

Terms of Reference Youth Entrepreneurship Support II

Project: Energy Sector Improvement Program (ESIP)
PN: 18.2006.7

1. Background

The Government of Afghanistan is increasingly laying emphasis on utilizing Afghanistan's domestic energy resources to increase its power generation capacity. The objective is to become self-reliant in electricity supply and reduce dependence on imported power, which currently constitutes about 70% of the total electricity consumption in the country.

The Ministry of Energy and Water (MEW) governs the power sector in the country. It is responsible for formulating policies, strategies, and plans for the development of the power sector and implementation of these. It thus takes a vital role in the sustainable development of the power sector in the country.

The installed generation capacity in Afghanistan is only about 500 MW, which is largely based on hydro and diesel generation. The present power demand is largely met by importing power from the neighboring countries i.e. Uzbekistan, Tajikistan, Turkmenistan, and Iran.

The country has about 1.2 million consumers and the per capita consumption of electricity is about 195 kWh, which is low as compared to South Asia average of 776 kWh and the global average of 3,100 kWh in 2012. The level of electrification in Afghanistan is presently about 35%. The Government aims to take it up to 65% over the next 5 years.

GIZ, the international development agency of Germany, is supporting the Government of Afghanistan in several areas. A new Afghan-German Technical Cooperation Module titled "Afghanistan Energy Sector Improvement Program" (ESIP) which is the successor for the former "Institutional Development for Energy in Afghanistan" (IDEA) has been designed that is supporting the involved public and private institutions of the energy sector with the objective to improve the conditions for promoting the renewable energy and energy efficiency in the country. The key areas of support include cooperation with the energy key actors at national and provincial levels on the implementation of net-metering policy, supporting the institutionalization of National Energy Regulatory Authority (NERA), support the private sector in adoption of market-based quality standards and maintenance concepts for photovoltaics and solar thermal energy, support to the improvement of education and further training provisions to the public-sector employees and universities. To further extent, the capacity building of the targeted institutions is cross-cutting at all levels of the program.

2. List of acronyms

MEW	Ministry of Energy and Water
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ESIP	Energy Sector Improvement Program
IDEA	Institutional Development for Energy in Afghanistan
NERA	National Energy Regulatory Authority
YES	Youth Entrepreneurship Support
PiO	Pass it on
PV	Photovoltaic
SWH	Solar Water Heater
SWP	Solar Water Pump
RE	Renewable Energy
EE	Energy Efficiency
HVAC	heating, ventilation and air conditioning

DABS	Da Afghanistan Breshna Sherkat
MRRD	Ministry of Rural Rehabilitation and Development
AREU	Afghanistan Renewable Energy Union
CRIDA	Capital Region Independent Development Authority
MUDL	Ministry of Urban Development and Land
KM	Kabul Municipality
ANSA	Afghan National Standard Authority
MAIL	Ministry of Agriculture, Irrigation and Livestock
NEPA	National Environmental Protection Agency
MoU	Memorandum of Understanding
KPU	Kabul Polytechnic University
DM	Deputy Minister

3. Brief Description of the Program

YES is a knowledge-based and activity-oriented leadership and entrepreneurship, youth training program in the country. YES intends to bring together university youth to deepen their leadership and entrepreneurship skills and knowledge. To complete the program, up to 100 youth will attend 2 training semesters. The first semester (two months) will stand for theory classes consisting of technical classes, management, leadership, and entrepreneurship classes, while the second semester (four months) will stand for practical exposures of the participants. YES will use a dynamic and customizable training curriculum based on participants' needs and market demands into two different groups –Renewable Energy and Energy Efficiency in buildings. The participants to the YES program will fill application forms and pass a competitive interview session. Upon the completion of the program, each participant is mandated to conduct a PiO exercise, which implies doing a mini-training to share what they have learned with at least 5 other youth in their faculty or community, only those who complete the PiO qualify for a certificate. Through the PiO component of YES, 300 young people are anticipated to receive training on leadership and entrepreneurship in Renewable Energy Technologies and Energy Efficiency.

