

**TANZANIA ELECTRIC SUPPLY COMPANY LIMITED**

**‘We light Up Your Life’**



**TERMS OF REFERENCE (TOR)**

**FOR**

**TENDER NO. PA/001/2022-23/HQ/C/33**

**BORROWER’S REF. NO.: TZ-TANESCO-323445-CS-INDV**

**FOR**

**PROVISION OF CONSULTANCY SERVICES TO PROVIDE  
SUPPORT AS CONTRACT MANAGER FOR THE  
CONSTRUCTION OF TRANSMISSION LINES AND  
SUBSTATIONS UNDER THE TANZANIA - ZAMBIA  
TRANSMISSION INTERCONNECTOR PROJECT (TAZA) -  
INDIVIDUAL CONSULTANT**

**FEBRUARY, 2023**

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**TANZANIA – ZAMBIA TRANSMISSION INTERCONNECTOR PROJECT (TAZA)**  
**TERMS OF REFERENCE FOR ENGAGEMENT OF A CONTRACT MANAGER**

**1. Background**

The Tanzania Electric Supply Company Limited (TANESCO) is a vertically integrated Utility company, 100% owned by the Government of Tanzania. The organization has presence in seven zones, 29 regions, 132 districts and 1,200 clusters. To drive development of the sector, the organization is mandated with projects implementation for Generation, Transmission and Distribution. This mandate requires adequate skills and staff for project management. It is in this sense this Terms of Reference has been drawn up to inform prospective project managers who wish to bid for this consultancy work.

**2. Objectives of the assignment**

TANESCO is implementing TAZA project which involves procuring of consultants, and contractors for building transmission lines, substations, support regional interconnection/power trade readiness activities, and an Enterprise Resource Planning (ERP) system. These activities involve large and complex contracts where the Contract Manager shall be responsible in, and includes but not limited to: -

- (a) Contract No. 1: PA/001/2020-2021/HQ/W/45 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of the 400 kV Iringa – Kisada – Mbeya – Tunduma –Sumbawanga Double Circuit Transmission Line under Lot 1 (400kV Iringa - Kisada double-circuit overhead transmission line (IK)).
- (b) Contract No. 2: PA/001/2020-2021/HQ/W/45 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of the 400 kV Iringa – Kisada – Mbeya – Tunduma –Sumbawanga Double Circuit Transmission Line under Lot 2 (400kV Kisada - Mbeya double-circuit overhead transmission line (KM)).

- (c) Contract No. 3: PA/001/2020-2021/HQ/W/45 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of the 400 kV Iringa – Kisada – Mbeya – Tunduma –Sumbawanga Double Circuit Transmission Line under Lot 3 (400kV Mbeya - Tunduma double-circuit overhead transmission line (MT)).
- (d) Contract No. 4: PA/001/2020-2021/HQ/W/45 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of the 400 kV Iringa – Kisada – Mbeya – Tunduma –Sumbawanga Double Circuit Transmission Line under Lot 4 (400kV Tunduma - Sumbawanga double-circuit overhead transmission line (TM)).
- (e) Contract No. 5: PA/001/2020-2021/HQ/W/46 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of Iringa, Kisada, Mbeya and Tunduma 400/220/33kV Substations, and Sumbawanga 400/220/66/33kV Substation under Lot 1 (Iringa and Kisada 400/220/33 kV Substations).
- (f) Contract No. 6: PA/001/2020-2021/HQ/W/46 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of Iringa, Kisada, Mbeya and Tunduma 400/220/33kV Substations, and Sumbawanga 400/220/66/33kV Substation under Lot 2 (Mbeya and Tunduma 400/220/33 kV Substations).
- (g) Contract No. 7: PA/001/2020-2021/HQ/W/46 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of Iringa, Kisada, Mbeya and Tunduma 400/220/33kV Substations, and Sumbawanga 400/220/66/33kV Substation under Lot 3 (Sumbawanga 400/220/66/33kV Substations).
- (h) Contract No. 8: PA/001/2020-2021/HQ/W/46 for Plant Engineering Design, Manufacture, Supply, Construction, Installation, Testing and Commissioning of Tunduma 400/330kV Auto-Transformation Switchgear and the 4km spur of the 330kV Double Circuit Transmission Line from Tunduma substation to the Tanzania - Zambia Border (constructed at 400kV, but energized at 330kV).
- (i) Contract No. 9: PA/001/2020-21/HQ/C/08 for Provision of Consultancy Services for Project Management and Supervision of the Procurement,

