



TERMS OF REFERENCE FOR THE HIRE OF A PROJECT MANAGEMENT EXPERT

1. Introduction/Background

The Government of Rwanda (GoR) through the Energy Development Corporation (EDCL) is responsible for implementation of Projects of multiple and large contracts for goods and services as part of implementation the energy sector development plans. Projects have clear objectives, outputs and indicators with strict time frames.

Along this path, EDCL has encountered challenges in ensuring strict adherence to contractual obligations by the contractor, consultant and Company Project Staff due to lack of clear implementation stage systems and procedures for effective project and or contract management. Consequently, many energy sector projects, and programme implementation, monitoring and control have faced unprecedented cost and time overruns with adverse impacts on the realization of the set sector goals.

Consistent with the need to strengthen the Project Management function of the Company, the GoR has obtained financing from the Government of the Kingdom of Belgium, through *Enabel* (formerly Belgian Technical Cooperation) and wishes to apply part of the funding through EDCL and recruit a **Project Management Expert** of international repute, to support the EDCL in putting in place systems, processes and procedures with the associated capacity development to ensure sustainable management of the on-going and future Projects.

2. Objectives of the Assignment

The objective of the assignment is to recruit an Expert consultant in Project Management and Contract Management. The Expert consultant will be required to undertake the following overall objectives:

- (i) Strengthen and institutionalize industry best practice in Project Management and Contract Management capabilities of REG in the development, implementation, monitoring, control and evaluation of effective and planned Projects;
- (ii) Motivate for sustainable institutional mechanisms for REG to use in hedging against potential risks during the development, implementation and operationalization of its project portfolio to earn projected return on investment.

3. Scope of Work

The assignment for the Expert in Project Management and Contract Management shall cover the following scope respectively;

3.1. Project Management

- Establish appropriate systems and tools to facilitate strict project development and implementation scheduling and tracking of ongoing and future contractual obligations for goods and services, using active means of measuring and detecting performance on time, cost and quality;
- Establish a milestone-based procedure, whereby contract performance is measured and linked to attainment of results on contracted project milestones, where progress payments are justified by verifiable attainment of milestone;
- Undertake periodic monitoring and review of the project progress linked to results on milestone attainment, reporting performance on scope, time and cost management, identifying potential risks and suggesting cost effective corresponding mitigations;
- Develop a procedure and standard for proper project documentation and reporting at the various stages of development, implementation and post implementation period, ensuring that all project and contract implementation lessons and experiences are well documented for capitalization and adaptation in future projects;
- Lead the development of standards and procedures for the integration of safety and environmental protection at development and implementation of energy projects;
- Review the functional features and capabilities of the Projects Module in HUZA (IBMS) and propose enhancements for integration, to ensure further optimization of systems and procedures for improved performance on earned value;
- Review the organizational arrangements of REG and its subsidiaries with respect to Projects and program management and advise on any improvements that may be necessary to ensure ongoing effectiveness;
- Review Job Descriptions of Staff charged with Project management responsibilities and ensure that they are comprehensive and clear regarding the expected deliverables;
- Advise on available external options for training and development of Project Management Staff of REG for enhancing internal skills and competence in Project Management.
- Review existing contract templates to ensure effectiveness of terms and conditions including risk sharing mechanisms and project phasing that increase possibilities for projects to be delivered to realize intended objectives;

- Develop and implement a clear mentorship and skills development and transfer programme on project management and general-contract management to REG counterpart staff during the contract;
- Establish and document systems, procedures and processes for effective management of contract implementation, enquiries, claims, issues, disputes, variations and risks between contractors and REG;
- Advise and propose strategies to enforce compliance of equipment manufacturers, EPC contractors and other project players to adhere to stipulated project quality, budget and time in line with agreements reached with the government and or with REG;
- Provide advise and support to EDCL on opportunities to improve project procurement outcomes, efficiency and value for money.
- Advise on available external options for training and development of Contract Management Staff of REG for enhancing internal skills and competence in managing different types of contract arrangements with consultants, contractors, suppliers and manufactures;
- Establish and document systems, procedures and processes for effective management of contract implementation, enquiries, claims, issues, disputes, variations and risks between contractors and EDCL.
- Ensure enforcement and compliance of safety and environmental protection standards and procedures by contractors, consultants, suppliers and manufactures of goods and services in the critical path of project completion.

4 Deliverables

1	The Expert shall present an action plan of how the assignment will be conducted, 2 weeks after contract signing for EDCL Review and confirmation by end of 1 month.	1 month
2	The Expert shall conduct a current situation analysis <u>for</u> EDCL, with the view to reviewing the organizational arrangements and job descriptions of staff responsible for Project and Contract management	1 month
3	The Expert, using findings of the current situation analysis, shall develop and propose to EDCL management skills and Knowledge needs arising from the assessment and formulate a capacity building plan for the counterpart staff	1 month
4	The Expert, through the current situation analysis, shall review Contract Templates and propose appropriate Risk sharing arrangements	2 months
5	The Expert, based on findings of the current situation analysis, shall develop systems, procedures, policies and relevant tools to facilitate effective contract management	2 months
6	The Expert, through in-house mechanisms of capacity development, shall implement mentorship and skills development plan for the counterpart staff in project and contract Management	10 months
7	Expert shall deliver quarterly reports on quarterly reviews of how the designed policies, procedures and templates are being applied in the regular project activities	Quarterly
8	Expert shall propose for management approval relevant external training and capacity development programmes for the relevant staff and shall monitor their implementation to ensure quality assurance	3months
9	The Expert shall produce verifiable performance and progress reports on execution of the TORs in the assignment	monthly
10	The Expert shall submit a final report to the client at Completion, showing results of the assignment with evidence in detail	Final Month

5 Qualifications and experience required

- A Master's degree in Business Administration, Law, Project Management, Engineering and any other relevant discipline with at least 10 years of practical experience in Policy, Program or Project Management, preferably in the Energy Sector;
- Demonstrated experience in Project Management and experience in managing FIDIC or EPC Contracts in the Energy Sector, at Senior management position.;
- Proven designing, planning, supervisory, critical thinking and analytical skills, proficient in MS Projects, Project Plan365, Primavera, MS Excel, MS Access, Database and other tracking and reporting computer-based tools..
- Excellent negotiation, financial management, team management and interpersonal skills is an added advantage;
- Knowledge of international safety and environmental protection standards and specifications is an added advantage;
- Excellent command of the English language;
- Proven ability to review, develop and implement procurement guidelines and operating processes; preferably, in the Public Sector;
- Proven Experience in risk management for Project or Corporate entities.

6 Reporting arrangements and working relationship

The Expert shall report directly to the EDCL Managing Director but will work with counterpart staff responsible for Policy, Program and Project Management and Coordination duties.

7 Duration of the contract

The Expert shall be hired for a period of two years, with a possibility of contract renewal or extension upon proof of satisfactory performance and need for expert services respectively.