

## **TERMS OF REFERENCE**

(Individual Contract Agreement)

**Title: Project Management Support - Analyst** (Market Development)

**Project:** Renewable Energy in Sierra Leone (RESL)

**Duty Station:** Freetown, Sierra Leone

**Section/Unit:** AFR/GHOH

**Contract/Level:** ICS9 / LICA 9

### **1. General Background**

The Rural Renewable Energy Project (RREP) is a first of its kind in scale and scope in Sierra Leone and regionally in Sub-Saharan Africa, implemented by the Ministry of Energy with support from the United Nations Office for Project Services (UNOPS) and grant funded by DFID. The project will contribute to Sierra Leone's economic development through increased access to electricity in rural areas while simultaneously reducing Sierra Leone's future GreenHouse Gas emissions.

This project aims to establish an enabling environment in Sierra Leone for a private sector driven rural mini-grid market and to provide up to 5MW of sustainable renewable power in rural community households, priority institutions, such as Community Health Centers (CHCs), schools, agricultural business centers and other productive uses, as well as chiefdom administrative offices, through solar mini-grids, based on a Public-Private Partnership approach. It is estimated that the RREP will connect approximately 360,000 direct beneficiaries in rural Sierra Leone to electricity, with a further 500,000 indirectly benefiting from access to low carbon electricity.

The implementation of the project is developed around the following Work Packages (WP):

**Work package 1 / 1+.** 6kWp solar photovoltaic (PV) generation plants at 54 Community Health Centres (CHCs) were installed between April and July 2017. These generation plants were then extended into **small mini-grids** with a capacity between 16kW and 36kW and distribution networks installed which will eventually connect all other public institutions and households in 50 of these communities. All 50 mini-grids are installed and ready for operation as of October 2018.

**Work package 2:** aims to bring the country's photovoltaic (PV) power generation capacity up to 5MW by attracting the private sector to invest in the mini-grid market while drawing on the lessons of WP 1/1+. WP2 will install mini-grids in additional 40 communities with >36kW systems (up to max. 200kWp) using sustainable business and delivery models developed by the private sector.

Private sector operators have been selected through a competitive tender process, and will take on operation and maintenance of WP1/1+ mini-grids and co-invest in the development of the WP2 sites. The operators will be responsible for the last mile connection to identified customers and the in-house wiring of customer homes.

**Work package 3:** provides Technical Assistance (TA) and institutional capacity building to the Ministry of Energy, the Electricity and Water Regulatory Commission, other relevant government agencies as necessary, as well as to private sector companies selected to operate WP1 sites and co-invest in and operate WP2 sites.

**Work Package 5:** This work package focus mainly on the Monitoring and Evaluation function. An M&E Plan including Impact Evaluation design will be developed for learning and accountability.

**Work Package 6:** Private sector development. Through this work package, RREP seeks to develop a private sector engagement and strengthening strategy, underpinned by a keen understanding of local market systems, to promote productive use economies in mini-grid catchment areas; supporting both the commercial viability of the privately operated mini-grids,

One of the main objectives for the project, is to provide support in capacity building to the private sector stakeholders on the project to catalyse and sustain energy consumption thereby contributing to the sustainability of the project. This ToR intends to meet this objective.

The Project Management Support Analyst for Market Development (hereafter referred to as the Market Development Analyst) is responsible for supporting the day-to-day operations of Work Package 6 (WP6) – Private Sector Development. The Market Development Analyst provides support to the Team Leader to ensure all milestones under WP6 are delivered in a timely manner and within budget. He/she is expected to work towards and meet the organization and project's performance and delivery goals.

## **2. Purpose and Scope of Assignment**

The Market Development Analyst is expected to develop a thorough understanding of the project and use qualitative methods to provide ongoing assessment of the effectiveness of WP6 activities to ensure the project is capable of meeting the business cases for both UNOPS and the client. Success of the project(s) and hence Market Development Analyst will be based on the Success Criteria of UNOPS engagements which are linked to the below responsibilities.

