

---

# GERES AFGHANISTAN KABUL GREEN HOMES PROJECT (KGHP)

## BUSINESS DEVELOPMENT, AWARENESS & COMMUNICATION ASSISTANCE TO THE ENERGY EFFICIENT HOUSES PROMOTERS ASSOCIATION

### CONSULTANCY: TERMS OF REFERENCES

---

#### 1 BACKGROUND INFORMATION: GERES IN AFGHANISTAN

Geres is a French NGO created in 1976 focusing on development actions towards climate solidarity and energy and currently working in 12 countries with a mission in Afghanistan up and running since 2002.

Over the last 18 years, Geres has been working in various regions of the country and in the broad field of energy, covering several subsectors such as:

- Building energy efficiency:
  - o Energy Efficiency in Public Building (schools, clinics & health centres, administrative buildings);
  - o Energy Efficiency in individual housing;
- Passive energy solutions for sustainable agriculture:
  - o Solar passive greenhouses;
  - o Post-harvest bioclimatic cellars;
- Economic and entrepreneurship development:
  - o Capacity building for entrepreneurs and artisans;
  - o Support to income generating activities;
- Focus on the making of diagnostics, surveys & studies, including R&D related to heating/cooking solutions, solar passive techniques and energy efficiency.

Over the last decade, Geres has developed a comprehensive array of context relevant and verified technologies and has reached out to thousands of beneficiaries. Geres has also trained more than a thousand local craftsmen in order to develop local capacities and support job creation and placements. In order to improve be context relevant, develop local skills and ensure ownership, Geres implements all its project in close collaboration with key national and local authorities such as Afghan line ministries (agriculture; health; education; environment; urban and rural development; energy) as well as by building consortiums with key complementary national and international NGOs.

Geres previously completed a 4 years (2014 – 2018) comprehensive rural development project (Central Highlands Program in Bamyan and Wardak Provinces) funded by AFD and implemented by a consortium of three international NGOs, Geres as lead, MADERA and Solidarités International. Building on the energy component of

this project, Geres extended its intervention to urban areas by implementing a regional project called AFGA-TAJ in 3 urban districts of Kabul city with funding from Agency Française de Développement and Fondation Abbé Pierre. Those previous experiences paved the way for the acquisition and implementation of the Kabul Green Home Project to which those ToRs are related and further explained below.

## 2 KABUL GREEN HOMES PROJECT (KGHP)

The project 'scaling up green homes in Kabul towards sustainable energy consumption and low emission development' or Kabul Green Homes Project (KGHP) is focused on energy-saving technologies applied at house level. It includes value chain creation and strengthening of supply chains linked to Energy Savings Solutions (ESS). The project takes place in 15 Districts of Kabul Province in an exclusive urban environment and has 2 main sources of fundings:

- European Union: 90 % of project fund
- French Development Agency: 10 % co fund and additional fund for few specific activities extension after EU fund

The KGHP is implemented in Consortium with 2 afghan NGOs:

- RMO (Rural Movement Organization) in charge of the implantation of all activities at field level
- AMA (Afghan Microfinance Agency) responsible for the links between the Micro Finance Institutions (MFI) and i) households interested in investing in ESS and ii) craftsmen installers of ESS.

The KGHP specifically aims at the dissemination of ESS through market mechanisms, professionalization of Small and Medium Enterprises (SMEs), access to green loans in order to improve private housing and living conditions of the population during winter.

At the same time, the development of ESS devices on a large scale allows reducing CO2 or Green House Gas (GHG) emissions so limits pressure on the biomass already limited and endangered in Afghanistan.

The objectives of KGHP are:

- To made ESSs accessible and affordable to different segments of Kabul's housing market, and produced by collectively organised and qualified SMEs endorsed and promoted by financial institutions;
- To contribute to a favourable environment for scaling up ESSs and replicating in similar contexts thanks to dialogue with national and international institutions of Central Asia.

