

ZANZIBAR ELECTRICITY CORPORATION (ZECO)
ZANZIBAR ENERGY SECTOR TRANSFORMATION AND ACCESS PROJECT (P169561)
TERMS OF REFERENCE FOR SAFEGUARDS IMPLEMENTATION SUPPORT
CONSULTANT

1. INTRODUCTION

The United Republic of Tanzania, through the Ministry of Water, Energy and Minerals (MoWEM) of Zanzibar, intends to implement the Zanzibar Energy Sector Transformation and Access Project (ZESTA) with financing from the World Bank. The objective of the proposed project is to expand access to reliable and efficient electricity services and to scale up renewable energy generation in Zanzibar. The project will be implemented over a period of six years and will comprise of three components:

Component 1: Renewable Energy and Storage Infrastructure Development

This component will support development of Zanzibar Island's first grid-scale solar PV generation plant and battery storage infrastructure. The investment will improve security of supply in Unguja and help to meet the growing electricity demand in the near term, while paving the way for future scale-up of renewable energy.

Component 2: Grid Modernization and Access Scale-up

This will include construction of the first 132kV high voltage transmission backbone infrastructure to meet the growing power demand, evacuate power from the proposed solar PV power plant and improve power supply quality and reliability across Unguja. In addition, the proposed project will finance investments for distribution network strengthening and electricity access scale-up.

Component 3: Sector Institutional Strengthening and Project Implementation Support

This component will support project implementation, sector institutional strengthening, and design and implementation of key planning, strategy, and regulatory frameworks, including those on energy efficiency and gender.

The project will be implemented by Zanzibar Electricity Corporation (ZECO) and the Ministry of Water, Energy and Minerals (MoWEM) of Zanzibar. ZECO will implement Component 1, Component 2, and relevant parts of Component 3, while MoWEM will implement the bulk of Component 3. ZECO and MoWEM will each establish a dedicated Project Implementation Unit headed by a Project Manager and Project Coordinator respectively, and supported by staff with requisite technical, fiduciary, and social and environmental safeguards skills.

2. RATIONALE FOR A CONSULTANT TO SUPPORT IMPLEMENTATION OF SAFEGUARDS

This is the first World Bank-financed project in the energy sector in Zanzibar. As ZECO does not have prior experience in implementing a World Bank-financed project, it is seeking external expertise to support the assessment, mitigation and monitoring of project-related environmental and social risks and impacts to undertake capacity building of staff at ZECO

and other relevant sector agencies. The Consulting firm will thus support ZECO to provide overall environmental and social management oversight during project implementation, to ensure compliance with the relevant national policies and the World Bank's Environmental and Social Framework.

3. OBJECTIVE OF THE ASSIGNMENT

The objective of the assignment is to support ZECO in overall environmental and social management oversight and capacity building during the implementation of the project. The Consultant will be required to support preparation, implementation and monitoring of environmental and social related activities as outlined in the project's Environmental and Social Instruments which include; (i) Environmental and Social Management Framework (ESMF); (ii) Resettlement Policy Framework (RPF); (iii) Labor Management Procedures (LMP); (iv) Stakeholder Engagement Plan (SEP); and (v) Environmental and Social Commitment Plan (ESCP). These documents can be accessed on the ZECO and the World Bank websites.

The Consultant will be guided by the Project Appraisal Document (PAD), Project Implementation Manual (PIM), the existing national regulations and the World Bank's Environmental and Social Framework to undertake monitoring and supervision of safeguards implementation. In addition, the Consultant will be required to provide necessary capacity building to ZECO and various stakeholders to improve the implementation, management and monitoring of environmental and social risks and impacts.

4. SCOPE OF WORK

The Consultant will be required to support ZECO to perform the following tasks:

a) Develop and implement an Environmental and Social Management System (ESMS) for ZECO

- i) Develop an Environmental and Social (E&S) Policy for ZECO and set objectives and targets consistent with the E&S Policy.
- ii) Define roles and responsibilities for persons responsible for implementation of the ESMS and include the relevant budget.
- iii) Develop document control procedures and templates to ensure quality of data entry for the ESMS system.
- iv) Develop operational control procedures for operations that are associated with the identified environmental and social aspects of ZECO's daily operations and those of their approved Contractors and Suppliers.
- v) Work closely with the Monitoring & Evaluation Specialist to develop a monitoring system which will enable performance evaluation and review of the ESMS for continuous improvement.