Design and Construction of Transmission System Infrastructures under the Tanzania – Zambia Transmission Interconnector Project (TAZA).

- (j) And any other contracts as may be instructed by the Client.

The contract manager among other things is expected to:

- (a) Participate in the preparation of contracts for various activities under the TAZA project including but not limited to the Contracts listed in Section 2 above.
- (b) Manage the contracts during the execution of the project activities to ensure that Contractors’/ Consultants’ obligations and Employer’s/Client obligations are discharged accordingly.
- (c) Establish Long Term Service Agreements and Budgets for the projects that will require after project support such as Enterprise Resource Planning (ERP) systems.
- (d) Conduct regular meetings to update TANESCO management and other stakeholders on the performance of the contractors against the projected contractual milestones provided in the Project Implementation Schedule (PIS).
- (e) Administer all contractual provisions and correspondences such as claims, amendments, performance guarantees, delay damages, penalties, and others.

### **3. Scope of the Assignment**

The scope of the assignment involves:

Preparation of contracts, regular review of contracts’ performance, contract administration, and regular updates/reporting (weekly, monthly, quarterly, semi-annual and annual) to the TANESCO Management and relevant external stakeholders.

#### **4. Tasks and responsibilities**

##### **Key responsibilities of the Contract Manger:**

- (a) Provide input to the preparation of the contracts by identifying the subject of the project, stakeholders, way of implementation, main project phases, procurement strategy, timelines and risks and responsibilities;
- (b) Check the consistency between various documents and contract conditions prior to compilation of contract documents for signing;
- (c) Support in the preparation of the Notification of Intention to Award and Contract Award;
- (d) Provide support to TANESCO management in keeping oversight (in terms of the quality, timelines, and cost) on contract management by tracking implementation progress as per agreed terms and conditions of the contract;
- (e) Reviewing and ensuring that all the requirements for the contract preparation like studies, surveys, designs, site, permissions, and financing are available;
- (f) Prepare and update a Contract Management Plan (CMP) for monitoring and reporting of each contract. Provide periodic updates on the progress and reasons for delays (if any), contractual issues, and their remedial actions;
- (g) Help in identifying and explaining the Client's/ Employer's Risks, the Shared Risks and the Contractor's Risk;
- (h) Provide support in reviewing the conditions of contract effectiveness and ensure that all conditions are met prior to effectiveness and commencement;
- (i) Review, explain and reporting on the roles and responsibilities of the Employer and the Contractor;
- (j) Provide support in maintaining communication in writing with Contractor, Employer and Stakeholders;
- (k) Collaborate with TANESCO and Stakeholders draft contracts with all required provision to manage the projects;
- (l) Actively monitor the activities on Critical Path and propose proactive measures for any issues and deviations in timelines;
- (m) Manage the performance of the contract on frequent basis;
- (n) Administer the contracts to ensure that all the contractors and client obligations are adhered to and resolve any issues and challenges that arise to ensure effective and timely implementation of the contracts;

***Terms of Reference (ToR) for the Contract Manager under the Tanzania – Zambia Transmission Interconnector Project (TAZA) – P163752***

