



REQUEST FOR PROPOSALS

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**Millennium Development Authority (MiDA)
On Behalf of the Government of Ghana
Millennium Challenge Account Entity
Program**

**Funded by
THE UNITED STATES OF AMERICA
through
THE MILLENNIUM CHALLENGE
CORPORATION**

**for
Procurement of Consultant Services**

Program Implementation Unit

RFP: 5121100-02/RFP/QCBS/10/18

Section I. Terms of Reference

ABBREVIATIONS AND ACRONYMS

AC	Air Conditioning
AE	Accountable Entity
AMR	Automatic Meter Reading
APR	Annual Performance Report
BoQ	Bill of Quantity
CAMM	Contracts Administration & Management Manual
CED	Compact End Date
CEO	Chief Executive Officer
CIS	Customer Information System
COO	Chief Operating Officer
DCCN	Data Centre and Communications Network
DUR	Department of Urban Roads
EC	Energy Commission
ECG	Electricity Company of Ghana Limited
EE	Energy Efficiency
EE/DSM	Energy Efficiency & Demand Side Management
EFOT	ECG Financial and Operational Turnaround
EIF	Entry Into Force
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ESH&S	Environmental, Social Health & Safety
ESIA	Environmental and Social Impact Assessment
ESMP	Environment and Social Management Plan
ESMS	Environmental and Social Management System
ESP	Environmental and Social Performance
FA	Fiscal Agent
FAP	Fiscal Accountability Plan
FIDIC	International Federation of Consulting Engineers
GIS	Geographic Information System
GoG	Government of Ghana
HSMP	Health and Safety Management Plan
HVDS	High Voltage Distribution System
IDIQ	Indefinite Delivery, Indefinite Quantity
IE	Implementing Entity
IEA	Implementing Entity Agreement
IFC	International Finance Corporation
IPP	Independent Power Producer

IRRP	Integrated Resource and Resilience Plan
ISO	International Organization for Standardization
IT	Information Technology
kV	Kilovolt
LC	Lands Commission
LOE	Level of Effort
LV	Low Voltage
M&E	Monitoring and Evaluation
MCC	Millennium Challenge Corporation
MCC PPG	MCC Program Procurement Guidelines
MiDA	Millennium Development Authority
MiDA POM	MiDA Procurement Operations Manual
MMS	Meter Management System
MoEn	Ministry of Energy
MPR	Monthly Progress Report
MSME	Micro, Small, and Medium Enterprise
MV	Medium Voltage
NEDCo	Northern Electricity Distribution Company
NFOT	NEDCo Financial and Operational Turnaround
OMS	Outage Management System
PA	Procurement Agent
PDS	Power Distribution Services Ghana Limited
PIA	Program Implementation Agreement
PIU	Program Implementation Unit
PMC	Program Management Consultant
PMP	Program Management Plan
PRMP	Program Risk Management Plan
PS	Performance Standards
PSP	Private Sector Participation
PURC	Public Utilities Regulatory Commission
QA	Quality Assurance
QCP	Quality Control Plan
QMS	Quality Management Strategy
QPR	Quarterly Progress Report
RAP	Resettlement Action Plan
SBD	Standard Bidding Document
SGI	Social and Gender Inclusion
SGIP	Social and Gender Integration Plan
TA	Technical Advisor
TASC	Technical Advisory Services Consultant
ToR	Terms of Reference
VRA	Volta River Authority

1.0 INTRODUCTION

1.1 Background

The Republic of Ghana (the “Republic”) and the United States of America acting through the Millennium Challenge Corporation (“MCC”) have entered into a Millennium Challenge Compact on August 5, 2014 under which MCC will provide funding to the Government of Ghana (the “Government” or “GoG”) in an amount up to Four Hundred and Ninety Eight Million, Two Hundred Thousand United States Dollars (US\$ 498,200,000) (“MCC Funding”) to facilitate poverty reduction through economic growth (the “Compact”). In addition, pursuant to terms of the Compact, the Government committed to provide funding as a Government contribution to support implementation of the Compact in an amount equal to no less than seven and one-half percent (7.5%) of the amount of funding provided by MCC in the Compact (the “Government Contribution”).

The Millennium Development Authority (“MiDA”) is the entity accountable for overall management of Compact implementation. MiDA was established by Acts of Parliament (Acts 702, 709 & 897 as amended), and is a legal entity governed by a Board of Directors. The Board is an independent decision making authority with ultimate authority and responsibility for (a) the oversight, direction, and decisions of MiDA, and (b) the overall implementation of the Program in accordance with the Compact, the Program Implementation Agreement, and all other Supplemental Agreements.

MiDA intends hiring and maintaining the services of an experienced consulting firm, acting as a Program Implementation Unit (“PIU”), to provide over-arching program and project management support and co-ordination to the MiDA management and Project Directorates/Teams. The PIU is proposed to be a five (5) member team with high-level technical expertise to perform this role. This initiative is a necessary strategic intervention, designed to effectively and, as a matter of urgency, turn around and accelerate Compact implementation and performance across the various Project areas.

The key Infrastructure Project areas include:

- ECG Financial & Operational Turnaround Project (EFOT)
- NEDCo Financial & Operational Turnaround Project (NFOT)
- Access Project, and
- Energy Efficiency & Demand-side Management Project (EE/DSM)

Activities have commenced on all the above infrastructure Projects. However, there remains a remote possibility that the NFOT Project may not proceed as planned. In the event that the NFOT Project is cancelled or modified, the scope of services under the PIU assignment will be modified to reflect the extent of cancellation or modification.

The PIU will also work closely and collaborate with Implementing Entities (“IEs”) and other consultants engaged or to be engaged by MiDA. It will support project-related tasks in coordination with other supporting activities on Environmental and Social Performance (“ESP”), including Resettlement.

The Assignment will be performed by the PIU by undertaking the tasks as defined in these Terms of Reference (“ToR”).

1.2 Compact Overview

MCC and GoG, through MiDA, have agreed to an extensive Power Sector Development Program that aims to reduce poverty through sustainable economic growth in Ghana (the “Compact Goal”).

The Compact Objectives (the “Program Objectives”) are to:

- (1) Increase private sector investment and the productivity and profitability of micro, small, medium and large scale businesses;
- (2) Increase employment opportunities for men and women; and
- (3) Raise the earning potential from self-employment and improved social outcomes for men and women.

1.3 Compact Projects

The Compact Program consists of six (6) Projects:

- The *ECG Financial and Operational Turnaround Project’s* (“EFOT”) objective is to improve the quality and reliability of electricity through reduced outages and cost-effective service delivery by ECG, reduce aggregate technical, commercial, and collections losses, and ensure that ECG can serve as a creditworthy and credible off-taker under power purchase agreements. The Project objective will be achieved by reducing implicit subsidies (created by losses, underpricing and under-billing) and ensuring cost-recovery and re-investment in the distribution sub-sector, through introduction of private sector participation (“PSP”) in the governance and management of ECG in the form of a concession, and through infrastructure and foundational investments designed to reduce losses and improve service quality. A cost-reflective tariff with periodic adjustments is essential for attracting the PSP for distribution envisioned for this Compact.
- The *NEDCo Financial and Operational Turnaround Project’s* (“NFOT”) objective is to develop NEDCo into a utility that will contribute to economic growth in the northern part of Ghana by improving its ability to recover costs and provide service to customers in a timely and effective manner. The Project objective will be achieved by strengthening NEDCo’s financial and operational performance and ensuring it is able to function independently of VRA and engage with the private sector to meet the electricity needs of its operational region. In addition, this Project will introduce PSP in the form of a Management Contract to provide operational and commercial control along with capacity building to ensure the achievement of performance targets, and will provide infrastructure and foundational investments designed to reduce losses and improve service quality.
- The *Regulatory Strengthening and Capacity Building Project’s* objective is to ensure the

sustainability of all power sector investments, promote greater transparency and accountability for results in the sector, and enhance evidence-based decision making among sector institutions. This Project will, therefore, ensure that the power sector is financially self-sustaining and relies less on cross-subsidies among tariff categories or other direct or implicit subsidies from the Government. This Project will support the creation of an enabling environment for private investment in the power sector. The Project Objective will be achieved by strengthening independent monitoring of service quality, and improving capacity for ratemaking and other regulatory processes, including the review of the tariff structure to enable the utilities to recover costs.

- The objective of the ***Access Project*** is to improve access¹ to reliable electricity among MSMEs in markets and economic enclaves in urban and peri-urban areas and social institutions coinciding with those regions targeted by the commercial and technical loss reduction investments of the EFOT and NFOT Projects. The Access Project is expected to increase the number of new connections in targeted areas by reducing barriers to obtaining legal connections, thereby contributing to increased productivity in markets and economic enclaves. This Project will also contribute to the overall objective of the distribution turnaround projects of reducing commercial losses and improving the financial health of the distribution companies by decreasing the number of consumers who would otherwise seek illegal connections to the network.
- The objective of the ***Power Generation Sector Improvement Project*** was originally conceived to reduce disruptions in electricity service due to generation shortfalls by creating the enabling environment for investments in additional installed generation capacity. This Project aimed to ensure a more cost-effective fuel mix by instituting a framework for a reliable fuel supply for thermal generation. In addition, the Project was to facilitate the adoption of an Integrated Resource and Resilience Plan (“IRRP”) leading to increased potential throughput to electricity consumers and reduced energy costs to enterprises, households, and industry and to establish a competitive bidding process for procuring Independent Power Producers (“IPPs”). As designed, it would also help finalize commercial gas supply agreements to facilitate development of gas reserves and cost-effective fuel supplies for power generation, and securitize the gas sector to enable reduced reliance on more costly oil-based fuels. The design of the Project is being revisited due to subsequent developments in the Ghana power sector.
- The objective of the ***Energy Efficiency and Demand Side Management Project*** (“EE/DSM”) is to reduce energy waste by consumers, thereby increasing the reserve margin between electricity supply and peak demand, making electricity available to more consumers at a lower cost than that of developing new generation capacity. In addition, this Project will improve the financial viability of ECG by helping Ghanaian government agencies, which comprise a significant portion

¹ Access to electricity will be assessed along several dimensions including (1) capacity, (2) duration/availability, (3) reliability, (4) quality, (5) affordability, (6) legality, (7) convenience, and (8) health and safety.

of total energy demand, to reduce their energy consumption. This Project will achieve these results through facilitating the development and enforcement of standards and labels, improving energy audits, providing education and public information, and investing in demand side management infrastructure.

