



WEST AFRICAN POWER POOL
SYSTEME D'ECHANGES D'ENERGIE ELECTRIQUE OUEST AFRICAIN
General Secretariat / Secrétariat Général

330 kV Nigeria – Niger – Benin/Togo – Burkina (North Core) Interconnection Project

Establishment of an Implementation Management Unit (IMU)
Recruitment of an IMU Director

Terms of Reference for the IMU Director

1. General Background Information and Project Implementation Arrangements

The objective of the West African Power Pool (WAPP) is to establish a regional electricity market in West Africa through the appropriate development and implementation of key infrastructure so that all ECOWAS member states are given access to economic energy resources.

Within the framework of WAPP, the Governments of Nigeria, Niger, Benin, Togo and Burkina are collaborating to develop in accordance with the ECOWAS Revised Master Plan for the Generation and Transmission of Electrical Energy, and more specifically the related Intergovernmental Protocol among the concerned countries, a sub-regional interconnection project referred to as the 330 kV WAPP North Core Project.

The project comprises approximately 875 km of 330 kV transmission network from Birnin Kebbi in Nigeria to Ouagadougou in Burkina through Zabori and Niamey in Niger with a tee-off at Zabori Substation to the Malanville Substation in Benin. A double circuit 225kV line of approximately 9 km linking the Ouaga East Substation to the Ouaga South-East Substation and a 225 kV single circuit line of approximately 15 km linking the Ouaga South-East Substation to the tower “PA5” of the Ghana-Burkina 225 kV Interconnection line under construction allows the WAPP 330 kV Northcore Project to be integrated into the interconnected transmission network of Burkina.

The project also envisages, as a social mitigation measure, the electrification of 294 rural communities located within 10-km about the route of the interconnection line. With support of NEPAD-IPPF, a Feasibility Study as well as a Line Route and Environmental and Social Impact Assessment Study have established the techno-economic viability of the project with controllable environmental and social impacts.

The Agence Française de Développement (AFD), African Development Bank (AfDB), ECOWAS Bank for Investment and Development (EBID), European Union (EU) and World Bank (WB) have made firm commitments to participate in the financing of the project and are very advanced in their approval processes. In September 2017, AfDB and AFD conducted an Appraisal Mission and World Bank a Preparation Mission. The Governments of the involved countries shall also make contributions to the project to address among others, the implementation of the project’s Resettlement Action Plan (RAP)

Due to the regional dimension of the project as well as enhance coordination, the Ministers in charge of Energy have agreed to an institutional framework consisting of the establishment of a single entity to implement the project. It should be noted that the Directors General and Managing Director/Chief Executives of the utilities involved in the project agreed in December 2017, that the Headquarters of the IMU shall be located in Abuja, Nigeria. The ownership and operational responsibility of the infrastructure post-commissioning shall remain with the respective country. Discussions on the institutional framework are ongoing with the Partners involved in the financing of the project.

The institutional framework adopted in October 2016 by the Ministers in charge of energy comprises the following:

(i) Ministerial Steering Committee:

- a. Shall be responsible for the strategic direction of the implementation of the project;
- b. Shall be composed of Ministers in charge of energy from the concerned countries;

(ii) Joint Implementation Committee:

- a. Shall be responsible for among others, the coordination and supervision of the project implementation unit in the planning of works; review of bidding documents and procurement process.
- b. Shall be composed of the representatives of the Directors General and Managing Directors of the beneficiary utilities, Representatives from the Ministries in charge of energy, Representatives from the Ministries in charge of Finance, and the WAPP Secretary General;

(iii) Implementation Management Unit (IMU):

- a. Shall ensure among others, the coordination and planning of the works at a regional level, the preparation of Bidding Documents and management of the procurement process and, the financial management of the project;
- b. Shall include field offices to provide the supervision part, in close collaboration with the national utilities, local authorities and the field offices of the project's Owners' Engineer;
- c. The IMU is assisted by an Owners' Engineer who is located at the same place as the IMU. The Owners' Engineer shall have a field office in each country for the supervision of the works.

Discussions are ongoing on the framework that shall result in a better definition of the roles and responsibilities of the IMU, including the PSUs, to ensure an efficient implementation of the project. The process to achieve financial closure on the project is also ongoing. In the meantime, the WAPP Secretariat, the concerned utilities and countries as well as the Technical and Financial Partners involved in the Project have agreed to set up the Implementation Management Unit IMU in order to assist in the preparation and physical implementation of the project among others.