Throughout the program, participants will benefit from 150 (tentative) different interactive sessions. The other benefits of this program will include conducting practical case studies, visiting power plants and related institutions, Internship contract with MEW and the German Cooperation (ESIP program of GIZ) pays the stipend for at least 6 months.

4. Objectives

Up to 60 young senior students of Electrical Engineering, Civil and Architecture have received technical, entrepreneurship and leadership training and coaching, and are empowered with entrepreneurship skills in Renewable Energy and Energy Efficiency.

5. Scope of Work

The activities covered by the consultant will be as follows but not limited to:

(i) Development of a market-oriented and customized Curricula and training of small-scale entrepreneurs

This part of the assignment will require focusing on the enhancement of the technical and managerial skills needed to develop and implement RE projects. The curricula shall strengthen the capabilities of the entrepreneurs and encompass the following elements:

- The curricula are to be developed in the appropriate language and to be adapted to the assignment's needs and to the knowledge status of the interns.

- The consultancy is to develop training materials to support the curricula's content.
- The curricula's content developed for RE technical training should include but not limited to:
 - a. Solar Photo Voltaic (PV) Systems
 - b. Solar Water Heater (SWH)
 - c. Solar Water Pumping (SWP)
 - d. RE economics and business development
 - e. Best practices
- The curricula's content developed for EE technical training should include but not limited to:
 - a. Energy Efficiency Measures and its various forms in Buildings including Thermal energy, Heat transfer, Building envelopes, Lighting systems, Plug loads, HVAC
 - b. Energy management
 - c. Data analysis
 - d. Energy auditing
 - e. Water and energy efficiency
 - f. Business cases
 - g. Best practices
- The curricula's content developed for Entrepreneurship and Leadership training should include but not limited to:
 - a. Essentials of Entrepreneurship including Business Ownership, Identifying & assessing the opportunities, Customer value proposition, Market sizing, Competitive landscape, Market research and strategy, International Markets.
 - b. Business plan development.
 - c. Marketing Management, digital and social presence, communication and presentation skills
 - d. Founders, core team & early hires, raising investment
 - e. Financial and Accounting Management and understanding Financial Statements
 - f. Business modeling, growth drivers' assessment, and development
 - g. Organizational Development and Change, Leadership and Decision Making

(ii) Conduct Training and Coaching of the YES participants:

The participants of the program will be selected in a merit-based selection process. The consultancy is to commence a written test and conduct interview sessions with at least 400 candidates and select 60 for the implementation of YES program. The training shall be delivered based on advance adult learning techniques and methodologies, making the classes interactive enough for the participants to learn all the relevant lectures and benefit from site visits and practical training accordingly. Moreover, the participants will be given a 6-month internship contract (with benefits) by the GIZ-ESIP, the interns will be assigned to work in the energy sector institutions, including the policymakers, regulators and implementers of energy projects (e.g. MEW, DABS, MRRD, AREU and private companies, CRIDA, MUDL, KM, ANSA, MAIL, NEPA, etc.) for the duration of four months to receive practical training, the consultancy is henceforth tasked to liaise with the host institutions and develop the program content for the interns. The consultancy is also bound to follow up with the interns, organize two meetings at minimum throughout the practical work with each individual intern, and conduct several assessments throughout the period of internship to assure the interns are involved with the activities of the respective host institution and the technical training are in line with the work scope of the host institution, the consultancy shall also organize and arrange regular meetings with

the focal points of the host institutions and shall resolve any logistical issue that may be required. Moreover, the consultancy shall provide all relevant reports and documents related to the interns' full-time contribution to the program. At the end of the program, the consultancy shall organize a business summit/fair where YES II participants can present their business plans and ideas to local organizations and institutions, thought leaders and financial institutions.

Upon the completion of the training, the consultancy shall support and follow up the participants to streamline the PiO exercise by attending some of the training and providing an assessment report.