For more details on Project Activities and the underlying overall Program logic, please refer to Annex I and Annex III, respectively, of the signed Compact which is available at www.mida.gov.gh and at www.mcc.gov. The Ghana II Compact entered into force (“EIF”) on September 6, 2016 and the MCC Funding is available for investment for a period of five years from EIF.

1.4 Institutional Arrangements

Millennium Development Authority (MiDA): MiDA is the Accountable Entity (“AE”) responsible to MCC and the GoG for the implementation of the Compact. MiDA will procure all goods, works and services under the Compact, and will enter into contracts and administer all such contracts with the service providers. MiDA is also responsible for reporting quarterly and annual performance data, implementing the Monitoring and Evaluation Plan, and public relations.

1.4.1 Implementing Entities

An Implementing Entity is an entity of the Government of Ghana that has been engaged to implement and carry out specified activities under the Compact. The roles and responsibilities of each IE are set forth in the respective Implementing Entity Agreements (“IEA”) between MiDA and the IEs.

Ministry of Energy (“MoEn”): MoEn is an IE under the Compact and will provide overarching oversight and policy direction for sector agencies involved in the implementation of the Compact. It is responsible for supporting the implementation of specific Compact Projects and activities in collaboration with MiDA.

Energy Commission (“EC”): EC is the technical regulator of the energy sector in Ghana and is an IE under the Compact and is responsible for supporting mainly the implementation of Energy Efficiency and Demand Side Management (“EE/DSM”) Project. EC also supports implementation of some specified activities under the EFOT, NFOT, Regulatory Strengthening and Capacity Building, as well as the Power Generation Sector Improvement Projects, all in collaboration with MiDA, in accordance with the IEA signed between MiDA and EC.

Public Utility Regulatory Commission (“PURC”): PURC is the economic regulator of utilities in the water and electricity sectors of the Ghanaian economy. It is an IE under the Power Compact and is responsible for supporting the implementation mainly of the Regulatory Strengthening and Capacity Building Project. PURC also supports implementation of some specified activities under the EFOT, NFOT, EE/DSM as well as the Power Generation Sector Improvement Projects, all in collaboration with MiDA, in accordance with the IEA signed between MiDA and PURC.

Environmental Protection Agency (“EPA”): EPA is a government agency dedicated to improving, conserving and promoting the country’s environment. It oversees the implementation of the National

Environment Policy to protect and enhance the country's environment. The EPA is an IE under the Compact and will be responsible for assisting MiDA during project implementation and providing advice in relation to compliance with the country's environmental policies, laws, and regulations.

Lands Commission ("LC"): LC is an IE and will provide land and land-related acquisition services within the terms of the Compact and also assist in handling grievances that arise from determination of compensation and other related issues. The specific activities to be performed by LC are included in the IEA between MiDA and LC.

Ghana Standards Authority (GSA): GSA is an IE under the Compact and is the National Statutory Body responsible for the management of the nation's quality infrastructure embracing the three (3) pillars of Metrology, Standardization and Conformity Assessment (i.e., Testing, Inspection and Certification). GSA will be responsible for supporting the implementation of specified activities under the Development and Enforcement of Standards and Labels Activity under the EE/DSM Project.

Electricity Company of Ghana ("ECG"): ECG is a state-owned electricity distribution company serving the southern part of the country. ECG is an IE under the Compact and supports the implementation of specified activities in the ECG Financial and Operational Turnaround and Access Projects on behalf of MiDA. The specific activities performed by ECG are included in the IEA between MiDA and ECG. As an IE and owner of the assets comprising the electric distribution network in southern Ghana, ECG will provide the necessary technical support and grant access to its premises to facilitate the work of the PIU. ECG is in the process of transitioning to a concession arrangement, resulting in a private sector entity assuming the management and operation of ECG, as well as agreeing to make investments in ECG's electricity distribution business. Power Distribution Services Ghana Limited ("PDS") has entered into a lease agreement with ECG, anticipated to be effective in early 2019, at which time the existing IEA with ECG will be replaced with another form of agreement with PDS.

Northern Electricity Distribution Company ("NEDCo"): NEDCo is an electricity distribution company serving the northern part of the country. It is a limited liability company owned by the Volta River Authority ("VRA"). NEDCo is an IE under the Compact and will be responsible for supporting the implementation of specified activities in the NFOT and Access Projects in collaboration with MiDA. As an IE and owner of the assets comprising the electric distribution network in northern Ghana, NEDCo will provide the necessary technical support and collaborate with the PIU in its Assignment. During the term of the PIU contract, it is anticipated that a Management Contractor will be engaged to manage the operations of NEDCo and with whom the PIU will then interact.

The Volta River Authority ("VRA"), as the owner of NEDCo is also an IE under the Power Compact. The VRA will support Compact implementation by providing necessary oversight to NEDCo's work in the implementation of the NFOT and Access Projects. It will provide technical and logistic support to NEDCo where required.

1.4.2 MiDA Hired Consultants and Contractors

MiDA has entered into contracts with many service providers, some of whose scopes of service are briefly described below.

Fiscal Agent (“FA”): The FA is a consultant firm hired by MiDA responsible for handling all the Program funds and contributions provided by MCC and the GoG. The FA will provide data and information on targets for key process milestones, mainly the commitments and disbursements on key contracts.

Procurement Agent (“PA”): The PA is a consultant firm hired by MiDA responsible for advising MiDA in relation to procurement and management of all the procurement activities associated with the Compact.

Program Management Consultant (“PMC”): MiDA engaged the services of a Program Management Consultant (“PMC”) to assist MiDA in the implementation of portions of the Compact Program related to the infrastructure projects. That scope included program management, design, supervision, and selected studies. With the appointment of the PIU, the program management function will be removed to permit focus on design preparations and conducting studies, supervision of EFOT Tranche I works, and oversight of certain services-related contracts.

Technical Advisors (“TA”): MiDA has engaged Technical Advisors to be embedded in ECG to provide technical, commercial and operational advice on project development, design, and implementation and to support ECG as project beneficiaries to carry out their IE responsibilities.

ESH&S Consultant: MiDA is in the process of procuring an Environmental, Social Health & Safety (“ESH&S”) Consultant to provide ESH&S services related to infrastructure activities financed under the Compact. These services will include but are not limited to providing environmental and social impact assessment (“ESIA”) of infrastructure activities and providing ESH&S oversight during construction. The ESH&S Consultant will be expected to collaborate closely with the PMC during design to ensure environmental, social, health and safety issues are considered and that alternatives to project design with respect to environmental, social, health and safety impacts are considered. The ESH&S Consultant shall also assist in reviewing environmental, social, health and safety management plans (“ESMPs” and “HSMPs”) prepared by contractors and shall assist in preparing and delivering training programs on international good practice ESH&S implementation for works contractors and relevant IEs.

RAP Consultant: MiDA has contracted the services of Four (4) Resettlement and Community Engagement Consultants to provide services related to resettlement planning and implementation of infrastructure activities financed under the Compact. These services shall include providing design reviews of draft designs of infrastructure activities for the purpose of providing alternatives to avoid or minimize resettlement impacts, and developing Resettlement Action Plans (“RAPs”) and community engagement and communication plans. Prior to and during construction, the RAP Consultants shall be expected to collaborate with works contractors to align work plans to minimize delays to construction whilst ensuring project affected persons are properly engaged and compensated when required.

Contractors: Contractors will implement the works on site in accordance with the terms of their respective contracts, be they design-build or design-bid-build contracts, and in compliance with directives issued by the supervisor. The works will be implemented in compliance with the bidding packages and contracts incorporating requirements/specifications and designs (conceptual or final) as developed by the PMC in its capacity as designer.

Supervision Consultant: MiDA shall engage a Supervision Consultant to act as Owner's Engineers and to supervise construction works under Tranche II of EFOT Project Activities. The PIU shall interface with the Supervision Consultant, in providing Construction Management oversight in the Compact implementation.

2. PROJECT INFRASTRUCTURE WORKS

The Compact Project updates and works status (as per the table below) are provided to inform prospective bidders for the PIU Assignment of the current status of the relevant Compact Projects.

ECG FINANCIAL AND OPERATIONAL TURNAROUND PROJECT (EFOT)		
Project Activity	Sub-Activities	Works Status (including Designs)
Modernizing Utility Operations	Upgrade of Data Centre, Recovery Sites & Communication Network	Designs completed. Procurement of Supplier is in progress.
	Installation of Enterprise Resource Planning (ERP) system	Design consultant is in process of developing requirements and bidding documents for the system to be procured.
Commercial Loss Reduction/ Revenue Collection Rate Improvement Activity	a) Normalization of customer connections to upgrade existing services connections	Designs not started.
	b) Meter management system and vending platform	Procurement of system and vending platform in progress.
	c) Replacement of legacy meters with prepayment meters	Designs nearing completion, but dependent on MMS
	d) Installation of AMR meters at critical distribution network nodes	Designs nearing completion, but dependent on MMS.
Technical Loss Reduction Activity	a) Construction of 8No. 2x30/39MVA 33/11kV Primary Substations.	Design preparation in progress.
	b) Construction of 1No. 330/161/33/11kV Bulk Supply Point (BSP) Substation at Pokuase	Procurement of Contractor in progress
	c) Construction of second BSP in Accra.	Design not started.
	d) Construction of medium voltage (33kV & 11kV) Sub-Transmission and distribution (overhead & underground) circuits to link Pokuase BSP	Designs at advanced stage of development.
	e) Construction of medium voltage sub-transmission and distribution circuits to	Designs not started.