The staff of the IMU shall have the responsibility to manage the pre-construction tasks (validation of tender documents including general and technical specifications, tendering, evaluation of tenders, contract negotiations and award of contracts) and subsequently the supervision of tasks during the entire construction phase. The IMU shall work in consultation with the national power utilities in each country in accordance with modalities that shall be clearly defined in the project documents, in particular, the Project Implementation Manual. The IMU shall be supported by an Owners' Engineer. The recruitment of this Owner's Engineer is planned to be carried out concurrently with the recruitment of the IMU staff. Funding for the functioning of the IMU is envisaged by the World Bank and AfDB together with the activities of the Owners Engineer.

2. Technical Background Information

The project shall include the following major components:

- A double circuit 330 kV transmission line of approximately 875 km across the four countries involved, linking the Birnin Kebbi substation in Nigeria to Ouagadougou substation in Burkina through Zabori and Niamey in Niger with a tee-off at Zabori to Malanville in Benin. The line between Zabori and Malanville shall have a single circuit installed in the initial stage of the project;
- A double circuit 225kV line of approximately 9 km linking Ouaga East substation to Ouaga South-East substation and a 225 kV single circuit line of approximately 15 km linking Ouaga South-East substation to the “PA5” tower of the Ghana-Burkina 225 kV Interconnection line under construction allows the WAPP 330 kV Northcore Project to be integrated into the interconnected transmission network of Burkina;
- Five (5No) transformer substations: 2 in Niger (2 x 150 MVA, 330/132/33 kV substation at Zabori, and 1 x 150MVA 330/132/33 kV at Gourou Banda), 1 in Benin (1 x 150MVA 330/161 kV at Malanville) and 2 in Burkina Faso (1 x 150MVA 330/225/90 kV at Ouagadougou East and 2 x 150 MVA 225/132/33 kV at Ouagadougou South-East);
- The substations shall be equipped with Substation Control and Monitoring System (SCMS);
- Installation of fibre optic Telecommunication system and power line carrier system as back-up

The map in the Annex gives an overview of the Line Route.

Physical implementation of the project shall take place through a number of Design-and-Build Packages and the related Bidding Documents are currently being finalised for its procurement. An indicative packaging is presented below but the actual number shall depend on the finalisation of the project financing plan, project packaging and the requirements from the involved Funding Agencies. It should also be noted that the lots relating to Compensation Equipment may require additional studies to be conducted in order to finalise the expected scope of work.

The IMU shall have the responsibility to successfully manage the procurement processes, the contracts management, and financial management the project.

To this end, the IMU shall, among others:

- Approve all documents prepared by the Consultants and the Contractors (works) that shall be recruited for specific tasks in the preparation of the project;
- For contracts funded by the World Bank and Agence Française de Développement, sign the contracts for the implementation of the projects, including the main contracts for

the works to be jointly signed by the DGs of the concerned utilities and the Project Director. Works contracts in Burkina Faso and Niger funded by the AfDB will only be signed by the DGs of NIGELEC and SONABEL

- For all contracts, process of Consultants 'and Contractors' payment requests in accordance with the agreed payment schedule. However, payment requests for AfDB financing in Niger and Burkina will have to be signed by the authorized national authorities, before their transmission to the Bank by the IMU
- Supervise the activities of the Owner's Engineer;
- Monitor adherence to the project planning and implementation costs;
- Assess and advise on all proposed changes in scope; technical variations or motivate the rejection of a proposal;
- Report on progress of works, challenges; identified risks and outstanding issues to the relevant stakeholders and funding institutions;
- Supervise, in collaboration with the Owner's Engineer and the concerned national power utility, the implementation of the work, until the taking-over of the project in each country;
- Coordinate the necessary health and safety arrangement for all project activities with other agencies and utilities;
- Process all contractors' payment requests after approval by the Owner's Engineer;
- Obtain the necessary permits in relation to construction work so as to avoid delays;
- Supervise and coordinate with the national and local authorities as well as the national power utilities, the implementation of the project Environmental and Social Management Plan (ESMP), including the Resettlement Action Plan (RAP);
- Manage and technically coordinate the interfaces between the North Core Project and the construction of the WAPP Information and Coordination Center as well as the implementation of the WAPP Synchronisation Project;
- Manage and technically coordinate the interfaces between the North Core Project and national projects (in Nigeria, Niger, Benin, Burkina Faso) and these include, but not limited to, the extension of the Birnin Kebbi substation in Nigeria, the electrification of rural communities along the line where applicable, and the construction of the Niger national dispatch center.