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- (o) Provide support in preparing and signing of contract amendments;
- (p) Provide input to the payment requests and deliverable submission as per the conditions of the signed contract. Review, monitor and report that all required insurances for risk coverage are in place and valid;
- (q) Review, monitor and report that all Securities/ Guarantees required in contract are available and valid during the contract implementation;
- (r) Review and monitor the portion of subcontracting (if any) under the contract.
- (s) Help in reviewing and responding to Contractor's Claims;
- (t) In Consultation with the Client (M/s Tanzania Electric Supply Company Limited (TANESCO)) and in close collaboration with the Management and Supervision Consultant for Transmission Infrastructure Extension help in reviewing and responding to complaints during contracts implementation;
- (u) Support the Client in proper contracts close out and completion under Transmission Infrastructure Extension, in close collaboration with the Management and Supervision Consultant for Transmission Infrastructure Extension;
- (v) Review, monitor and report whether all the requirements related to Environmental and Safeguards (ES) and Occupational Safety, Health, and Sanitation (OSHS) are in place and being implemented during contracts execution;
- (w) Provide support in suspension or termination of contract, if needed;
- (x) Provide support in Post Completion activities like Operation, Defect Liability and Auditing;
- (y) Report performance of the contracts, including but not limited to the ones listed in Section 2 of this Terms of Reference (ToR), to the High Management Level of TANESCO and other Project Stakeholders;
- (z) Monitor and track contracts being processed, identify constraints/challenges/issues especially deviations from agreed Schedules and seek to resolve issues in a timely manner in appropriate consultation with Management and/ or relevant external stakeholders;
- (aa) Mentor TANESCO Staff by sharing knowledge in Contract Management Services;

- (bb) Provide Capacity Building in Contract Management to TANESCO Staff responsible in Management and Supervision of various Contract of different scale with emphasis, among others, on the World Bank Contract Management Practice Published in September 2018 – First Edition;
- (cc) Preparation of Contract Management Plan for all ongoing contracts and participate in Contract monitoring and administration by ensuring that are efficiently managed, monitored and timely completed in order to get the value for money (good quality at a lower cost);
- (dd) To enhance the efficiency and effectiveness of the Contracts Data/ Information Management System and in particular set up a filing and record keeping system that ensures that Contracts records are easily retrievable and available for Contracts Audits; Maintain complete Contracts files and records including all correspondence related to Contract Management activities; and seek legal advice where appropriate;
- (ee) Assist in preparing timely contract amendments/variation orders;
- (ff) Prepare and update the Contracts Register (List of all Contracts Awarded);
- (gg) Preparation of Annual of Work Plan and Budget and ascertaining the same is submitted to World Bank before end of the Month of May of each Calendar Year, and updating the implementation of the same after three (3) months; and
- (hh) Any other duties that may be assigned by Superiors from time to time in furtherance of the above responsibilities.

## **5. Key-Performance Indicators**

- (a) Contracts Management Plan, Contracts List Register, Annual Work Plan and Budget, Annual Procurement Plans and Monthly Progress Reports are timely prepared in close Consultation with Deputy Managing Director – Planning, Research and Investment and Overall Project Manager/ Project Coordinator for TAZA prior to submitting to the Managing Director;
- (b) Timely preparation and submission of quality weekly, monthly, quarterly, semi-annual and annual Contracts Management status reports/updates and submitted to the Managing Director;