	second BSP in Accra	
	f) Construction of medium voltage (33kV & 11kV) sub-transmission and distribution (Voltage Overhead and underground) circuits for Substations	Design preparation in progress.
	g) Low Voltage (LV) feeder bifurcation, network improvement & Medium Voltage (MV) Upgrade	Design preparation in progress. At various stages by lot (district).
	h) Reactive Power compensation for Primary Substations	Activity not started.
Outage Reduction Activity	a) Feeder Sectionalizing and Automation	Activity not started
	b) Installation of Outage Management System (OMS)	Design process at early stage.
ACCESS PROJECT		
Project Activity	Sub-Activities	
Improved Supply to MSMEs & Social Institutions Activity (ECG)	a) Provision of reliable, quality power supply to target markets and economic enclaves through installation of the High Voltage Distribution System (“HVDS”); and b) Installation of energy efficient Security lighting to improve safety in Markets and Economic Enclaves	Design preparation in progress.
ENERGY EFFICIENCY AND DEMAND SIDE MANAGEMENT PROJECT		
Project Activity	Sub-Activities	
Development and Enforcement of Standards and Labels Activity	a) Construction of AC Test Laboratory Building b) Design, Supply & Installation of AC Test Laboratory b) Design, Supply & Installation of Equipment for Additional Test Laboratories	Preliminary designs to enable the procurement of a Contractor in progress Preliminary designs in progress Preliminary designs in progress
NEDCO FINANCIAL AND OPERATIONAL TURNAROUND (NFOT) PROJECT		
Project Activity	Sub-Activities	
Modernizing Utility Operations Activity	Normalization of customer connections Customer Information System (CIS)	Designs to commence in August 2019 Design not yet started

Tamale Service Area Improvement Activity	a) Replacement of medium voltage underground circuits	Preliminary designs in progress
	b) High Voltage Distribution System	Preliminary designs in progress.
	c) Construction of 2No. (2x10MVA, 34.5/11.5kV) Primary Substation	Detailed designs in progress
	d) Construction of medium voltage (34.5kV & 11.5kV) Sub-Transmission and distribution (overhead & underground) circuits to link Primary Substations.	Preliminary designs in progress
	e) Installation of AMR meters at critical distribution network nodes	Preliminary designs in progress
	f) Reactive power compensation: 600kVAR pole mounted fixed capacitor bank	Designs to commence in March 2019
Commercial Development Activity	a) AgDevCo Irrigation Connection (construction and repair of lines; installation of distribution substations)	Detailed designs in progress
	b) Customer Densification and Intensification	Designs to commence in January 2019

3.0 SCOPE OF SERVICES

3.1 Consultancy Objectives

MiDA is seeking the services of an experienced consulting firm to support MiDA with program management and project delivery services.

The objective of the consultancy is for the PIU to work closely with MiDA management and the Project Directorates/Teams to provide strategic direction, advice, support, guidance, and solutions that will enhance MiDA's efforts during the speedy implementation of Projects under the Compact Program. To this end:

- The PIU shall safeguard the interests of MiDA as the party charged with responsibility for implementation of the Compact Program.
- The PIU shall establish and implement effective processes to assist MiDA to manage, control, coordinate and complete implementation, as well as close out the Project Works.
- The PIU shall assist MiDA in coordinating the activities of all parties – PMC, TA, other Consultants, Contractors and Implementing Entities -- toward a common cause.

The ultimate objective of the PIU is to support MiDA's Project Teams to accelerate the pace of Compact implementation to ensure that the Compact Program is delivered professionally and with the highest quality, on time and within agreed budgets.

To achieve this objective, the PIU shall provide MiDA with the requisite professional staff, as well as Head Office logistical support and established systems, based on international best practices and standards of program and project management and administration, as spelt out in this Terms of Reference.

3.2 Scope of Works

The PIU shall be responsible for the following activities:

- Provide general Program and Project Management and Project Administration support, including Construction Management Oversight and Contract Management Oversight for the Compact's infrastructure activities.
- Provide Design Review Process Oversight in respect of all designs for EFOT, NFOT, Access and EE/DSM Projects.
- Provide IT technical expertise and support, with a focus on Utility Commercial and Business Systems, in relation to planned IT projects under the EFOT and NFOT Projects (GIS, MMS, ERP, OMS, and Data Centre for ECG and CIS for NEDCo)
- Provide guidance and support to the Environment & Social Performance Directorate on addressing Project –related environmental, social, health, safety, and RAP issues
- Provide assistance to MiDA to prepare and implement the Program Closure Plan for the Compact in line with MCC's Guidelines and requirements.

4.0 SPECIFIC TASKS: PIU ASSIGNMENT

The PIU shall assist MiDA to carry out Program and Project Management activities, including but not limited to startup of the Assignment, general program management (including work progress reporting), design review process oversight, construction management oversight, contract management oversight, and program close out.

The PIU shall provide the services categorized into Tasks, as detailed below:

- Task 1- Inception Phase;
- Task 2 - General Program Management;
- Task 3 – Design Review Process Oversight
- Task 4 – Construction Management Oversight
- Task 5 – Contract Management Oversight
- Task 5 – Program Close out Support

4.1 Task 1 - Inception Phase

This task is associated with the activities required to initiate and start up the overall Assignment. The Consultant shall undertake preparatory work, including review of documents and engaging with key players during the Inception Phase to enable them to appreciate the relationships and scope of work already undertaken or initiated during Compact development and since EIF and the extent of work to be completed during the remainder of the Compact term and under this Assignment.

4.1.1 Sub-Task 1.1: Kick-Off Meeting

A Kick-off Meeting shall take place between the PIU and MiDA, immediately following the commencement of Services. The Meeting shall review the scope of work, methodologies, timing of deliverables, initial work plans and roles/responsibilities, communication protocols and other related issues. The Kick-off Meeting shall be held at MiDA Offices in Accra. The PIU shall ensure the full participation of the Key Personnel in the Kick-off meeting

4.1.2 Sub-Task 1.2: Data Collection and Background Information

The PIU shall engage with MiDA's Project Teams, MCC, MiDA's Fiscal and Procurement Agents, the PMC, the TA, and representatives of key Implementing Entities to review the background information and perspectives that will help them to become familiar with the Compact and assist them to carry out this Assignment.

Immediately following the Kick-off Meeting, MiDA will turn over to the PIU, all the documentation pertaining to the Program and Projects, as per Sections 4.2 and 8.4 of this ToR. MiDA shall facilitate the collection and transmission of all the necessary data and documents as may be requested by the PIU.

4.1.3 Sub-Task 1.3: Setting up of Program Office

Prior to or directly following the Kick-off Meeting, the PIU shall establish its Program Head Office in Accra. The Offices shall be located within the Heritage Tower or in close proximity to the Offices of MiDA. MiDA shall assist the PIU in securing a suitable space/facility for the Program Office, for PIU's consideration.

In addition to the Offices in Accra, a space within MiDA's Tamale Office shall be made available to the PIU for work to be carried out with NEDCo under the NFOT Project. The PIU shall be responsible for the provision of its own Office equipment and furniture.

4.1.4 Sub-Task 1.4 Inception Activity & Work Plan

The Inception Period should commence immediately after the Kick-off Meeting. Within four (4) weeks of commencement of Services, the PIU shall prepare and submit a detailed Inception Report and Consultant's Work Plan covering the various Projects. The details of the Inception Report /Work Plan as a deliverable are provided in Section 5 under Deliverables.

4.2 Task 2 - General Program Management

This Task represents the PIU's major responsibility for providing general Program Management services in connection with the management and administration of Compact implementation activities.

To get started, the PIU will have to review the Compact and the Compact Program Implementation Agreement ("PIA"), which, taken together describe the Compact Program, set out the roles and responsibilities of MCC and the Government, and set out the conditions that must be satisfied by the Government to access MCC Funding. The PIU should also familiarize themselves with applicable guidelines as stipulated in the MCC PPG, MiDA POM, CAMM, FAP, and all MiDA Risk Registers. The documents to be provided by MiDA are detailed in Section 8.4.

The PIU should note that most of the Plans and Documentation required under the Program Management Services scope of the PMC, in relation to Program Planning and Program Assurance, have been prepared by the PMC for both the EFOT and NFOT Projects. These Plans and Documents have been reviewed, approved, and accepted by MiDA. These Plans and Documents shall be made available to the PIU by MiDA. The PIU's task shall be to review, validate and align these Documents to ensure they meet MiDA's objective for accelerating the implementation of the Projects.

The strategies and approaches adopted in the existing Program Administration and Coordination ought to be critically reviewed as part of arrangements that will ensure that all facets under the Compact's Project Activities are efficiently administered and coordinated for effective delivery.

The key responsibility of the PIU is to ensure that project-related planning is realistic, effective, and practical, and that whatever is planned can be successfully achieved, be it a technical activity or

procurement process, or construction or supply and installation.

NOTE: The following Sections from 4.2.1 to 4.2.4, provide details of what currently exists in MiDA. The PIU is expected to carry out a quick review of the PMP and its Annexures during the Inception Phase to ensure they are fit for purpose.

The PIU will be required to review and update the PMP and any of its Annexures as deemed necessary during the Compact Term. In addition, the PIU may introduce other tools that it considers essential to be effective in order to meet the Program Objectives and the objectives for the Assignment.

The ultimate purpose of the PIU is to assist MiDA to speed up the implementation of the Compact in order to ensure full disbursement of Compact funds by the Compact End Date of 6th September 2021, consistent with the Compact and Program Objectives.

4.2.1 Sub-Task 2.1 Review Existing Program Planning

The PIU shall review, and validate, the existing Program Management Plan (“PMP”) to ensure it aligns with international best practices; in terms of policies, processes, procedures and standards necessary to effectively implement the Compact Projects to meet the needs and expectations of MiDA, including the requirements of the Environmental and Social Management System (“ESMS”).

The purpose of the PMP is to provide an overall plan for executing the Projects over the remaining years of the Compact, as well as to clarify roles and responsibilities for all the parties under the Compact.