The functions listed above are not limitative.

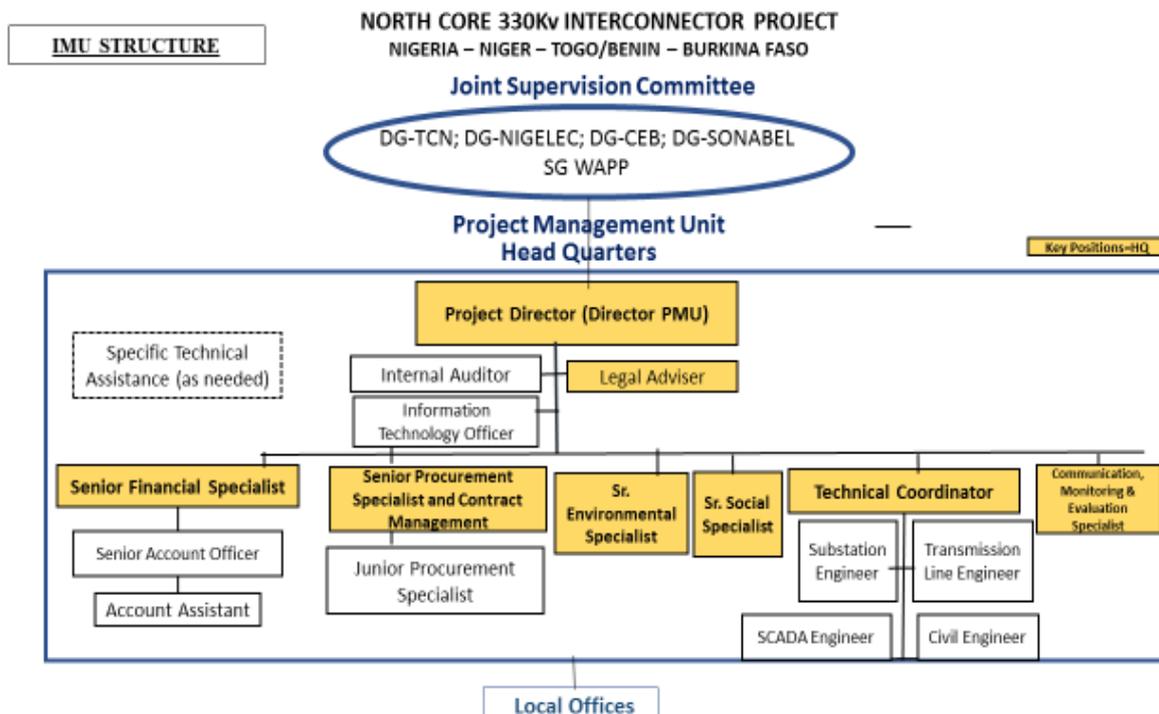
The IMU shall communicate primarily with:

- i) The JIC on progress of work, costs and budget issues as well as challenges faced in the implementation of the project;
- ii) The Owner's Engineer for all relevant matters related to the implementation of the project;
- iii) Local and national authorities, the involved national power utilities, environmental protection agencies and project affected persons on all matters related to the implementation of the project ESMP and RAP;
- iv) The International Financing Institutions on payment requests, costs and budget follow-up, progress of work and other issues related to the physical implementation of the project.

Interaction IMU Stakeholders



To be able to respond actively to the defined functions and perform satisfactorily during construction phase, the staffing for the IMU shall consist of professional and support staff located at the Head Office and the Field Offices. The exact number of support staff such as drivers shall be determined more accurately when the Work Programmes of the Contractors are known. The indicative key positions within the IMU are depicted in the Organisational Chart below:



The key positions planned at the IMU Head Office are the following:

- (i) IMU Director
- (ii) Senior Electrical Engineer
- (iii) Environmental Specialist
- (iv) Social Safeguards Specialist
- (v) Procurement and Contracts Management Specialist
- (vi) Senior Financial Specialist
- (vii) Evaluation/Monitoring & Evaluation Specialist

i. IMU Director

The IMU Director shall have overall responsibility for the proper implementation of the project as well as the management and administration of all the other IMU staff and resources.

ii. Senior Electrical Engineer

The Senior Electrical Engineer shall liaise with the Owner's Engineer and the IMU and shall be responsible for, among others, monitoring of work construction and handling of all the technical issues related to the implementation of the project including reporting to all the relevant entities. The Senior Electrical Engineer shall work with a team of four specialized engineers (Substations, Transmission Line, SCADA Engineer and Civil Engineer), who shall act under the instructions of the Senior Electrical Engineer.