- (c) Monthly update of procurement monitoring form to be provided to all user departments to be filled and submitted timely provide input into Monthly Contracts Implementation Status reports, with updated to Contract Management Plan, for all contracts showing the total amount of the contract, amount already paid and balance to be paid on each contract;
- (d) Provide list of TANESCO staff, on monthly basis, that are mentored;
- (e) Submission of consolidated Activities (Project Implementation Timeline) of all Contracts in Microsoft Project Professional 2019 Softwar;
- (f) List of Capacity Building offered to TANESCO staff including relevant Stakeholders related to Contracts Management and the number of TANESCO staff attended;
- (g) Demonstrate behaviour of professional and personal ethics, integrity and transparency in dealing with internal Clients and service providers;
- (h) Ascertaining that the contracts that need time extension, the initiation of the same, is done at least two months ahead of expiry date;
- (i) The Advance Payment Bank Guarantee/Security and Performance Bank Guarantee/Security are maintained and where necessary their validity period is extended prior to expiration of the same;
- (j) Acceptable Record Keeping System of Contracts is in place within Two (2) Months after commencement of Service;
- (k) Capacity Building to TAZA Project Implementation Unit (PIU) Staff on World Bank Contract Management Practice Published in September 2018 – First Edition; and
- (l) Ten (10) Minimum Number of Staff Trained in Contracts Management Semi-Annually.

## **6. Qualification of Consultants**

The Contract Manager under this Contract shall have the following qualifications and experience: -

- (a) A University Degree: Masters in Procurement, Business Administration, Commerce, Economics, Law, Finance, Engineering or any other related field coupled with extensive and demonstrated experience in Contracts



- Management in all aspects of Works Contracts, Consulting Firm, Individual Consultancy in managing large and complex contracts in Power Sector;
- (b)
  - (c) A strong experience of at least 8 years' work experience in Managing Large Scale Consultancy Services and infrastructure Construction works in the Power Sector;
  - (d) Knowledge of the relevant FIDIC guidelines will be an added advantage;
  - (e) Good oral, written and fluent communication skills in English Language;
  - (f) A high level of interpersonal and management skills and ability to work independently, unsupervised and also with teams in the organization at all levels;
  - (g) Must be able to work under pressure with tight deadlines;
  - (h) Computer knowledge and skills in MS Word, MS Excel, is a mandatory requirement;
  - (i) Excellent in Project Management Using Microsoft Project Professional 2019 Software at minimum;
  - (j) Proven integrity and confidentiality in handling public resources and in executing duties; and
  - (k) The candidate should be Eligible and have no Conflict of Interest as per the World Bank's Procurement Regulations for IPF Borrowers, Fourth Edition, November 2020, Section III - Governance.

## **7. Required Core Competencies**

- (a) Integrity, Leadership, and People Management
- (b) Attention to details
- (c) Proactivity
- (d) Responsiveness
- (e) Customer focused

## **8. Duration of the Assignment**

The assignment shall be on full-term basis for a period of two (2) years, subject to a probation period of six (6) months and satisfactory performance. The contract may be extended subject to satisfactory performance and depending on need. The

consultant will be required to obtain his/her insurance during the contract period and the same shall be deemed included in the remuneration.

## **9. Reporting arrangements**

The consultant shall administratively report to the TANESCO's Managing Director who shall have overall responsibility for approving his/her outputs/deliverables. On day-to-day basis the consultant, will work closely with TANESCO's Deputy Managing Director Research, Planning and Investments (DMD – RPI) and TANESCO PIU for the TAZA project.

## **10. Improvement of the Terms of Reference**

The Consultant may offer suggestions for improvement to this Terms of Reference (ToR), which he/she considers would result in better implementation of the corresponding activities as stipulated in this ToR. Such suggestions/ proposals if accepted by the Client shall form the Final Terms of Reference of the assignment which shall then be Part of the Contract. The comments to the Terms of Reference for improvement must be discussed during Pre-Contract Award Discussion/ Negotiation, otherwise they shall not be legally enforceable.

## **11. Duty Station**

The Contracts Manager will be based in Dodoma, Tanzania or as may be instructed/ guided by the Client, and may be required to travel frequently to the project sites to engage with stakeholders.

## **12. Deliverables: The consultant shall be required to provide the following:**

- (a) Weekly, Monthly, Quarterly, Semi-Annual and Annual update to the management on the progress/issues of ongoing contracts in terms of quality, time and cost. The Specialist shall be responsible in preparation of Executive Progress Reports and detailed Progress Reports covering the reporting period.
- (b) Weekly update of Contract Management Plan.