The PMP includes the following components:

Annexure 1	Scope And Requirements Management Plan
Annexure 2	Change and Configuration Management Plan
Annexure 3	Time Management Plan
Annexure 4	Cost Management Plan
Annexure 5	Communications and Stakeholder Management Plan
Annexure 6	Quality Management Plan
Annexure 7	Risk and Issue Management Plan
Annexure 8	Procurement Management Plan
Annexure 9	Document Management Plan
Annexure 10	Dependency Management Plan
Annexure 11	Human Resource, Gender Integration and Trafficking In Persons Management Plan
Annexure 12	Environment and Social Management Plan
Annexure 13	Health and Safety Management Plan
Annexure 14	Claim Management Plan
Annexure 15	Program Close Out

Work Plans

The PIU shall review the existing MiDA Work Plans, and assist MiDA in managing, updating and maintaining the Work Plans. Throughout the life of the Compact, the PIU shall provide advice, guidance, direction, and suggestions to MiDA on improving the current Program Management processes in relation to the Work Plan, with possible solutions. These shall include but not be limited to:

- Undertaking the necessary Program Management and Administration activities that enable MiDA to effectively track milestones and deliverables in the Work Plan at the end of every month;
- Developing effective planning techniques and control systems (e.g., earned value management, critical path analysis, schedule and cost performance analysis, variance analysis, trend analysis, etc.) and assisting MiDA in its application;
- Tracking planned activities periodically to identify those slipping from the schedules and cost baselines projections;
- Prepare periodic Executive Summaries of all exceptions on Projects, inclusive of tasks that are behind schedule, tasks that are competing for the same resource, conflicting priorities and exemplary performance, etc. for MiDA Management review;
- Work with Project Directorates/Teams to plan and allocate resources to support the project implementation schedule;
- Assist MiDA to monitor overall Program performance and prepare standardized Progress Reports;
- Record and report on schedule conflicts, resource and time constraints to the MiDA Project Directorates/Teams;
- Assist MiDA to maintain accurate records of committed, expended and forecast costs and monitor all Compact Project costs to determine and verify the Planned Value, Actual Cost, Earned Value, Cost Variance, Cost Performance Index, and Estimate at Completion;
- Assist MiDA to maintain accurate time estimation and tracking for all infrastructure Projects in order to verify the Planned Value, Actual Schedule, Earned Value, Schedule Variance, Schedule Performance Index, and Estimate at Completion;
- Assist MiDA to oversee the management of scope changes, trends and change notices initiated by MiDA or Contracted Parties, and review time and cost implications;
- Assist MiDA to perform and monitor a cross-functional integration of the Work Plans, with specific regard to how they relate to and impact upon Finance and Procurement requirements.

Program Closure Plan

The PIU shall review the Program Closure Plan to ensure that the Plan follows MCC's Program Closure Guidelines and that the Closure Plan will provide a disciplined and systematic approach to

managing the completion and close-out of the Project Activities. The Closure Plan shall describe the requirements and sequences of the steps to be taken towards accepting completed Works and for closing out Contracts under the Compact. Development of the Closure Plan should begin with the PMP and evolve as the Program progresses.

Given the nature of the Compact Projects, now at various stages of implementation, it may be necessary to accept elements of the Project Works in phases or in sections as they get completed and place them into substantial completion and beneficiary occupancy.

The "phasing" of the acceptance of the completed Works can pose a challenge. In this regard, greater emphasis needs to be placed on developing an early understanding of the details and sequences of the 'close-out' process. The Closure Plan shall address the following Topics:

- Program Transition;
- Redistribution of personnel, facilities, equipment;
- Closing out Financial Accounts;
- Collecting and archiving of the Project Documentation;
- Documenting the successes of the Project;
- Documenting Lessons Learned;
- Planning for post implementation review;
- Contractor fulfilment of Site-specific ESMPs and HSMPs, waste management and restoration of the Site;
- Contingency planning for the transfer of on-going Works at Compact End Date (CED) to an IE or beneficiary under Supplementary Agreements;
- Agreement Close Out.

4.2.2 Sub-Task 2.2 - Review of Existing Program Assurance

In addition to a PMP, MiDA has existing Program Assurance Plans and mechanisms to help implement the Projects in an environmentally sustainable manner and with the highest quality of work.

The Program Assurance Plans includes:

- Quality Control/Quality Assurance Program;
- Program Control process.

The requirements for each of these assurance mechanisms are described below:

Quality Control/Quality Assurance

The PIU shall be responsible for providing Program-wide independent Quality Assurance functions, to ensure compliance with MiDA's requirements. This will be provided through the development of Program Standards and Monitoring arrangements in order to ensure optimum

quality throughout all the phases of the Projects. The roles and responsibilities of the PIU in relation to the delivery of high quality outputs are defined as follows:

- Ensure that the quality management strategy aligns with the program delivery strategy; and
- Periodically assess the quality plan for effectiveness of the Program and specific project-level conformance.

The PIU shall review the Quality Management Strategy (“QMS”) developed by the PMC, ensuring that it can perform its quality assurance functions effectively. The PIU's quality assurance-related tasks shall include, but not be limited to the following:

- Confirm MiDA and Compact Projects’ objectives for performance;
- Identify specific quality assurance standards and requirements across the Project areas;
- Determine relevant certification requirements, if necessary, e.g., International Organization for Standardization (“ISO”), etc.;
- Identify Contract and MiDA 's quality assurance requirements;
- Identify Program and specific Project-level requirements;
- Review and approve specific Project-level quality management plans;
- Analyze Contract for technical performance, monitoring, control, and reporting requirements.

Program Control Process

Cost Management:

- Construction cost control shall be concerned with providing continuous monitoring of the estimates against the established budget to identify cost deviations and seek corrective measures and opportunities for cost savings. Information exchange and interfacing in matters with a direct bearing on cost will also have to be properly organized;
- The PIU will be required to assist MiDA by attending Site Meetings, and provide all necessary support, guidance, direction and solutions to enable timely decisions to be made as and when required.
- Maintain a current cost database for construction cost control during the design and construction phases;
- The System shall involve advising MiDA on any estimates being prepared by the various Contractors and Supervisors and on any potential Variation Orders;
- The PIU shall review and update the Cost Management Plan that describes how the Project costs will be planned, structured, and controlled. The Cost Management Plan shall detail the necessary processes and their associated tools and techniques.

4.2.3 Sub-Task 2.3: Review Existing Program Administration Approach

The PIU shall over the remaining life of the Compact, make recommendations to improve the existing Program Administration Approach. Throughout the duration of the Program, the PIU shall provide management and advice, support, guidance, direction and solutions to enhance the MiDA Team's work efforts.

Specific actions that will be performed between MiDA and the PIU under Program Administration should include the following:

- Provide senior-level oversight on all on-going program planning and activities ;
- Provide day-to-day guidance, direction and solutions to support MiDA to adhere to Project planning and implementation schedules and enable effective monitoring to reduce delays between planned and actual deliveries;
- Provide MiDA with verbal and written reports on meetings attended;
- Attend routine Program Coordination and Briefing Meetings;
- Attend Meetings and Workshops with Stakeholder Groups;
- Assist MiDA in gathering and providing documents and information required to respond to Audit requests;
- PIU to effectively coordinate with Project Directorates to ensure effective Contract Administration and Management, and to communicate in an effective and timely manner with MiDA Procurement and the Procurement Agent on Contract Administration issues.

4.2.4 Sub-Task 2.4: Program Coordination

The PIU shall be responsible for Program Coordination. Under the Compact, MiDA has procured and shall continue to procure the services of many Consultants, Contractors and Suppliers, to undertake various Project and cross-cutting assignments; such as those for Monitoring and Evaluation (M&E), Environment and Social Performance, Social and Gender Assessment, Stakeholder Communication, etc. These Stakeholders form an integral part of MiDA's Compact Implementation Support Team. There are other critical stakeholders such as MCC, the Implementing Entities, and Government Organizations who also support Compact implementation, as well as Procurement and Fiscal Agents working in MiDA.

It is critical for this community of Consultants, Contractors, Suppliers, GoG Stakeholders, MCC, Implementing Entities, Procurement and Fiscal Agents, to work with a single objective - being the successful implementation of the Compact.

To this end, the PIU shall provide effective liaison, guidance, direction and solutions to enable MiDA to coordinate Project Management activities and tasks and ensure smooth and effective communication with all stakeholders to enhance and speed up the implementation of the Compact.

4.3 Task 3 – Design Review Process Oversight

This task represents the PIU’s responsibilities to provide oversight to MiDA in any of the remaining design-related activities that occur during the period of engagement with the PIU. Presently, designs are produced by the PMC, in its capacity as designer for the EFOT and NFOT infrastructure projects; by various Consultants for the EFOT and NFOT IT Projects; and by other Consultants for the Access and EE/DSM infrastructure projects. Designs are reviewed by multiple stakeholders – MiDA and its Consultants; such as the ESH&S and RAP Consultants, project beneficiaries such as ECG and NEDCo and/or their designated TA, Statutory Authorities such as EPA and others as may be required for each Project, as well as MCC and its Technical Advisory Services Consultant (“TASC”) and Environmental and Social Performance (“ESP”) Consultants.

While the PIU is not tasked with an additional layer of design review, the PIU shall carry out Design Review Process Oversight with the main objectives of:

- Providing support, advice, guidance and direction, and generally advising on solutions to address challenges and clear bottle-necks in the design and design review process.
- Monitoring and coordinating design progress across all Project areas to ensure that all remaining designs are conducted according to approved Schedules, and in an organized and timely manner. Monitoring shall cover the progress of all remaining design works, the performance of all Design Consultants’ deliverables and submission dates, which will assist the MiDA Project Teams with the coordination and approval of design inputs and deliverables. The sharing of information with MiDA and the provision of feedbacks, with respect to suggested solutions, will be required to ensure timely approvals.

The PIU’s monitoring role shall be needed to ensure that the design guidelines and applicable regulations are strictly adhered to.

The PIU shall provide oversight and coordinate:

- The development of project descriptions/scope documents, design standards/criteria, design requirements/specifications, BoQs/price schedules, Technical Data Schedules, drawings, and supporting technical studies across all disciplines. Ensure timely delivery of the outputs from this process across all Project areas. Support, advise and give direction to MiDA and propose recommendations and solutions to enable approval of final Documents for construction (or supply and installation) activities.
- The review of cost implications associated with development of designs and provide input on possible cost savings.
- Due to Design Schedule slippages, assist MiDA to closely coordinate with Design Consultants (including PMC) in obtaining timely approvals/inputs from Statutory Authorities (EC/DUR/EPA, etc.).
- Consultants’ submission of technical requirements or specifications and designs to

MiDA Procurement for the development of related Bidding Documents. It should be noted that, for the portfolio of projects which the PIU will manage, Bidding documents shall conform to MCC Standard Bidding Documents (“SBDs”), for the most part but not exclusively, for Procurement of Large Works, (using the FIDIC Conditions of Contract for Construction), for Procurement of Design-Build, (using the FIDIC Conditions of Contract for Plant and Design-Build), or for Procurement of Supply and Installation of IT Systems. Other forms of Bidding Documents, such as procurement of goods or services or IDIQ Contracts may also be used from time to time.