iii. Environmental Specialist

The Environmental Specialist shall, in broad terms, be responsible for environmental compliance including, among others, follow-up on the implementation of the ESMP and preparation of reports on all the environmental issues. The Environmental Specialist shall collaborate with the Social Safeguards Specialist, as well as the relevant Experts of the concerned national power utilities.

iv. Social Safeguards Specialist

The primary responsibility of the Social Safeguards Specialist shall be to ensure the monitoring of the implementation of the ESMP and RAP. The Social Safeguards Specialist shall be also responsible for the maintenance of relations with affected communities while ensuring environmental compliance by the project team and by the Contractors working on the various sites. The Social Safeguards Specialist, in collaboration with the relevant Experts of each concerned national power utility, shall conduct a verification of the inventory of among others, the crops, properties and cultural sites affected by the project and facilitate prompt payment of due compensation. The Social Safeguards Specialist, in collaboration with the Environmental Specialist, shall prepare reports on the implementation and adherence to the Environmental and Social Impact Assessment and the Resettlement Action Plan, highlighting support measures related to gender and vulnerable people.

v. Senior Procurement and Contracts Management Specialist

The Procurement and Contracts Management Specialist shall be responsible for among others, preparing and updating the procurement plan; the management and procurement of goods, work and services for the needs of the IMU. The Procurement and Contracts Management Specialist shall ensure that all procurement processes are performed to the best international standard and follow the guidelines of the appropriate international financing agencies. Once the Contracts are signed, the Procurement and Contracts Management Specialist shall monitor their implementation in collaboration in collaboration with the Technical and financial management teams of the IMU.

vi. Senior Financial Specialist

The Senior Financial Specialist shall be responsible for financial procedures and reporting, accounting policy and practices as well as budget and cost control. The Senior Financial Specialist shall be assisted by an Accounts Officer who shall be in charge of among others, staff payroll and expenses related to the project administration as well as the monitoring of financial performance as against budget and variance assessment for the IMU Director.

vii. Monitoring and Evaluation Specialist

The Monitoring & Evaluation Specialist shall be in charge of drafting the performance indicators, collecting and analysing data on the project performance and monitoring the implementation of the IMU Work Plan. The Monitoring & Evaluation Specialist shall manage the performance evaluations and advise the IMU Director in the utilization of information to facilitate decision-making and resource allocation. The Monitoring & Evaluation Specialist shall also assist the IMU Director in the preparation status briefs in relation to the progress being made in the project implementation.

3. Responsibilities of the IMU Director

The IMU Director shall bear responsibility for ensuring the implementation of the project within time and budget as well as coordination among the stakeholders. The IMU Director shall follow-up on all project activities in collaboration with the Owner's Engineer using appropriate management tools and skills to ensure achievement of the project outputs.

As the executive head of the IMU, the Director shall also provide leadership to the IMU to forestall threats to, delays in and/or interruptions in the project implementation and take the required actions to ensure project continuity or, if necessary, solicit assistance from relevant authorities in the concerned countries.

4. Scope of Work

The IMU main functions have been listed in Section 3 of this ToR. The scope of work of the IMU Director shall have to match, but not necessarily be limited to, the identified functions, which as an overall requirement that shall be performed both effectively and efficiently with due consideration to the time factor as well as limited resources available.

The detailed job description for the IMU Director is as follow:

- Ensure the efficient and timely implementation of the project in conformity with the approved design and specifications in close collaboration with all the project Stakeholders;
- Assume leadership of the IMU that comprises of a multidisciplinary team brought together to efficiently and timely implement the project. The IMU Director shall promote teamwork and a spirit of cooperation among IMU staff as well as provide guidance and motivation to obtain the outcomes of the project;
- Drive the coordination of all pre-construction and preparatory activities, that include among others the Owner's Engineer, and also expedite the actions of all project sponsors/stakeholders for the effectiveness and access to the financing of the project, as well as manage the interface between the project and the affected persons;
- Diligently coordinate the procurement processes to achieve successful tendering, evaluation, negotiation, award and execution of construction contracts for the works;
- Ensure strict application of all the procedures specified in the Project Implementation Manual;