- vi) Define performance monitoring indicators and how to measure them to assess performance of the ESMS.
 - vii) Carry out awareness trainings on the ESMS for both ZECO and other relevant staff of project Contractors and Suppliers.
- b) Develop and implement Occupational Health and Safety Management System for ZECO**
- i) Support ZECO to develop and implement an Occupational Health and Safety (OHS) Policy.
 - ii) Support ZECO to develop an Occupational Health and Safety Procedures for their daily operations.
 - iii) Support ZECO to build capacity of their staff that is responsible for managing the occupational health and safety system.
 - iv) Carry out awareness trainings on the OHS for both ZECO and other relevant staff of project Contractors and Suppliers.
 - v) Develop an emergency response management plan in case of infrastructure breakdowns, especially near roads or residential areas.
 - vi) Work closely with the Monitoring & Evaluation Specialist to develop a monitoring and reporting system which will enable performance evaluation and review of the OHS system for continuous improvement.
 - vii) Define performance monitoring indicators and how to measure them to assess performance of the OHS system.
- c) Support ZECO in drafting, reviewing and updating the necessary environmental and social risk management instruments, guidelines and procedures**
- i) Support ZECO to review and update the necessary environmental and social risk management instruments, guidelines, processes, and checklists for use in the project.
 - ii) Prepare templates and additional technical guidelines, if necessary, to support the environmental and social risk management instruments in order to strengthen the implementation of environmental and social safeguards.
 - iii) Prepare Terms of References to undertake environmental and social assessments, studies etc for project activities and support ZECO to manage the Consultants hired to undertake these assignments, including reviewing the Consultants' reports.
 - iv) Support continuous update of ESMPs and other documents to incorporate emerging issues.

d) Monitor and supervise implementation of the project's environmental and social risk management instruments

- i) Work closely with ZECO staff, ZECO individual consultants hired under the project and other stakeholders to establish appropriate monitoring, tracking, and reporting procedures for environmental and social issues.
- ii) Monitor and report on implementation of the project's environmental and social risk management instruments.
- iii) Support ZECO to implement the RAP.
- iv) Oversee and report on Contractors' compliance with the Contractors Environmental and Social Management Plans (CESMPs) and other project safeguards requirements.
- v) Facilitate the acquisition of relevant statutory authorizations, permits and certificates.
- vi) Establish mechanisms to promote regular reviews of environmental and social risks.
- vii) Hold regular review meetings and prepare monthly, quarterly and annual environmental and social safeguards reports, as set forth in the environmental and social risk management instruments, and submit to ZECO and the World Bank.
- viii) Support implementation of social and environmental audits for all project components, review and comment on audit reports, and take necessary actions to address audit issues raised by the World Bank and other stakeholders.

e) Support the design and implementation of the project's dispute and grievance redress mechanism

- i) Support ZECO on the established project's Grievance Redress Mechanism (GRM) as described in the SEP and ESMF, and ensure that it is operational.
- ii) Monitor and report on the performance of the grievance redress mechanism for all project subcomponents as per the framework outlined in the SEP and ESMF.
- iii) Ensure public complaints relating to project implementation are addressed and adequately documented within the timelines outlined in the SEP.

f) Develop Gender Based Violence and Violence against Children (GBV and VAC) Response

- i) Develop a GBV/VAC Assessment and Action Plan for the project, including identifying contextual factors, project related risks and measures to address project related risks in line with the WB Good Practice Note¹.

¹ <https://thedocs.worldbank.org/en/doc/632511583165318586-0290022020/original/ESFGPNSEASHinmajorcivilworks.pdf>

- ii) Propose mechanisms to prevent, respond to, mitigate, and monitor compliance using standardized guidelines to mitigate risks of GBV and VAC, particularly those associated with labour influx, compensation payment, empowerment and child protection, due to the project.
- iii) Support the review and implementation of codes of conduct that outline acceptable and unacceptable behaviour and consequences for GBV and VAC.
- iv) Support GRMs and local government structures to confidentially respond to reported instances of GBV and VAC and to refer survivors to existing community or government service providers that provide health services, legal aid, and psychosocial support.
- v) Support prevention of GBV and VAC in the project area using relevant Information, Education and Communication (IEC) materials.

g) Facilitate capacity building of stakeholders and ensure adequate public consultations during project planning and implementation

- i) Undertake training of ZECO Staff and other sector stakeholders in the areas specified in the ESMF.
- ii) Identify other training and capacity needs of ZECO staff and other stakeholders involved in the implementation of the project and conduct the necessary safeguards training.
- iii) Ensure adequate public consultation and community participation during the preparation and implementation of Environmental and Social Risk Management instruments, and during monitoring of environmental and social impacts

5. DELIVERABLES AND IMPLEMENTATION SCHEDULE

The expected deliverables are shown in Table 1.