- The PIU must work with the MiDA Project Teams, have regular and effective liaison with not only the Design Consultants and TA, but also the major stakeholders such as MCC and the Implementing Entities. MiDA has faced problems with stakeholders such that relationships need to be improved with all involved parties to enable MiDA to have a better chance of completing the Compact on time.

The PIU shall perform Design Review Process Oversight to ensure that:

- The remaining design preparation and design review processes between Design Consultants, MiDA, MCC and its Consultants, TA, ECG/PDS, and NEDCo are efficiently coordinated. The PIU shall provide experiential advice to help MiDA resolve challenges and critical issues affecting the smooth transmission and receipt of design documentation, as well as provide comments, modifications or additions on the same. The PIU shall then assist MiDA to oversee the incorporation of all revisions and ensure the timely delivery of completed or finalized documentation for sign-off and approvals;
- The Designs comply with and are based on valid design criteria, justifiable assumptions, and generally comply with the project's parameters and requirements;
- The Designs comply with approved master plans, feasibility studies, environmental and social impact studies, environmental and social management plans, resettlement action plans (RAPs), stakeholder engagement plans, and MCA’s Social and Gender Integration Plan (“SGIP”);
- The Designs comply with all MCC policies as well as the International Finance Corporation Environmental and Social Performance Standards (“IFC PS”);
- The Designs comply with the submission requirements and Regulations of local Authorities.
- The Designs comply with applicable local and international codes and regulations and are based on sound construction practice;
- The Designs, specifications, drawings and requirements are set out in a manner which align to the requirements of the MCC SBDs being used for the Procurement

and meet expectations as to the quality of the Bidding Documents, to be released into the market.

- Document production quality, covering aspects such as the numbering system, drawing standards, comprehensive drawing lists, the end-of phase design reports, specifications and finishes designation.

The PIU's oversight shall also give an opportunity for the Design Consultants and TA to engage with the PIU and MiDA Project Teams, and for the PIU to advise, guide, and make suggestions and recommendations for improvements related to the submitted designs and to discuss pertinent issues related to the design work.

The duration of the review periods is critical, and it will be important to take into account the time constraints, adhering to the approved Master Schedule and the Design Work Program.

4.4 Task 4 – Construction Management Oversight

This task represents the PIU's requirements to support MiDA with managing/ providing oversight of construction supervision during the construction (or supply and installation, as the case may be) phase of the Projects. The execution phase commences upon the issuance of a written notice to the Contractor/Supplier to proceed. As MiDA's Agent during construction (or supply and installation), PIU's services will include monitoring and oversight and the services typically referred to as construction management.

These Oversight Services do not replace the more detailed construction supervision services that will be provided by PMC and other Design/Supervision Consultants in their role as Supervisor; rather, the intent of these services is to assist and assure MiDA that construction supervisory services are being properly conducted.

The Construction Management Oversight Services to be provided by the PIU shall include, but are not limited to:

- Coordinating the supervision services being provided by PMC and other Design/Supervision Consultants.
- Advising MiDA on how to respond to the PMC and other Design/Supervision Consultants or others' proposals for laboratory, shop, and mill tests of material and equipment for compliance with specifications.
- Ensuring compliance and monitoring that all activities performed during the construction phase are in compliance with current or revised MiDA policies, rules, procedures, and standards and project specifications.
- Reviewing the Quality Assurance Programs, processes, and procedures developed by construction supervisors and monitoring adherence thereof.

- Monitoring Contractor/Supplier activities, with respect to progress accomplished (percent completion), change orders (including design changes), claims and counterclaims.
- If requested, observing inspection and testing of equipment with the MiDA Project Teams to offer guidance and direction regarding such procedures and findings.
- Monitoring actual progress and compliance with milestones deliverables, including working with the PMC and Design/Supervision Consultants, as necessary, to identify actions necessary for completion of the projects within budget and schedule.
- Providing information to MiDA and the PA, regarding Contractors'/Suppliers' non-compliance with Contract requirements.

The PIU shall also assist MiDA in monitoring and providing advice, guidance and direction in respect of Works/Systems Startup and commissioning, including performance/acceptance testing and extended startup. The Startup Services shall be performed by the PMC and other Design Consultants/Supervision Consultants in coordination with Construction Contractors/Suppliers. The PIU shall provide oversight in an advisory position to support MiDA Project Teams.

The Start-up Services shall include, but are not limited to the following activities:

- Perform Project Installation and Operation Qualification.
- Oversight of process startup, testing, and commissioning of individual equipment and that of the entire system(s).
- Observe benchmarking studies and baseline equipment assessments.
- Observe performance testing of the entire Systems.

The PIU shall provide periodic Progress Reports to MiDA, as further outlined in this ToR, regarding the management of construction and supervision, as well as start-up oversight services. This shall include all relevant details required in the Contract and any other details the PIU shall consider necessary and appropriate for the client to know.

4.5 Task 5 – Contract Management Oversight

This Task represents PIU's responsibilities with respect to Contract Management Oversight (along with advice, guidance, direction and solutions) to help MiDA to effectively manage contracts related to the Projects. This Task, is intended to ensure completeness in the overall management of the Compact Contracts for Consultancies, Goods, Non-Consultant Services, IT Systems, Design-Build, and Works for the Projects.

The PIU shall support MiDA by providing oversight, advice, guidance and recommendations, where necessary, to ensure MiDA Project Directors and Managers perform their Contract Administration and Management roles effectively, as per the requirements of the MiDA CAMM. This requirement

relates to:

- Tracking Consultant, supplier, and contractor compliance with terms and conditions of contracts, addressing delays in delivery or performance, troubleshooting problems and certifying performance of services completion of works, and delivery of goods.
- Ensuring that there is a complete file for *every* Contract signed by MiDA for the Projects, including:
 - (a) Contract performance;
 - (b) Amount and term of necessary bonds or guarantees for the strict compliance with works, goods and services established in the Contracts;
 - (c) Applicable Permits and Permit Conditions;
 - (d) Compliance with Contract Terms;
 - (e) Change orders and any variations, events or decisions that might affect the quality of the Studies or Works;
 - (f) Any additional information that is necessary to provide documentation for Auditors;
 - (g) Support MiDA to settle *any* possible claim or dispute that might arise during project execution, and provide advice, guidance and direction to MiDA in order that they can take corrective actions in contract management.

The PIU shall further provide guidance and oversight in:

- Analyzing and assessing the effect of cost variations on the execution of the respective Studies, Systems, and Works submitted by Consultants/Contractors/Suppliers, in order for the Project Directors to make decisions on approvals or take the necessary remedial action.
- Anticipating claims that may be submitted by Consultants, Contractors or Suppliers related to delays and problems arising from Contract activities. PIU shall ensure prompt review of recommendations prepared by PMC and other Design/Supervision Consultants regarding claims, that once the claim is received, it is attended to and dealt with urgently so as to avoid unnecessary escalation

4.6 Task 6 – Program Close-Out Support

This task represents a requirement for the PIU to support MiDA with the final close-out of the Compact Program.

This is one of the PIU’s deliverables under the Program Close-Out Plan. The Program Close-out Plan will provide a disciplined, systematic approach to planning for and managing the completion and Close-out of the Program functions and services. MiDA is responsible for the final compilation of the Report, but with inputs from the PIU in the key Compact Project areas. The PIU shall work closely with MiDA Project Directors and Managers in pulling the deliverable together.

The Close-out Plan will describe the requirements and planned sequence of steps to be taken for accepting completed work and for closing out the program management, consulting and

construction contracts, including:

- Program Transition Plan.
- Final Audit Plan.
- Agreement Close-out plan.
- Personnel de-mobilization Plan.
- Asset Transfer Plan.
- Closure of Program Web Site (if any).
- Closure of Site Offices.
- Archiving of Project Records.
- Formally capturing lessons learned during the delivery of the Program.

Completion of the Program will be marked with the submission of a Program Close-Out Report. A draft of this Report shall be submitted to MiDA for review. Upon the receipt of written comments, the Report will be finalized, culminating in the completion of the PIU's work on the Compact Program.

5. DELIVERABLES AND REPORTING

The PIU is required to prepare and submit routine Progress Reports along with other Program deliverables. The specific requirements for these submissions are presented below. All required deliverables will be submitted in electronic form as well as in hardcopy. Deliverables will be considered “draft” upon receipt. Drafts will be reviewed and accepted by MiDA or comments will be provided back to the Consultant. Once the PIU has received input on the Draft Documents, they shall address the comments and provide final deliverables as required within one week of receipt of MiDA Comments.

All Deliverables for this Assignment will be submitted in English.

5.1 Deliverables on Task 1: Kick-off Meeting Minutes and Inception Report

The PIU shall submit to MiDA Minutes of the Kick-off Meeting, a week after the Meeting. An Inception Report from the PIU is required within four (4) weeks of commencement of Services. The Inception Report shall also cover the efforts made on PIU’s data collection and background information tasks.

The Inception Report should include:

- An Executive Summary.
- The Consultant’s state of mobilization.
- List and brief synopsis of the information provided and/or collected.
- List of the data and documentation still outstanding.
- Detailed MS Project Work Plan.
- Preliminary Schedule for the PIU’s activities with critical milestones identified.
- Breakdown of anticipated level of effort by the major activities.
- List of any foreseen impediments to finishing the Assignment in accordance to the executed Program Management Agreement.
- Minutes of the Kick-off Meeting.

5.2 Deliverables on

- Task 2: General Program Management

- Task 3: Design Review Process Oversight
- Task 4: Construction Management Oversight
- Task 5: Contract Management Oversight

All of these shall be covered under Progressive Reporting as below.

5.3 Progressive Reporting Requirements

The PIU shall be responsible for preparing and submitting the following routine Program Reports, essentially to cover all aspects of the PIU Assignment:

- Monthly Progress Report
- Quarterly Progress Report
- Annual Performance Report
- Final Report

The Reports shall be prepared at the individual Project levels, and collated into the Overall Report for the Compact Program.