- Sign contracts funded by the World Bank and the Agence Française de Développement including the main contracts for the works to be co-signed by the DGs of the concerned utilities
- For all contracts, except those that will be co-signed by the DG of NIGELEC, (financed by the WB), process to the payment requests including the authorization of the payment and the request for direct payment to donors of the project, once this payment is approved by the corresponding bodies within the IMU and by the Owners' Engineer;
- For all contracts co-signed by the DG of NIGELEC (financed by the WB), process to the payment requests including the co-authorization of payment with NIGELEC, and the request jointly made with NIGELEC for direct payment to donors once this payment is approved by the corresponding bodies within the IMU and by the Owners' Engineer;
- For works contracts in Niger financed by the AfDB, process to the payment requests in accordance with the procedure that will be described in the Manual of Procedures and submit them for signature by Niger's relevant authorities;
- For works contracts in Burkina Faso financed by AfDB, process to the payment requests in accordance with the procedure to be described in the Manual of Procedures and submit them for signature by Burkina Faso's competent authorities;
- Conceptualize and prepare the overall project plan & execution strategy;
- Provide technical and administrative direction during the implementation of the project;
- Engage, procure, deploy and effectively manage all human and material resources of the IMU;
- Liaise with JIC, WAPP Secretariat, National Authorities, the concerned national power utilities (TCN, NIGELEC, CEB, SONABEL) and concerned Financing Partners on project related matters;
- Monitor and report regularly on among others, the status/progress of work, aspects related to the environmental and social safeguards, cost, schedule, anticipated challenges and risk facing the project as well as the evolution of any contractual issues;
- Drive coordination between the regional 330 kV Northcore Project and the national projects associated with the Northcore Project (electrification of communities along the line where applicable, extension of Birnin Kebbi Substation, national Dispatching Center in Niger, ...);
- Drive coordination between the regional 330 kV Northcore Project and the implementation of the WAPP Information and Coordination Center Project as well as the WAPP Synchronisation Project;
- Ensure the preparation and timely submission by the IMU of all progress reports (technical, environmental, social and fiduciary) on the project;
- Promote teamwork and a spirit of cooperation among IMU employees and guide, drive and motivate the team to achieve project goals;
- Execute function and obligations in an exclusive and continuous manner, and not perform any other professional activities for the entire duration of the IMU Director Contract.

5. Work Relationships

The IMU Director shall report to the Joint Implementation Committee (composed of the Directors General and Managing Director/Chief Executive of TCN, NIGELEC, CEB, SONABEL and the WAPP Secretary General) that shall supervise the work of the IMU during project implementation.

6. Qualifications and Skills

Candidates for the position of IMU Director shall have a university degree in engineering or equivalent with a minimum of 15 years of professional experience in the management of complex projects or programs (due to scope and number of involved Parties), large projects preferably in the electricity sub-

sector, and/or in large transmission projects of 225 kV and above. A degree in project management or business administration shall be considered an advantage. Experience in the management of an IMU within ECOWAS Member countries shall be considered as an advantage. Also, experience in projects financed by Donors such as WB, AfDB, AFD, EU, and in particular, their procurement requirements as well as environmental and social safeguards guidelines, shall be considered as an asset.

Language requirements are fluency in English and French, the two working languages of the project.

The following skills shall also be required for the position and will be part of the successful Candidate's performance evaluation criteria:

- Contract administration and different forms of standard contract provisions related to engineering projects
- Decision making ability in engineering matters and ability to deal with political authorities;
- Proven interpersonal, relationship and team building skills;
- Ability to work, perform and adapt in a multicultural environment;
- Work supervision and subordinate motivation
- Communication ability to represent the IMU with diverse Stakeholders ;
- Coordination and ability to anticipate issues in order to optimize the project implementation strategy.

7. Job location

The IMU Director shall be based at the IMU Head Office but shall have to pay regular visits to among others, the project sites and field offices during the construction period.

8. Level of Effort

The following Level of Effort is anticipated:

- Approximately 7-8 person-months in calendar year 2018;
- 12 person-months per calendar year 2019, 2020, and 2021;
- Up to 12 person-months in calendar year 2022 should the project physical implementation be delayed due to unforeseen problems.

9. Recruitment Process

The position for IMU Director shall be advertised in all ECOWAS countries and respondents shall be pre-screened to establish their credentials. A short list of 3 Candidates shall be established and submitted to the *No Objection* of the Financing Institutions providing the funds for the IMU operation.

An independent expert panel shall then interview and evaluate the shortlisted Candidates and rank them in merit order. The nominated Candidate ranked number one shall be recommended for the position. The appointment of the IMU Director shall be subject to the *No Objection* of the Financing Institutions.

Annexe: Map of the North Core interconnection transmission