The Work Package relies on a number of stakeholders for its successful delivery, monitoring dynamic timelines through multiple work streams. The Market Development Analyst is responsible for supporting the Team Leader in coordinating the deliverables from all work streams under the work package, ensuring quality through all aspects of its life cycle. S/he must be able to apply, **with some degree of autonomy**, the below duties and responsibilities of the project success criteria:

### **Stakeholder Management:**

- Undertake outreach to the business and development communities via high-visibility, relevant platforms, channels and mediums tailoring messages and creating feedback loops that help UNOPS to capitalise on partnership opportunities.
- Conduct regular field visits and effectively engage with relevant stakeholders, including attending local stakeholder events ( district, chiefdom, village)
- Establish solid working relationship with the client and key stakeholders;
- Coordinate and support management and delivery of WP6 providing day-to-day operational support to interventions and partnerships working both independently and with guidance from the Team Leader;
- Support the effective and timely coordination of communications and ensure stakeholders are aware of project activities, progress as it relates to WP6;
- Keep track of developments in project operational areas and advise the Team Leader on any emerging opportunities and threats/issues that may impact the achievement of WP6 objectives and project outcomes;
- Support the monitoring of outputs of WP6 to ensure effective execution of their workflow and build relationships with and keep track of activities and contribution of other stakeholders to WP6 outcomes;

### **Delivery and Performance:**

- Support the Team Leader to coordinate the delivery and maintenance of Work Package plans;
- Assist with needs and performance assessments ensuring WP6 objectives and deliverables are well documented;
- Monitor delivery of milestones to ensure adherence to project timelines;
- Monitor milestones against finance deliverables to support proper budget delivery
- Support the coordination and implementation of approved Work Package plans (including the establishment of milestones) within tolerances set by the project;
- Liaise with any external suppliers or account managers as required;
- Alert the Team Leader (as required) of any deviations from the plan work plan or finances
- Support management of risk register for Work Package
- Support the Monitoring and evaluation of service providers' performance

### **Procedures:**

- Follow the Project Management Cycle Instructions and ensure that all organizational policy is complied with (Organizational Directives and Administrative Instructions);
- Contribute to the monitoring and adaptation of work plans for effective delivery tracking and UNOPS reporting
- In support of the Team Leader, providing inputs on WP 6 progress towards the overall project objectives into the following reports:
  - Highlight Reports
  - End Stage Reports
  - Operational Closure Checklist
  - End Project Report
  - Handover Report
- Actively contribute to the maintenance of the following: i. Project Document Archive; ii. Procurement, HR and Finance files as required;
- Coordinate with the Team Leader to support the Project Manager, Deputy Project Manager and PSO to ensure that all expenditure comply with UNOPS Financial Rules and Regulations (FRR);
- Support the Team Leader in managing budgets, cash flow and obligations related to the Work Package to ensure that deliverables are met and payments to contractors and personnel are received on time;
- With guidance of the Team Leader, conduct due diligence of Grantees and suppliers of goods and services
- Check all Grantees documentation to ensure that Grantees meet all conditions before funds disbursements
- Conduct rapid market verifications to ensure that Grantees submitted invoices are in line with market trends
- Support/ monitor the delivery of Technical Assistance plans, ensuring that all laid down procedures are followed

### **Knowledge Management:**

- Participate in the relevant Communities of Practice
- Knowledge sharing of industry best practices
- Support the Team Leader in documenting and maintaining lessons learnt from the delivery of the Work Package for the purposes of knowledge sharing and continuous improvement in the delivery of similar activities

### **Personnel Management:**

- Establish a thorough understanding of UNOPS personnel contract modalities ;
- Support the selection, recruitment and training of the team as required by project plans
- Perform Project Support role, unless appointed to another person or corporate/programme function