All Reports shall be submitted electronically and in English. All documents should be submitted in Microsoft Word. Spreadsheets should be submitted in Microsoft Excel. Schedules should be submitted in Microsoft Project. Digital photo files should be submitted in JPG format. Any GIS data should be submitted in both ArcView and PDF format. Any Presentations should be submitted in Microsoft PowerPoint. Any raw data not submitted through spreadsheets should be submitted in either Microsoft Access (*.accdb file), STATA (*.dta file), or SPSS (*.sav file). Any other format(s) must be agreed upon by MiDA and MCC.

The Contract Title and number shall be placed on each Report. In addition, each Report shall be accompanied by a letter or other document that clearly identifies the specific Report/Deliverable being presented.

Packaging and packing for all items delivered hereunder shall be in accordance with commercial practice and adequate to ensure acceptance by common carrier and safe arrival at destination. The contract title and number shall be placed on each package, report, or other deliverable.

The MCC and MiDA shall be acknowledged in any research or Reports funded under this Contract.

The following further describes each of the required Reports.

5.3.1 Monthly Progress Report

A Monthly Progress Report (“MPR”) shall be prepared by the PIU and submitted to MiDA. The specific format of the Progress Report will be developed in consultation with MiDA. In general, the Report will cover the status to date of the work and the expenditure of time and money under the Contract. As a minimum, it shall include the following elements:

- Executive Summary.
- A narrative description of work completed during the preceding month.
- A forecast of major work elements to be undertaken in the coming month.
- A discussion of the key outstanding issues and responsible party assigned to resolve each issue.
- A discussion of anticipated problems/issues.
- A review and timetable for any input or decisions required from MiDA.
- A time and expenditure table summarizing the total budget, expenditures during the preceding month and total cumulative expenditure to date by work task.
- A review of the status of any PIU Subcontracts.
- A review of billing and payment status.
- A review of the program schedule, specifically showing actual progress on the project versus planned progress.

The MPR will be bound with color graphics and photographs as appropriate. The Reports will be delivered to MiDA within five working days from the end of each month.

5.3.2 Quarterly Progress Report

The PIU shall prepare Quarterly Progress Reports (“QPR”). The QPRs shall contain an accurate, up to date, account of all work accomplishments, work scheduled, outstanding issues of the PIU, other Consultants, Contractors, and Suppliers for the previous quarter. In the QPRs, the PIU shall focus upon his own activities and actions taken towards the achievement of accelerated Compact implementation goals.

The QPRs should contain, at a minimum:

- Executive Summary.
- Description of the Principal Quarterly Activities done by PIU and their accomplishments (including progress against Compact outcome targets and progress indicators to be jointly agreed upon).
- Description of work and interventions by the PIU in the activity of other consultants and

contractors, including a summary of the project budgets and timeline, and covering needed remediation steps.

- Updated planned activities for the upcoming quarter, with a description of the major activities as detailed in the approved Work Plans. Explanations of any significant modifications or changes to the approved Work Plans and detailed budgets should be provided.
- An Updated Risk Management Report including an analysis of project progress, risks, timeline and explanations of any significant flaws and deviation or modifications from the work plans and timelines. The PIU shall make recommendations for corrective or mitigation measures, as necessary.
- A discussion of the key outstanding issues, identification of the responsible party assigned and timetable for input or decisions required to resolve each issue. A Time and Expenditure Table summarizing the total budget, expenditures during the preceding quarter, total cumulative expenditure to date by work task and updated earned value tabulation.
- A review of billing and payment status.
- A review of the Program Schedule, specifically showing actual progress made on the Project versus planned progress.

The draft QPR shall be submitted not later than five (5) working days after the last day of the calendar quarter. The final QPR shall be submitted no later than three (3) working days after receipt of MiDA comments.

5.3.3 Annual Performance Report

The PIU shall prepare an Annual Performance Report (“APR”). The APR format differs from the QPR format in that it should include succinctly stated performance evaluation of the Projects with adequate concise narrative and graphic depiction of the annual performance metrics compared with baseline work plans and other data, as appropriate.

The draft APR shall be submitted not later than five (5) working days after September 6 of every year. The final APR shall be submitted not later than five (5) working days after receipt of MiDA comments.

5.3.4 Final Report

The PIU shall prepare a comprehensive Final Report describing all activities undertaken during their Contract, including a description of methodology and actual vs. baseline results, interventions with other consultants and constructors, and performance indicators.

The Final Report shall include, but not be limited to:

- Executive Summary.
- Section on lessons learned and analysis thereof.
- Summary of Budget and Schedule Performance in comparison to Plan.
- Other Summary and Conclusions.
- Appropriate Appendices.
- Program Close- out Inputs and Activities.

The Final Report shall replace the last APR that may be due within the same period. The Draft Report shall be submitted not later than 15 working days prior to the Contract expiry date. The Final Report shall be submitted no later than three (3) working days after receipt of MiDA comments.

5.4 Deliverable on Program Close-Out

Completion of the Program will be marked with submittal of a Program Close-Out Report. The Report should cover implementation of the Program Close-out Plan and be submitted no later than one month prior to the end of the Compact term.

Consultant will present Deliverables according to the Schedule presented in the Table below:

SN	TASKS/DELIVERABLE/REPORT	DUE DATE (Months after Commencement of Services)
1	Deliverables on Task 1: Program Inception	
	<ul style="list-style-type: none"> • <i>Inception Report</i> 	1 month
2	Overall Progressive Reporting	
	<ul style="list-style-type: none"> • <i>Monthly Progress Report (MPR) - 19 MPRs</i> 	1 st MPR (2 months)
	<ul style="list-style-type: none"> • <i>Quarterly Progressive Report (QPR) – 7 QPRs</i> 	1 st QPR (3 Months)
	<ul style="list-style-type: none"> • <i>Annual Performance Report (APR) – 2 APRs</i> 	1 st APR (6 Months)
	<ul style="list-style-type: none"> • <i>Final Report</i> 	30 Months

6. PERIOD OF PERFORMANCE AND PAYMENT SCHEDULES

6.1 Period of Performance

The services under this Contract are expected to be conducted for a period of approximately 30 calendar months, assuming commencement of Services on March 1, 2019. The Consultant may propose adjustments to the timing and schedule of deliverables outlined above, provided that any alternative schedule will meet MiDA's requirements and objectives of the Assignment, approved by MiDA.

The Consultant will be expected to be available during the period of performance and will be responsible for management of the services. This includes supervision and management of the Consultancy, liaison with MiDA and IEs, Office Management, and ensuring quality control of services. As part of Project Management, a number of Meetings between MiDA and the Consultant may be scheduled at any point in time. The Consultant will produce Minutes of all such Proceedings.

6.2 Payment Schedule

Payment Terms

SN	TASKS/DELIVERABLE/REPORT	DUE DATE (Months after Commencement of Services)	% Payment
1	Deliverables on Task 1: Program Initiation		
	<ul style="list-style-type: none"> <i>Inception Report</i> 	1 Month	10%
2	Overall Progressive Reporting		
	<ul style="list-style-type: none"> <i>Monthly Progress Report (MPR) - 19 MPRs</i> 	1 st MPR (2 Months)	19 @ 3% per month = 57%
	<ul style="list-style-type: none"> <i>Quarterly Progressive Report (QPR) - 7 QPRs</i> 	1 st OPR (3 Months)	7 @ 2 % per Quarter = 14%
	<ul style="list-style-type: none"> <i>Annual Performance Report (APR) - 2 APRs</i> 	1 st APR (6 Months)	2 @ 5% per year = 10%
	<ul style="list-style-type: none"> <i>Final Report</i> 	30 Months	1 @ 9% = 9%

7.0 MANAGEMENT OF SERVICES AND CONSULTANT QUALIFICATIONS

7.1 Key Personnel

The PIU services require a wide range of professional skills and experiences. The PIU shall be a Firm capable of assembling a Team of Key Personnel with in-depth knowledge and experience in international best practices in Program and Project Management and technical expertise in the implementation of large infrastructure works projects and IT projects, particularly in the the electricity sector.

Best practices in Program and Project Management shall include Program/Project planning, assurances and controls, management and mitigation of environmental and social impacts, and resettlement. Also knowledge of and experience in power system design (distribution infrastructure and commercial systems) and construction/installation, contracting, operations, and performance management will be critical.

The successful Consultant should also bring to bear local and regional knowledge, and sufficient technical and administrative support throughout the term of the Contract.

Additional staff and staffing requirements should be proposed by the Consultant when considered to be necessary, based on the Consultant's proposed methodology and approach towards the achievement of the Objectives of the Assignment. The Consultant must provide and maintain all Key Personnel for the term of the Contract. Any changes will be subject to prior approvals by MiDA in accordance with the terms of the Contract.

