economic and financial analyses;
    - e. Leading consultations on social and environmental safeguards, development of safeguards instruments such as codes of conduct, frameworks, impact assessments, and management and action plans for approval by the World Bank and where applicable, supervise the implementation of those plans. Familiarity with development partners safeguards policies and processes is essential;

- f. Reporting bi-monthly against project key performance indicators, analysing issues and recommending corrective action and implementing such actions; and
  - g. Preparing procurement plans and annual project budgets consistent with the work plan, Implementation Status Reports, Implementation Completion Reports, supervising project reports, assist VREP Project Accountant and DoE Admin and Finance Manager in the compilation of the interim financial reports and supporting annual project and program audits.
  - h. Managing the procurement plan in the Systematic Tracking of Exchanges in Procurement (STEP) system of the World Bank, including revisions or updates, uploading documents, submission for approval by the World Bank, etc.
  - i. Keeping complete procurement documents in file (both STEP and hard copies) for auditing or review.
- ii. Maintaining strong relationships and coordinating project implementation with key internal and external stakeholders, including other Government Ministries/Departments, Provincial Councils, the World Bank, Utilities Regulatory Authority, existing and prospective vendors, service providers, commercial banks, private sector, consumers, and the communities;
- iii. Establishing VREP I and VREP II resourcing needs (refer to 1a above) consistent with the work plan and preparing terms of references and supervising consultants for implementation of work programs including manage the consultants procured under VREP I and VREP II;
- iv. Establishing strategic marketing, communications & implementation plans and working with the DoE IT & Communications Officer to develop communications plan for VREP I & II, and organize targeted communication and public consultation processes for VREP I and II and ensuring that the consultations are done according to expectations and meet the requirements of the DoE and World Bank;
- v. Assisting the Director of Department of Energy to select and manage the VREP-II Owners Engineer (OE) in accordance with the deliverables set out in the OE's terms of reference.
- vi. Advising the Director and the DoE teams on appropriate legal and regulatory needs to support the objectives of VREP I and II and providing information and making decisions with the Director and senior members of the Department so results are achieved in a timely manner;
- vii. Support the DoE in activities towards the integration and implementation of the Sustainable Energy Finance Project in Vanuatu; and
- viii. Undertake other relevant and related activities as required by the Director of Energy related to the World Bank supported rural electrification projects.

## KEY DELIVERABLES

The program manager position is required to deliver the following outputs to the DoE as part of the Terms of Reference:

- i. **VREP I and VREP II combined work plan to achieve the projects KPIs.** The plan should include task level planning of all required activities to achieve the KPIs of the project. It will include sub-component planning, resources, communication and accountabilities. The plan will include a disbursement projection. This combined plan will be prepared for the whole duration of the projects. **Deadline:** 31 May 2019 the updated annually by 30 June each year.
  - a. Resource plan for VREP I & II, consistent to the work plan by 31 May 2019 and updated annually.
  - b. Consistent with the work plan and the resource plan, develop **Consultants Terms of Reference**, manage the approval and contract execution process, ensure quality of consultant's outputs are in line with project KPIs and agreed timeline. **Deadline:** as per combined and annual work plan.
- ii. **VREP I and VREP II annual work plans, procurement plans and budgets acceptable to the DoE and before submission for no objection by the World Bank.** The annual Work Plan will include a task level detailed plan, consistent with the combined Work Plan. It will include sub-component planning, resources, communication strategies and accountabilities required to implement the plan. It will include disbursement projections for the year. **Deadline:** 31 May 2019 the updated annually by June 30 every year.
  - a. **Annual procurement plan and budget for VREP I & II.** To be delivered with the annual project work plan: **Deadline:** annually on June 30<sup>th</sup> the latest;
  - b. **Engage vendors for both VREP I and VREP II.** Update project documents - Project operation Manual, Subsidy Implementation Manual, Subsidy Implementation Agreement, Environmental Code of Practice and other required project documents in a timely manner to achieve project KPIs.
  - c. **Engage and manage Owner's Engineer for VREP II (Component 2).** Lead the selection and management of the Owner's Engineer for delivery of mini grids and the sub outputs in accordance with the terms of reference and to agreed timeline.
  - d. Bi-Monthly report on progress against the work plan and KPIs to the DoE. **Deadline:** Bi-Monthly on the 30th day.
- iii. **Six monthly interim financial reports and project reports for VREP I & II. Deadline** as per Financial Agreements.
- iv. Other key deliverables identified in the combined and work plans for the VREP I and VREP II, as agreed with the Director.

## **CORE COMPETENCIES**

8. The Program Manager shall have the following core competencies;
  - ix. A degree in engineering or related discipline and at least 10 years' of relevant post graduate experience in planning, negotiating, managing, implementing and reviewing projects. Experience with projects implemented through development partners will be highly regarded;
  - x. Demonstrated experience in the preparation and implementation of rural electrification projects in developing countries, in particular with the delivery of systems to suit remote rural communities with the involvement of private sector is essential;
  - xi. Sound understanding of off grid products such as solar home systems, micro and mini grids, applicable technical standards and safety considerations relevant to such products. Qualifications in the design and certification of off grid systems is highly desirable;
  - xii. Demonstrated strong project management experience;
  - xiii. Demonstrated experience in procurement of consulting services and contracts for significant investments, contract negotiations and contract management in accordance with the terms of references and specifications is essential;
  - xiv. A track record in leadership, management and capacity building, community engagement, stakeholder relationship management with Government, government departments, private sector utilities, and consumers and in public administration is essential;
  - xv. Thorough understanding of the electricity industry in small states similar to Vanuatu, especially electricity law and regulation, governance, economics, technical and financial issues; including detailed knowledge of licensing/concessions, dispute resolution, competition issues, safety and reliability standards, tariffs, consumer protection and contract administration is essential;
  - xvi. Knowledge of policies, planning and budgeting process in countries similar to Vanuatu is essential and knowledge of the World Bank/other development partners' policies and procedures will be highly regarded; and
  - xvii. Fluency (written and spoken) in English. A working knowledge of Bislama would be an advantage.

## **Reporting**

9. The Program Manager will report to the Director of the DoE and shall provide inputs to DoE who will then finalise and consult the World Bank for endorsement. The Program Manager is expected to work independently in accordance with an agreed work program and performance plan.
10. All reports and documents shall be written in English and be provided in electronic form (MS Word .DOC format) to DoE for review and approval of both content and format. After incorporating any requested modifications, a hard copy of the final advice shall be

provided, as well an electronic copy to DoE. The hard copy may be printed using DoE resources.

## **Scheduling and Duration**

11. The scope of services to be provided by the Program Manager shall be in accordance with a work program agreed and performance plan with the Director of the DoE who will then submit to the World Bank. Refer to the project documentation and key performance indicators of the VREP I and VREP II and in accordance with the targets and programs set out in the NERM and the SREP IP.
12. The assignment for the Program Manager is expected to commence in May 2019 for an initial period of 2 years with a potential extension, subject to satisfactory performance.
13. Performance reviews will be conducted every six months. During the performance reviews, the consultant's performance will be measured against the successful achievement of project KPIs as per results framework attached.