### **Core Values and Principles:**

- Understand and respect UNOPS sustainability principles:
  - i. Look for ways to embed UNOPS sustainability principles in day to day project management
  - ii. Seek opportunities to champion gender equality at the workplace
  - iii. Champion and communicate project's sustainability aspects with key stakeholders
- Understand and Respect National ownership and capacity:
  - i. Understand the principles of the Paris Declaration on aid effectiveness and mainstream them into the project plans  
Look for ways to build capacity of local counterparts
  - ii. Partnerships and Coordination Understand the UN Development Assistance Framework (UNDAF) and UNOPS, the project's place in the UN system:
  - iii. Strive to build strong partnerships and effective coordination among relevant project actors (e.g. United Nations, governments, and non-governmental organizations or other relevant partners)
- Accountability for results and the use of resources:

- i. The project management processes are designed to deliver maximum accountability, transparency and results. If a project or processes are not in line with this, it is the responsibility of the Program Analyst to raise the issue with the Team leader
- Excellence:
  - iv. Contribute to innovation and the adaptation of best practice standards of sustainability and quality.
  - v.

### **Additional Requirements**

The Market Development Analyst is required to support the implementation of the Productive Use Strategy notably providing support to Grantees and other partners. This will include but not limited to:

- Identify and highlight business opportunities around the mini grid catchment areas
- Identify relevant market actors e.g organised community groups, Micro, Small and Medium Enterprises (MSMEs), financial services providers, technology providers, business development service providers and assess and recommend potential partnerships
- Provide support in brokering and managing relationships amongst identified potential partners, including brokering relationships with financial institutions and market linkages facilitation (input, output, service markets)
- Support grantees/partners in implementation of agreed plans, including supporting grantees in the rollout of approved inclusive business models and mentor and/or coach MSMEs in business plan development and business management
- Support/Monitor grantees' implementation of agreed plans and fiduciary obligations

### **3. Monitoring and Progress Controls**

- Effective and timely management of grant processes
- Timeliness and accuracy of reporting on Work package performance
- Accuracy of Work package planning and delivery (according to plans)
- Identification and implementation of continuous process improvement.
- Zero audit observations related to Work Package 6

#### **General:**

- Provide support to ensure that the project produces the required products within the specified tolerance of time, cost, quality, scope, risk and benefits.

### **4. Qualifications and Experience**

#### **A. Education**

- Advanced University Degree in any of the following: Business Administration,, Entrepreneurship or SME development, Agricultural Economics, Economics, and Accounting and Banking with two (2) years relevant experience is required.
- University Degree (bachelor's degree / first level) with a combination of 2 additional years of relevant professional experience will be accepted in lieu of the advanced university degree
- A relevant combination of academic credentials and/or industry certifications and qualifying experience may be accepted in lieu of the education requirements outlined above.

#### **B. Work Experience**

- Past experience providing technical assistance including capacity building to MSMEs and/ or private companies is required
- 2 years of experience in the implementation of development projects in a project/programme management or support role is desirable
- Past experience in business plan development and/or business analysis is highly desirable
- Experience working with communities is a distinct advantage
- Experience with last mile distribution models is a distinct advantage

- Past experience in management and administration of grants is a distinct advantage
- Competent in the use of all commonly used computer software – spreadsheet and other computer programmes;
- Knowledge of the UN system and familiarity with UNOPS procedures is an advantage;
- Good communication and facilitation skills and ability to engage with all levels of business from micro businesses to larger companies

### C. Personal Attributes

- Prepared to travel around the country
- Able to work with minimal supervision
- Passion for rural development
- Strong analytical skills

### D. Language

- Fluency in English is essential
- Knowledge of Krio and/or other local languages is an advantage.

### E. Key Competencies



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

### E. Certifications

- PRINCE2 Foundation /Practitioner Certification – desirable

### F. Skills

#### Contextual Skills

- International organisations experience
- Market Research
- MSME Development
- Small Grants/Credit Analysis
- Cross-institutional Knowledge Management
- Accountability for results

#### Project Management Skills

- Project Management
- Budget Management
- Risk Analysis and mitigation
- Stakeholder Engagement
- Contract Management
- Process compliance
- Monitoring and Evaluation
- Multistage Reporting

Project Authority (Name/Title):		Contract holder (Name/Title):	
Signature	Date	Signature	Date