Table 1 Deliverables

SN	Deliverable	Timeframe from date of contract effectiveness	Minimum contents /requirements
1	Inception report	1 st month	The Inception Report will summarize the Consultants understanding of the assignment and methodology for fulfilling the requirements of the assignment. The Inception Report will include an updated work plan and schedule, supervision and reporting mechanisms, resource planning and allocation strategy, and strategy for communication with the Employer and relevant project Stakeholders.
2	Environmental and Social Management System (ESMS)	2 nd month – 6 th month	The ESMS shall include policy, E&S capacity of the institution, procedures of evaluating and monitoring E&S risk and reporting.
3	Occupational Health and Safety Management System	4 th month–7 th month	The system shall include the Safety inspection checklists, risk assessments, emergency response plan, training program and documentation system, internal auditpolicy and schedule, list of laws and Health and Safety Regulations for compliance etc.
4	Safeguards templates, guidelines, processes, and checklists	7 th month - 9 th month	It shall focus on environmental issuesand concerns and to ensure that social dimensionsare adequately considered.
5	Terms of References (ToR) for E&S assessments	9 th month – 12 th month	The ToR shall include the objective of the assignments, the scope of work, the qualifications and experience of the consultant, theduration of theassignment and the Inputs to be offered from the client.
6	Progress monitoring reports covering all safeguards aspects	2 nd month – 30 th month	Status of different works packages and progress achieved over the reporting period. This after five (5) working Days from the end of each reporting month.

7	Capacity building trainings and workshops	2 nd month – 30 th month	Shall assess the training and capacity strengthening needs of ZECO personnel to be associated with the development of Environmental and Social management systems including safeguard documents etc, support the development of a training plan and provide capacity building
---	---	--	---

6. QUALIFICATIONS OF THE FIRM AND THE TEAM

The Consultant is required to have the following experience:

- i) At least ten (10) years' experience in management and implementation of environmental and social safeguards on infrastructure projects, including RAP planning and implementation.
- ii) Evidence of working on GBV and VAC related issues in a development context.
- iii) Must have experience of supervision and monitoring of occupational health and safety aspects.
- iv) Must have carried out at least five (5) assignments of linear projects, with experience on working on transmission lines an added advantage.
- v) Working in linear project under World Bank financing in Africa particularly in East Africa regions is an added advantage.
- vi) At least five (5) years` experience in providing capacity building on techniques for development and implementation of environmental and social safeguards, Occupational Health and Safety WB or other international financier standards.

The Consultants Team shall comprise of the following key staff:

- i) Team Leader/Project Manager
- ii) Environmental Specialist
- iii) Occupational Health and Safety Specialist
- iv) Social Specialist
- v) Gender Based Violence Specialist
- vi) Legal Expert
- vii) Communications Specialist

The qualification and experience requirements of the key staff are indicated in Table 2.

Table 2 Qualification and Experience of the Key Staff

SN	Key Staff	Qualifications	Role
1	Team Leader/ Project Manager	<ul style="list-style-type: none"> • Master's Degree in the appropriate natural resources management, Social discipline, Engineering or Environmental management and monitoring disciplines. • At least ten (10) years' experience in project management of similar works including demonstrated field experience in managing and resolving construction-related Environmental & Social issues. • At least ten (10) years' experience in environmental and social risk management. • Demonstrable knowledge of the relevant Government procedures and regulations, and permitting processes related to social risk management. • Highly developed people management skills, including demonstrated cross-cultural communication skills. • Excellent oral and written communication skills in English language. 	Overall responsibility for the assignment, mobilizing and organizing the team and delivering quality outputs
2	Environmental Specialist	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Environmental Sciences, Natural Resources Management or a related field. • At least seven (7) years' experience conducting environmental and social impact assessments for development projects financed by the World Bank. • Demonstrable knowledge of the relevant Government procedures and regulations, and permitting processes related to environmental risk management. • Experience working with a wide range of stakeholders including local communities, NGOs, international organizations, and Government agencies at national and local levels. • Excellent oral and written communication skills in English language. 	Technical lead on environmental aspects

3.	Occupational Health and Safety Specialist	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Environmental and Occupational Health, Occupational/Industrial Hygiene, Occupational Health and Safety, or related fields. • At least seven (7) years of experience in conducting work risk assessments, occupational health and safety audits, and monitoring for development projects financed by the World Bank or other development partners. • Experience in developing and conducting training programmes on occupational health and safety in the energy industry. • Knowledge of national and international OHS legislation and the World Bank Occupational Health and Safety Guidelines. • Excellent oral and written communication skills in English language. 	
4	Social Specialist	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Social Sciences, Sociology, Social Work and Social Administration, Development studies or related fields. • At least five (5) years' working experience in social development and social safeguards, including experience in managing social risks and impacts for large infrastructure projects. • Demonstrable knowledge of the relevant Government procedures and regulations, and permitting processes related to social risk management. • Experience working with a wide range of stakeholders including local communities, NGOs, international organizations, and Government agencies at national and local level. • Experience in way leaves acquisition and the process of compilation and implementing a Resettlement Action Plan for infrastructure projects. • Excellent oral and written communication skills in English language. 	Technical lead on social aspects