6. Deliverables/Outputs/Timelines

The consultancy is required to deliver the below set of items at minimal, it is important that the consultancy begins with the campaign in major provinces and raises the awareness level of the applicants to the YES II program. In parallel, the application form and the selection criteria shall be drafted, subsequently, the selection process shall be conducted. The tangible deliverables associated with this project are, but not limited to:

- Organizing the opening ceremony for up to 120 guests, this includes all the logistical provisions like, catering services, venue arrangements, cooling or heating, stage design, designing the banners, drafting and disseminating the invitations, etc.
- The development of curricula and training materials (in order to develop the curricula, it is recommended to conduct an assessment of the energy sector and identify the gaps, the curricula should be addressing to fill the identified gaps through the assessment of the market and academia, the curricula shall also include training that enables the interns to conduct studies of feasibility and assessments for energy projects). Once the curricula are developed, it is to be presented to the stakeholders through a workshop and the comments and suggestions of the relevant stakeholders are to be collected and incorporate to the curricula.
- Website development and hosting for minimum three years under the domain “.af”, and providing email addresses for all the interns under the same domain.
- Drafting the MoU for MEW and the hosting institutions (this task also includes liaising the MoU and following up the content of the MoU)
- Drafting and developing work plans for the interns' practical work and the site visits (this task includes liaising with host institutions and content development that is aligned with the vision and profiles of the host institutions)
- Designing and developing the PR materials that include posters, banners, and other media materials, and making a documentary of the YES II program (this task requires filming from beginning of the YES II program until the end of the program, it is necessary to make one short film of the program (about 3 minutes) and one longer film, about 15 minutes)
- Preparing the certificates and organizing the business summit/fair for up to 150 guests, this includes all the logistical provisions like, catering services, venue arrangements, cooling or heating, stage design, designing the banners, drafting and disseminating the invitations, etc.
- Preparing the full package of the YES II program consisting of all the items mentioned hereabove and/or projected in the list of deliverables here below.

The consultancy is additionally responsible for delivery of all the items at the minimal reflected here below:

Deliverables
Inception Report that would include: (i) Approach and Methodology, (ii) Application form for YES II participants, and (iii) Selection Criteria
Development of the customized training curricula and material (books only)
Selection of the participants through: (i) Written test and (ii) Interviews
Training and coaching of the participants including 60 young entrepreneurs
Coaching and following up the PiO program and certification process of the participants
Training the YES II participants (including preparation, training delivery, and training evaluation)
Developing of the PVSyst training material and PVSyst training delivery to YES II interns, also purchasing three PVSyst premium licenses and handing the licenses over to KPU at the end of the trainings
Networking services: (i) website development and hosting for 3 years and (ii) database development, and purchasing three projectors and screens, and handing both to KPU at the end of the trainings
Certification: (i) development of certificate template and design and (ii) liaising with public institutions to accredit the certificates
Drafting MoU(s) and liaising with stakeholders/host institutions for the purpose of absorbing/placing the interns as host institutions. This will include: e.g. MEW, DABS, MRRD, AREU and private companies, CRIDA, MUDL, KM, ANSA, MAIL, NEPA, etc.
Developing a work plan and schedule for interns' (i) practical work and (ii) site visit(s) arrangement (e.g. Kandahar Solar Power Plants)
Providing the necessary stationery to the YES II interns throughout the delivery of training
Organizing and holding a business summit/fair and certification event
Drafting, developing and designing PR material: (i) presentations to universities and awareness campaign in diverse cities, including Kabul, Mazar Sharif, Kandahar, Nangarhar, Herat, etc. (ii) designing and developing the success story of YES I, and recording a success story documentary for YES II from the start of the YES II program till the end (iii) designing and printing of posters, banner and any other media material, and broadcasting/spreading those in the important spots for awareness and campaign in different cities, including Kabul, Mazar Sharif, Kandahar, Nangarhar, Herat, etc.
Development and designing of yellow modules of intern's exposure to the market and publication of the page into the website, this also includes the information and biography of the interns along with their contact information to be uploaded to the website
Travel and transportation arrangements to the site visits, e.g. Kandahar solar power plant(s), and/or Herat solar/wind power plant(s), etc.
Drafting and developing the contract between MEW-Interns, this also includes the administrative support, collecting the reports of the interns, validating the reports and liaising with GIZ-ESIP Admin team to process the stipends of the interns on monthly basis
Monthly report and monitoring feedback to the YES interns, these sessions are to be witnessed by ESIP team