7.2 Key Personnel Required

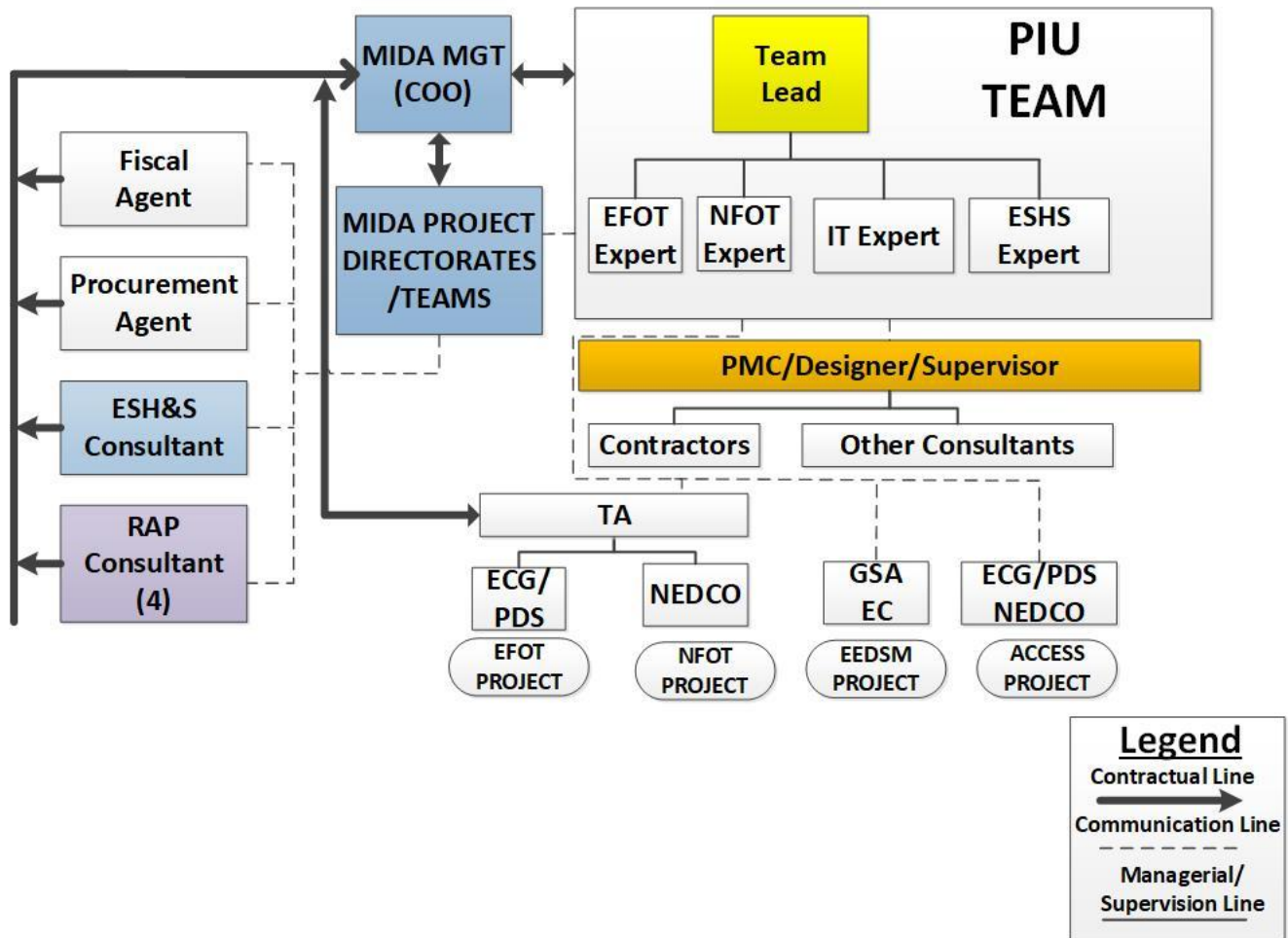
Five (5) Key Personnel are proposed for the PIU Team. The Team will be led by a Team Lead with the four (4) others, each assigned to the key Project Areas of the Compact, as follows:

- A Team Lead
- EFOT Expert – To support the EFOT Project Team.
- NFOT Expert – To support the NFOT/Access/EE/DSM Project Teams.
- ESH&S Expert - To support Environment & Social Performance Directorate.
- IT Expert – To provide IT technical expertise and support, with a focus on Utility Commercial and Business Systems, in relation to planned IT projects under the Projects (GIS, MMS, ERP, OMS and Data Centre for ECG and CIS for NEDCo).

These Key Personnel should be dedicated to the Assignment and their time commitment clearly identified and adhered to during the entire contract period of performance. CVs for all Key Personnel must be provided on Form TECH-11.

The proposed PIU/Compact Implementation Structure is as follows:

PIU Organizational Chart



Roles and Responsibilities

In general, the PIU Team will report to MiDA Management and on day-to-day-working phase, liaise with and work closely with the Project Teams/Directorates, as detailed out in the roles below:

Team Lead

The Team Lead has responsibility for providing overall guidance and direction, driving the PIU services and project delivery. While reporting directly to MiDA COO, the Team Lead's role and responsibility are summarized in broad terms as follows:

- Manage the PIU Team, to provide the overall program and project management support to the MiDA Project Directorates/Teams.
- Monitor, coordinate and support the services provided by the various PIU Team members.

- Lead the PIU to provide the needed oversight to support MiDA as well as provide coordination and liaison with other stakeholders engaged in Compact implementation; Consultants, Contractors, IEs and GoG Agents, MiDA and its external FA and PA, etc.
- Ensure the satisfactory execution of all the tasks outlined under this ToR, directly under his/her leadership.
- Develop Program Risk and Issue Management Plans for all identified risks including, but not limited to, cost, completion, environmental, social (including land acquisition, involuntary resettlement, health and safety), scope, schedule, procurement, etc. and to assist MiDA to manage those risks and issues.

EFOT Project Expert

The EFOT Project Expert shall work closely with and support the MiDA EFOT Project Directorate/Team in the implementation of the EFOT Project.

The Expert's role and responsibility under the PIU Contract are to:

- Provide direct Project Management inputs and oversight to support the EFFOT Team in the implementation of the EFOT Project.
- Provide advice, guidance, direction and recommendations to addressing challenges and critical issues identified as affecting the EFOT Project, and providing clear strategies to assist and accelerate project implementation.
- Ensure prudent Schedule Management as well as project assurances and controls.
- Ensure that the EFOT Project is delivered to the highest quality and completed in a timely manner.
- Provide effective liaison and coordination with the other professional experts, especially the IT Expert.
- Ensure the satisfactory execution of all the tasks outlined in this ToR in respect of the EFOT Project.

NFOT Project Expert

Similarly, the NFOT Project Expert, shall work closely with and support the NFOT Project Directorate/Team in the implementation of the NFOT Project. Additionally, the NFOT Project Expert shall also work closely with the EE/DSM and Access Project Teams for delivery of the infrastructure components of the Access and EE/DSM Projects.

The Expert's role and responsibility in broad terms are to:

- Provide direct Project Management inputs and oversight to support the NFOT, Access and EE/DSM Teams in the implementation of the respective Projects.
- Provide advice, guidance, direction and recommendations to addressing challenges and

critical issues identified as affecting the NFOT, Access, and EE/DSM Projects and providing clear strategies to assist and accelerate project implementation.

- Ensure prudent Schedule Management as well as project assurances and controls for the Projects.
- Ensure that the Projects are delivered to the highest quality and completed in a timely manner.
- Provide effective liaison and coordination with the other professional experts, especially the IT Expert.
- Ensure the satisfactory execution of all the tasks outlined in this ToR in respect of the NFOT/Access/EE/DSM Projects.

IT & Business Systems Expert

The IT & Business Systems Expert shall have shared responsibility, work closely with and supporting the EFOT/NFOT Project Directorates/Teams in respect of a suite of IT and Utility Business Systems being deployed into ECG/PDS and NEDCo. IT related Business Systems Projects for ECG include Enterprise Resource Planning (“ERP”), Outage Management System (“OMS”), Geographic Information System (“GIS”), Meter Management System (“MMS”), and Data Centre & Communication Network Upgrade (“DCCN”). Those for NEDCo include Customer Census, Customer Information System (“CIS”), and integration with existing NEDCo GIS. The designs and roll out of these systems are being handled by different consultants/supervisors and contractors.

The Expert’s role and responsibility in broad terms are to:

- Provide direct Project Management inputs and oversight to support the MiDA teams in the implementation of the respective IT projects
- To identify the challenges and critical issues effecting the implementation of the IT related projects, and design strategies, to assist and accelerate project implementation. In particular, he/she will review software integration and ensure these systems are implemented with minimal duplication of efforts. In addition, he/she will assist in change management issues related to migration of existing systems unto the new IT systems and business suits
- Provide the necessary second level quality checks and reviews of consultants’ designs for the IT and business systems.
- Ensure prudent Schedule Management as well as project assurances and controls on the projects.
- Ensure that the IT business related Projects are delivered to the highest quality and completed in a timely manner.
- Provide effective liaison and coordination with the other professional experts, especially the EFOT and NFOT Experts to ensure effective execution of the tasks under this ToR.

ESH&S Expert

This Expert shall be a Specialist to support the MiDA Teams in addressing issues relating to Environmental and Social Performance (ESP).

The ESH&S Specialist, shall work closely with the ESP Directorate/Team to address Environmental, social (including resettlement/RAP), health, and safety issues and support the work load of the unit in relation to the infrastructure Projects

The role of the ESH&S and Resettlement Specialist is as follows:

- Work closely with the MiDA’s ESP Directorate/Team on all matters pertaining to environmental and social performance standards, particularly the IFC PS, and support implementation of RAPs and ESIA’s.
- Support the ESP Team in the review of deliverables from the four (4) RAP IDIQ Consultants and the ESH&S Consultant engaged on EFOT, NFOT and Access Project activities
- Support the ESP team in working with the RAP and ESH&S Consultants to ensure effective delivery of the environmental and resettlement programs for the Compact.

Proposed Levels of Effort

The proposed Levels of Effort (“LOE” in Person-Months) below are estimated for the Key Staff required to undertake the Assignment and to meet the objectives of the Contract.

Position	Total Person Months
1. Team Lead	30
2. EFOT Project Expert	30
3. NFOT Project Expert	30
4. IT and Business System Expert	30
5. ESH&S Expert	30
Estimated Total (LOE)	150

7.3 Qualifications of Key Personnel

Summary qualifications for the required Key Professional Personnel for this consultancy service are profiled in the tables below. For the purpose of evaluation, bidders for the PIU shall submit a CV for each Key Professional Personnel covered in the summary qualifications below.

Position	PIU Team Lead / Lead Consultant
Educational Qualifications	<ul style="list-style-type: none"> ● Minimum Bachelor’s degree (B.Sc.) in Engineering Management, or other related fields. ● Must be registered with a recognized professional institution in any of the relevant fields listed below. ● Fluent in English (written and oral).
Relevant Field	<ul style="list-style-type: none"> ● Program Management, electrical/electronic telecommunication/controls systems, Information Systems management, civil engineering
Work Experience Relevant to the Assignment	<p>15 years’ experience in engineering/program or project management/construction management and contract administration in electric utility or similar industry.</p> <ul style="list-style-type: none"> ● Minimum of 15 years’ of demonstrated and proven experience in Program Management, managing the preparation of engineering designs, technical specifications, scope of services, engineering estimates and other related engineering activities for electric utility or similar industry. ● 15 years’ experience in managing large, complex and multi-phased electric utility projects running concurrently, with extensive knowledge of international best practices, codes and standards in general engineering design, construction, operation and maintenance. ● Must also have similar 15 years track record of successfully managing and coordinating as team leader of a diverse group of professional consultants in accomplishing Projects of similar nature and complexity to this Assignment. ● 5 years’ demonstrated experience in planning, designing and implementing an overall risk management process for similar projects. Extensive knowledge in risk assessment, risk reporting and estimating risk impact on projects, and development of risk mitigation plans. ● Experience with large power sector infrastructure projects will be an advantage ● Experience with the IFC Performance Standards will be an advantage.
Working Experience in a Developing Country	<ul style="list-style-type: none"> ● Minimum 5 years’ work experience in the Sub-Saharan African Region or developing countries.