- (c) Daily and Weekly monitoring of all ongoing contracts with the principal assignment of identifying the ones that are on Critical Path and advise the management accordingly.
- (d) Timely preparation, signing, and issuance of contract amendments and/ or change orders of all contracts.
- (e) Monthly review of all securities and guarantees under the contracts to ensure that they remain validity as per Terms and Conditions of the respective Contract.
- (f) Monthly review of all insurances under the contract to ensure that they remain validity as per Terms and Conditions of the respective Contract.

### 13. Selection and Evaluation Criteria

The following criteria will be used to evaluate the submitted CVs

S/No	Criteria	Weights
1	General qualification and suitability of the task to be performed.	10%
2	Understanding and Experience of Contract Management	25%
3	Experience in managing projects: (a) Experience in managing large projects or programs contracts of value greater than \$10 million (20%). (b) At least eight years' experience in contract management (15%). (c) Track record of managing and delivering contracts of at least 3 large projects (20%).	55%
4	English language proficiency	5%
5	Writing and Presentation skills	5%
<b>TOTAL</b>		<b>100%</b>

### 14. Performance of the Consultant

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<b>S/No.</b>	<b>Criteria</b>	<b>Performance Data</b>	<b>Marks allocated</b>	<b>Marks Scored</b>	<b>Evaluators Observation</b>
1	General qualification and suitability of the task to be performed.		10%		
2	Understanding and Experience of Contract Management		25%		
3	Experience in managing projects: (a) Experience in managing large projects or programs contracts of value greater than \$10 million (20%). (b) At least eight years' experience in contract management (15%). (c) Track record of managing and delivering contracts of at least 3 large projects (20%).		55%		

S/No.	Criteria	Performance Data	Marks allocated	Marks Scored	Evaluators Observation
4	English language proficiency		5%		
5	Writing and Presentation skills		5%		
<b>TOTAL</b>			<b>100%</b>		

### **15. Mode of Payments to Consultant**

- a) The Consultant shall be paid a Time-Based amount of remuneration per month, which shall include all his overheads and other associated cost without breakdown (e.g. transport allowance for to and from duty station, house allowance, all insurances, etc);
- b) The Consultant shall be responsible for all taxes and duties including income tax and VAT applicable as per the Prevailing Tax Laws and Regulations of Tanzania. Therefore, the remuneration shall be deemed inclusive of With-Holding Tax (WTH, VAT, Duties, etc); and
- c) In case of travel requirement outside of Duty Station Dodoma/ or Dar es salaam and within/ outside of Tanzania for related assignments under this Contract, the consultant shall be paid travel expenses based on the actual expenditure and suitable determined subsistence allowance including hotel accommodation to cover all other cost.

### **16. Handling of Clarification Queries**

The Clarification Queries must be submitted to the address provided in the Request for Expression of Interest (REOI).

### **17. How to Apply**

Qualified and interested candidates who meet the required qualification and experience are invited to submit updated Curriculum Vitae (CV) and cover letter on or before **Tuesday, 28<sup>th</sup> February, 2023 at 14:30 Hours East African Time**, explaining their motivation and why they are suited for the assignment.

The letter be addressed to the following address, but submitted through TANEPS System:

**Secretary Tender Board**

Tanzania Electric Supply Company Limited  
Umeme Park Building, Third Floor, Room No. 310  
Morogoro Road, Ubungo Area,  
Dar es Salaam, TANZANIA

**Attn:** Ms. Rehema O. Shabani

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Web site: www.tanesco.co.tz

**Important Note:** The submissions must be done through TANEPS. Interested Candidates should register on TANEPS for accessing the system and submission. ***The submission deadline is Tuesday, 28<sup>th</sup> February, 2023 at 14:30 Hours East African Time, and must be submitted to the address provided in the REOI.***