Final report and evaluation of all activities

7. Coordination and Reporting

The consultant will report to the assigned team of GIZ-ESIP and the Deputy Minister for Energy, MEW.

8. Contract Duration

The assignment will have a total duration of 8 months.

9. Location

Kabul, Afghanistan.

Training Venue: Kabul Poly Technic University (KPU)

10. Experience and Qualifications

The assignment requires deep knowledge and understanding of Renewable Energy Technologies, Energy Efficiency, and advanced Entrepreneurship and business development skills. Moreover, knowledge of Afghanistan Private Sector and Energy Sector are essential to provide practical coaching and training services as per the realities and conditions within the country. Experts must have the experience of working in both the energy and private sectors of Afghanistan.

The consultancy shall further possess the below set of experiences:

- The consultancy is required to have proved similar experiences, this also includes curriculum development and coaching experiences of internship programs.

The assignment is to be carried out by professionals with the following minimum qualifications:

Position	Academic Qualifications	Experience
Project Manager/Coordinator (for a period of 8 months)	Bachelor degree in economics/business administration or other relevant fields, Master degree is preferred	<ul style="list-style-type: none"> - 4 years of working experience - Experience and skills in administration, communication, and coordination - Experience in project management - Experience in business development and promotion - Experience and knowledge of the Afghan Energy Market/Sector is an asset
EE coach and Trainer (for approximately 75 working days)	Master Degree in Engineering	<ul style="list-style-type: none"> - 10 years of working experience in Energy Efficiency in buildings - At least 5 years of working experience in implementing EE audits and measures - Experience of developing training material and curricula - Experience and knowledge of the Afghan Energy Market/Sector is a must

RE coach and Trainer (for approximately 75 working days)	Master Degree in Engineering	<ul style="list-style-type: none"> - 10 years of working experience in RE technologies - At least 5 years of working experience in implementing RE projects across the country - Experience of developing training material and curricula - Experience and knowledge of the Afghan Energy Market/Sector is a must
Entrepreneurship and Leadership Trainers (2 positions) (for approximately 35 working days)	Master Degree in Business development and/or economics	<ul style="list-style-type: none"> - 4 years of working experience - Experience of training delivery - Experience of business development and promotion - Experience of developing training material and curricula - Coaching skills - Experience and knowledge of the Afghan Energy Market/Sector is an asset
Training Assistant (3 positions) for a period of 8 months	Bachelor degree in Engineering	<ul style="list-style-type: none"> - 1 year of working experience in coordination and training assistance - Tech-savvy, proficient in MS Office - Excellent time-management and organizational skills - Ability to create presentations and documents - Highly effective with written communication - Willingness to enhance personal learning and knowledge

11. Other Provisions

- The consultancy will be required to be flexible to accommodate changes and additions required by DM for Energy, MEW and GIZ-ESIP.
- The consultancy is expected to coordinate directly with GIZ-RMO for risk management.
- The Training venue will be provided by KPU, Kabul University and Vocational Training Institute of MEW in Kabul
- The catering services and other logistical provisions must be in accordance with the GIZ policies and standards.

12. Submission by the Consultancy

In response to this Terms of Reference, the Consultant shall submit to GIZ:

- Curriculum vitae(s)
- Financial Offer (unit rates, person-days, accommodation, transport, per diem, consumables, etc.).
- Detailed work plan and schedule