Position	EFOT Project Expert
Educational Qualifications	<ul style="list-style-type: none"> ● Minimum Bachelor's degree (B.Sc.) in Electrical Engineering or other related fields. ● Must be registered with a recognized professional institution in any of the relevant fields listed below. ● Fluent in English (written and oral).
Relevant Field	<ul style="list-style-type: none"> ● Program Management, electrical/electronic telecommunication/controls systems, Information Systems management, civil engineering
Work Experience Relevant to the Assignment	<ul style="list-style-type: none"> ● Minimum of 12 years' of experience in engineering/construction management and contract administration in electric utility or similar industry, with demonstrated, proven and strong experience in Program Management, managing the preparation of engineering designs, technical specifications, scope of services, engineering estimates and other related engineering activities for electric utility or similar industry. ● 12 years' of experience in managing large, complex and multi-phased electric utility projects running concurrently, with extensive knowledge of international best practices, codes and standards in general engineering design, construction, operation and maintenance. Must also have similar experience in project critical path issues, performing inspection, applying quality assurance policies and procedures and generally analyzing and turning around project progress. ● Must also have similar 12 years' of track record of successfully managing and coordinating efforts with a diverse group of professionals and consultants in accomplishing projects of similar nature and complexity to this Assignment ● Experience with large power sector infrastructure projects will be an advantage.
Experience in working in a developing country	<ul style="list-style-type: none"> ● Minimum 5 years' work experience in the sub-Saharan African region or developing countries.

Position	NFOT Project Expert
Educational Qualifications	<ul style="list-style-type: none"> ● Minimum Bachelor’s degree (B.Sc.) in Engineering design or other related fields. ● Must be registered with a recognized professional institution in any of the relevant fields listed below. ● Fluent in English (written and oral).
Relevant Field	<ul style="list-style-type: none"> ● Program Management, electrical/electronic telecommunication/controls systems, information Systems management, civil engineering
Work Experience Relevant to the Assignment	<ul style="list-style-type: none"> ● Minimum of 12 years’ experience in engineering/construction management and contract administration in electric utility or similar industry, with demonstrated, proven and strong experience in Program Management, managing the preparation of engineering designs, technical specifications, scope of services, engineering estimates and other related engineering activities for electric utility or similar industry. ● 12 years’ of experience in managing large, complex and multi-phased electric utility projects running concurrently, with extensive knowledge of international best practices, codes and standards in general engineering design, construction, operation and maintenance. Must also have similar experience in project critical path issues, performing inspection, applying quality assurance policies and procedures and generally analyzing and turning around project progress. Experience in managing energy efficiency and related renewable energy retrofits projects in the Power Sector is an added advantage ● Must also possess 12 years’ of track record of successfully managing and coordinating efforts with a diverse group of professionals and consultants in accomplishing projects of similar nature and complexity to this Assignment ● Experience with large power sector infrastructure projects will be an advantage
Experience in working in a developing country	Minimum 5 years’ work experience in the sub-Saharan African region or developing countries.

Position	IT & Business Systems Expert
Educational Qualifications	<ul style="list-style-type: none"> • Minimum Bachelor’s degree (B.Sc., BS, B Tech, BBA, B.Eng.) in relevant fields (see below), • Must be registered with a recognized professional institution in any of the relevant fields listed below. • Fluent in English (written and oral).
Relevant Field	<ul style="list-style-type: none"> • Program Management, Electrical/Electronic Engineering, Information Technology, Computer Science, Operations, Project Management, Process Engineering, Procurement/Purchasing or Supply Chain Management.
Work Experience Relevant to the Assignment	<ul style="list-style-type: none"> • A minimum of 12 years’ of demonstrated, proven and strong experience in Program Management, Construction /Engineering Management, with focus on preparation of designs, technical and functional specifications, cost estimate for installation of IT systems and Business systems applications. • 12 years’ experience in developing IT automation systems and business processes for planning, engineering and operations processes for electric utility or similar industry. • Ten years’ experience in providing supervision and oversight services for IT and Business Systems Software Applications and managing interfaces with other applications, formulating and defining system scope and objectives through research as well as utilize understanding of the applicable business systems and industry requirements. • Experience with the implementation of IT systems and Business Process Transformation in electric utilities will be an advantage
Working Experience in a Developing Country	<ul style="list-style-type: none"> • Minimum 5 years’ work experience in the sub-Saharan African region or developing countries.

Position	PIU ESH&S Expert
Educational Qualifications	<ul style="list-style-type: none"> • A Bachelor’s Degree in Sociology, Anthropology, Development Studies, Environmental Studies, Economics, Social Science or a related discipline • Must be registered with a recognized professional institution in any of the relevant fields listed below. • Fluent in English (written and oral).
Relevant Field	<ul style="list-style-type: none"> • Program Management, Sociology, Anthropology, Development Studies, Environmental Studies, Economics, Social Science
Work Experience Relevant to the Assignment	<ul style="list-style-type: none"> • Ten (10) years’ post qualification experience in effective environmental, health, social and safety activities including Environmental and Social Assessments and Resettlement planning and implementation of infrastructure projects. • Five (5) years’ working knowledge in and good understanding of resettlement planning and implementation in compliance with best international industry practice such as IFC Performance Standard on Environment and Social Sustainability PS (5) or World Bank OP 4.12, etc. This experience must be demonstrated in effective planning and development of Resettlement Action Plans and/or Livelihood Restoration Plans in at least three (3) complex infrastructure projects in the last ten (10) years. • Five (5) years’ experience working on large, complex infrastructure projects. Experience related to work in the power sector preferred. • Experience with large power sector infrastructure projects will be an advantage
Working Experience in a Developing country	<ul style="list-style-type: none"> • Five (5) years’ of demonstrated ability to work closely with counterparts of diverse background in a multi-cultural environment and in sub-Saharan Africa or Developing Countries.

The PIU Team Members must be knowledgeable and capable of understanding the business need for each project and making timely and sound decisions in furtherance of the best results/outcomes for MiDA and the Program. Team Members must be consistently able to anticipate upcoming problems, thereby avoiding or mitigating them to preserve each Project’s intent, schedule and budget. They should also exhibit the following demonstrable competencies in the performance of their assignments:

- Capacity to work within tight deadlines;

- Ability to work independently, set aggressive schedules, and take initiative;
- Ability to work as part of a team and think creatively and strategically;
- Ability to work with a wide range of organizational styles, personality types, work styles, and cultures;
- Strong analytical and reporting skills;
- Strong written communications skills;
- Strong facilitation skills;
- Ability to speak and write clearly, articulately and fluently in English.

The prospective PIU shall include a Statement in its Technical Proposal on the arrangements for subject-matter-specific backstopping for all of the Key Experts.

The PIU may provide additional Technical and Administrative Support Staff, as may be required. The Team is expected to use a combination of both local as well as foreign Consultants in order to have optimum access to local stakeholders and also to promote the development of local expertise.

8.0 INPUTS, SUPPORT AND DOCUMENTS TO BE PROVIDED

8.1 Inputs Provided by Consultant

The primary duty location of the Consultant's Team will be Accra and the Consultant's Home Office. The Consultant is expected to have a presence in-country, during the period of performance.

The Consultant will be responsible for all the requisite staff resources; office space, transportation, (local and overseas); accommodation; stationery; communications; computers and accessories; translations/interpretation (if needed); insurance (as applicable); staff training; and other costs related to the undertaking of its responsibilities. All equipment and/or tools needed to undertake the services described herein will be provided by the Consultant, at no additional cost.

8.2 Contract Performance Monitoring

Consultant will have in place and maintain a Quality Control Plan ("QCP") that outlines how the Consultant intends to meet the requirements of all performance objectives, monitor and proactively manage work requirements. It will also include the mechanism by which MiDA will be notified of performance related incidents likely to affect the quality of services or impact mission accomplishment. The Consultant will provide a copy of its QCP along with the Inception Report. Any proposed changes to the QCP will be provided to MiDA for review and comment no later than 10 working days prior to the effective date of the proposed changes.

8.3 Support Provided by MiDA

The Consultant's primary point of contact for this Assignment will be the MiDA COO.

MiDA will provide the Consultant the following information and support:

- (a) Access to all Reports, data and other necessary documents related to the Assignment that may already be available.
- (b) Letters of introduction to facilitate access to various stakeholders, Ministries, Governmental Authorities and Agencies whose activities and roles are essential to the mission of the Consultant.
- (c) Invitation Letters as may be needed to support Visa Applications for entry and exit for the Consultant's expatriate Staff.
- (d) Facilitation of issuance of any permit required for personnel of the Consultant to perform its tasks in Ghana

- (e) Facilitation of the import and export of equipment that may be required for the Consultant's consulting services, and property belonging to the Consultant's expatriate staff.
- (f) Any tax exemption forms/letters required.

8.4 Documents to be Provided by MiDA

The Consultant will be provided all necessary documentation of the Compact. These documents will include, but not be limited to, the following:

- a. Compact Agreement signed on August 4, 2014; the Compact is also available on the MiDA website www.mcc.gov and www.mida.gov.gh.
- b. PIA.
- c. Signed IEAs.
- d. Relevant MCC Policies and documents: MCC Environmental Guidelines, MCC Policy for Monitoring and Evaluation of Compact and Threshold Programs, MCC Guidance for Economic and Beneficiary Analysis, MCC Guidance for Common Indicators, MCC Gender Policy and Gender Integration Guidelines, MCC PPG, etc. (available on the website www.mcc.gov).
- e. PMP.
- f. Work Plans.
- g. MiDA Policies and Procedures: POM, CAMM, Risk Registers, relevant reports produced during the development of the Compact activities:
 - (i) Economic Constraints Analysis Report.
 - (ii) Final Feasibility Study Reports within the Distribution System (including ESIA's and RPF).
 - (iii) All other project documents that have been created over the course of the Compact to date.

