

Terms of Reference

End-review of Capacity Building and Emergency Repair of Hydropower Plants

1. INTRODUCTION

Tanzania Electric Supply Company Limited (TANESCO) is a national utility that owns and operates the country's key hydropower plants.

The Royal Norwegian Embassy (RNE) support capacity building within emergency repair of existing hydropower plants through an institutional Co-operation between TANESCO and the Norwegian Water Resources and Energy Directorate (NVE) (the Programme). The Grant Agreement was signed in 2011 with a Norwegian contribution of NOK 25 million for two years. However, project activities did not start properly until the signing of Addendum No 1 in September 2013. The Addendum involved an increase in the grant of NOK 42.5 million from NOK 25 million to a total of NOK 67.5 million. The programme will be completed by end of 2016.

The Objectives of the Programme are to:

- i. assist TANESCO for emergency upgrading and immediate training of the personnel,
- ii. to increase the professional level and knowledge of the staff at TANESCO,
- iii. to secure an efficient execution and quality assurance of the project based upon a contract on institutional cooperation between TANESCO and NVE.

An initial dialogue for a new institutional cooperation is ongoing (the new Programme). The new programme of the cooperation includes EWURA in addition to TANESCO and NVE. The proposed overall goal of the new Programme is 'Transparent and cost efficient power supply services to household and industry in Tanzania'.

2. PURPOSE

The purpose of this assignment is to assess the ongoing cooperation and provide Norway with input in the decision making process for entering into a new agreement.

The scope of work is further detailed below.

3. SCOPE OF WORK/PRIORITY ISSUES

3.1 End-review of the Emergency Repair Programme

In general, the end-review shall assess all key issues found to be pertinent to meet the planned results of the Programme. The recommendations provided in the Itad-report "*Evaluation of Norwegian Support to Capacity Development*", 2015 shall be taken into account in the assignment.

The **end-review** shall assess, but not necessarily be limited to the following issues or items:

- the achievements of the support compared to the purposes and objectives as set forth in the Agreement between Tanzania and Norway, and further detailed in the approved Goal Hierarchy for the programme;
- to what extent the agreed outputs, outcomes and impacts have been achieved and reported, or is expected to be achieved;
- the efficiency and effectiveness of the programme with regards to human and financial resources

- assess to what extent economical resources and inputs in terms of funds, expertise and time are converted to outputs, including realistic calculations on the outputs converted into USD;
 - assess to what extent the training has been cost-efficient, value for money and sustainable, and identify areas where the training has benefitted TANESCO as an organisation;
 - assess programme design, participation of relevant stakeholders, and project organization, monitoring and reporting);
 - assess to what extent the programme has benefitted the private sector of Tanzania;
- to what extent the professional level and knowledge of the staff at TANESCO has been increased as intended;
 - TANESCO's Operation and Maintenance procedures and to what extent they serves the purpose;
 - the financial management of the programme, including TANESCO's financial and in-kind contribution to the project and the increases in budgets from the signing of the contract;
 - assess how the programme contributes to Tanzania's plans and priorities of reforming the electricity sector (Electricity Supply Industry Reform Strategy and Roadmap);
 - assess how the programme is complementary to other development partner's (DPs) support;
 - incorporation of cross-cutting issues, including gender awareness, climate change, environment, anti-corruption and human rights, and recommend on how to incorporate relevant cross-cutting issues in implementation and reporting in the new Programme;
 - Identify areas for continued capacity training (particularly within maintenance) and if relevant recommend on activities/modalities to be considered included in the new programme;
 - recommend on lessons learned to be considered incorporated in the new programme;

The team shall review any additional issues they find relevant to the purpose of this assignment.

4. IMPLEMENTATION OF THE ASSIGNMENT

4.1 Methodology to be applied

The study shall partly be done as a desk study, and partly as fieldwork in Tanzania, including visiting a minimum of 2 out of the 5 hydropower plants included in the programme.

The team is expected to have extensive meetings with stakeholders as NVE and Tanesco, counterparts, development partners and other partners providing relevant input for the purpose of the end-review.

Start-up meetings in Oslo with Norad and NVE, and with RNE and TANESCO on arrival in Dar es Salaam, as well as wrap-up meeting prior to the departure from Tanzania shall be included.

4.2 Timetable for preparation, field work and presentation of the report

The assignment is to be conducted in the fourth quarter of 2016.

A start-up meeting with Norad and NVE shall be held as soon as possible after signing the contract, where the consultant will present a brief Mission Preparation Note (see details below).

The work shall include a 10-day fact-finding mission to Tanzania including return travel. The fieldwork should preferably be carried out end October or beginning of November.

Upon finalization of the report, Norad and the consultant shall agree on a time for possible presentation of the final report in Oslo.

4.3 Source of information /Documentation

Documents that the review should be based on (To be submitted by RNE unless differently explicitly stated):

- Programme Document for Emergency Repair Project
- Project Documents and Annual Reports for the Emergency Repair Project
- Electricity Supply Industry Reform and Roadmap 2014-2025
- “Evaluation of Norwegian Support to Capacity Development” (2015)

5. REPORTING

The following are the expected outputs of the assignment:

- A mission preparation note shall be submitted to Norad for approval prior to the arrival to Tanzania. The note shall include the key issues identified, a detailed work plan and proposed detailed table of content for the report (in line with Appendix 1);
- A draft report shall be submitted 2 weeks after returning from mission to Tanzania. Norad shall request comments from RNE, NVE and TANESCO and submit to the consultant within 2 weeks;
- and a final report addressing issues as defined in this ToR shall be submitted 1 week after comments have been received;

The final report shall be in English and preferably not exceed 30 effective pages, excluding an executive summary and relevant annexes. The report shall be submitted electronically. The report format is shown in appendix 1.

APPENDIX 1

Required report format (proposed changes needs to be approved by the Client)

- 1 Executive Summary**
- 2 Introduction**
- 3 End-review of the Emergency Repair Programme**
- 5 Other issues (optional)**
- 6 Conclusions and recommendations**

Annexes

Annex A: Terms of Reference

Annex B: Document List

Annex C: Persons contacted