5	Gender Based Violence Specialist	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Social Work, Development Studies, Gender, Psychology, Law or any other related Social Sciences course. • At least five (5) years' experience working on GBV issues in East Africa, including GBV prevention, child protection, and labor and working conditions. • Knowledge and experience of GBV prevention and response measures in a Tanzanian/Zanzibar context. • Demonstrable knowledge and understanding of international best practice on GBV response and relevant national policies and regulations. • Experience in preparation of Codes of Conduct, GBV training materials, and operationalization of GBV reporting mechanisms through GRMs. • Excellent oral and written communication skills in English and Kiswahili languages. 	Responsible for day-to-day activities related to management of GBV and VAC and other social risks.
6	Legal Expert	<ul style="list-style-type: none"> • Bachelor's Degree in Law. • At least seven (7) years' experience in handling issues of involuntary resettlement as evidenced from similar works, promotion of legal rights and literacy for survivors of GBV/VAC. • Excellent speaking and writing skills in English language. 	Lead on all legal aspects relating to compensation, resettlement, grievance/dispute redress, and land acquisition

7	Communications Specialist	<ul style="list-style-type: none"> • Minimum Bachelor's Degree in Journalism, Mass Communication, Public Relations or Development Communication. • At least five (5) years' experience in managing public and development communications. • Extensive knowledge of safeguards issues in Africa is an added advantage. • Excellent oral and written communication skills in English and Kiswahili languages. 	Responsible for communication and public relations with all project stakeholders
---	---------------------------	---	--

7. ESTIMATED LEVEL OF EFFORT FOR THE KEY EXPERTS

The envisaged input of the Consultant is 204 man-months. However, this level of effort is only indicative and not binding and, as such, the Bidders are required to derive the necessary level of effort as per the proposed methodology.

#	Key Expert	No	Total Person- Months		
			Home office	Field Office	Total
1	Team Leader / Project Manager	1	0.5	0.5	1
2	Environmental Specialist	1	1	9	9
3	Occupational Health and Safety Specialist	1	1	7	8
4	Social Specialist	1	1	6	8
5	Gender Based Violence Specialist	1	1	3	4
6	Legal Expert	1	2	0	2
7	Communications Specialist	1	1	3	4
Total Person-month			7.5	28.5	36

8. DURATION OF THE ASSIGNMENT

The assignment will be undertaken over a period of approximately thirty (36) months from the date of contract signing. However, subject to the progress of project implementation, performance of the Consultant and need, an extension may be considered.

9. IMPLEMENTATION ARRANGEMENT

The Consultant will report to the Project Manager of the ZECO Implementation Unit and work very closely with all staff in the Unit, and will be required to interact extensively with various stakeholders during implementation of the assignment.

The Consultants key personnel who are not based in Zanzibar (i.e., international staff) will be expected to travel to Zanzibar at least once every two months during implementation of the assignment. At least two of the Consultant's key staff will be local, i.e., based in Tanzania or Zanzibar, and will be required to travel more frequently to the project areas.

10. CLIENT'S INPUT TO THE ASSIGNMENT

The Project Manager and Staff of the ZECO Implementation Unit will provide the following input to the assignment:

- a) Provide overall supervision and support to the Consultant's team, including making day-to-day decisions required for successful implementation of the assignment, reviewing and approving deliverables, etc.
- b) Facilitate cooperation amongst the key project stakeholders, including the Ministry of Water, Energy and Minerals (MoWEM), government agencies responsible for safeguards issues, project Consultants, Contractors and project affected persons and other relevant stakeholders.
- c) Provide the necessary documents including the Project Implementation Manual, World Bank Safeguards Instruments, Zanzibar Safeguards policies and guidelines, relevant studies, maps and other documents pertinent to the assignment.
- d) Provide logistical support for the relevant trainings and workshops, including venue provision, stationary and identifying and sending invitations to participants.

The Client will give the Consultant the following documents which have been prepared and disclosed by the Revolutionary Government of Zanzibar, in conformity with the World Bank's requirements: (i) Environmental and Social Management Framework (ESMF); (ii) Resettlement Policy Framework (RPF); (iii) Labor Management Procedures (LMP); (iv) Stakeholder Engagement Plan (SEP); and (v) Environmental and Social Commitment Plan (ESCP).

The documents have been publicly disclosed on the World Bank's and ZECO's websites <https://www.zeco.co.tz/index.php/en/medias/news-events/77-zanzibar-energy-sector-transformation-and-access-project-zesta> and will guide performance of this assignment.