## 3 EEHPA/SHTA BACKGROUND)

During 2012 to 2014 Geres – was implementing its first project at afghan urban context, the project energy efficiency at residential houses also called AFG- TAJ (because implemented in Afghanistan and Tajikistan) was piloted in 3 districts of Kabul municipality (PD- 5, 7 and 8). During this project a big number of SMEs/ craftsmen were trained on energy efficiency packages such as solar verandas, roof thermal insulation and windows thermal insulation/ double glazing. Theses trained SMEs or individual craftsmen were mainly worked individually or in a small group. Geres noticed lack of coordination and communication among them, business development and sustainability were complicated to address with these small groups, on other hand SMEs and artisans also realized that they cannot develop and sustain on individual and small groups. Therefore, the idea to gather all SME/artisan under a platform and make it a big discipline group become on mind of both project team and SMEs. After a small study and a general meeting with all trained SMEs they voted for creation of an associations, as few of them had already experience of association with other groups. The project team accept and welcomed their request finally, on 2014 association was created for them with support of GERES – Afghanistan named Solar House Technician Association (SHTA) to obtain the following objective:

- Creating, strengthening and maintain relationships among trained SMEs and craftsmen
- Supporting craftsmen for developing their businesses, study and share potential

- business opportunities with the member of SMEs
- Supporting craftsmen for marketing and relations with demands
  - Sharing experience between SMEs and craftsmen
  - To raise the awareness of targeted residents and increase the communication of members with local authorities.
  - A clear focal point & address for local population, to contact them for their energy saving solutions.

The founders of association were constantly thinking about governance and development of the association since its creation, in order to bring the association to become an independent responsible entity to the needs of Kabul household and play a crucial role on the Kabul Housing Market by promoting and scaling up validated energy saving solutions to the country-wide building stock. In this regard the association was first registered with national craftsmen association (NCA) under the title of Solar Houses Technician Association (SHTA). NCA had some opportunities and limitations, the opportunities and limitations can summarize as below:

NCA is the gathering source for most of crafts classes in the country, NCA has its own status, regulations and guidelines. It mostly supports craftsmen on legal services, because craftsmen and SMEs are mostly illiterate and they have difficulties for following up of even small legal services such as license, taxation, etc. Also, NCA plays a role in conflict resolution issues, i.e. they solve or support artisans in conflictual issues. Meanwhile, NCA never allowed its members to independently apply for any fund opportunity or project, they always charge a monthly fees whether the member had any business or not. In the case of SHTA, the NCA had no idea and prior information about energy saving solutions, even SHTA provide them several presentations, but they could not consider it seriously and did not provide any support for newly registered association. SHTA paid its registration and membership fees for several months but did not receive any support for NCA.

Right after AFG – TAJ project ended there were no business opportunity for SHTA members and the newly created association had no means and experience to continue their membership with NCA, however, they continued paying the fees and maintain their membership with NCA for at least two more years. In the first year of KGHP, when more artisans and SMEs were trained, SHTA was not in a level to register and support these SMEs or artisans, as well SMEs were not interested to join SHTA because there were limitations and fees from NCA as well as registration / membership fees from SHTA. Analysing the situation, SHTA board and management team were thinking of alternatives, one of the opportunities was to register SHTA as independent entity with the ministry of justice. Therefore, SHTA board first decided to dissolve their membership with NCA, finally on October 22, 2017 SHTA membership was officially cancelled with NCA.

At the start of Kabul Green Homes Project, one of the activities was to develop the association and build the capacity of founders, management and members. In order to pursue their activities according to labour law of the country and registering the association as legal entity, it is required for an association to be registered at least with one of the governmental organizations of the country. The ministry of justice as one of the most relevant organization for this association was recommended by project and Association founders / management teams.

Concerning the above conditions and assessment, the management members of association decided to commence the registration of the association as Energy Efficient Houses Association (EEHPA<sup>1</sup>) with ministry of justice. Finally, after a 7-8 months process of following up with the ministry of justice on 1st of February 2020, SHTA was registered as EEHPA. EEHPA is an independent formal association with the ministry of justice of Islamic Republic of Afghanistan. Since then the business and job markets were strongly affected by COVID 19 crisis.

---

<sup>1</sup> One of requirement from MoJ was to change name of association, mean they recommend to change SHTA. So SHTA management/ board and KGHP team agreed on EEHPA and also Ministry approved EEHPA. From Feb 2020 SHTA officially changed to EEHPA

### 3.1 MAIN OBJECTIVES OF EEHPA AS AN ASSOCIATION

The overall purpose of EEHPA is to support its SMEs / artisans members in the dissemination of quality ESS in residential houses in Afghanistan, Kabul particularly.

The specific objectives of SHTA are:

- To represent SMEs values, principles and expertise;
- To coordinate and connect various actors of the ESS value chain: SMEs/craftsmen with materials retailers upstream and ESS clients downstream;
- To accompany SMEs in technical, business management and administrative terms;
- To support SMEs members with business development in bioclimatic solutions through cost efficient market linkages;
- To facilitate links between ESS customers, SMEs and MFIs;
- To undertake ESS quality controls and certification;
- To develop after sales services dedicated to maintenance of all energy saving devices installed;
- To promote ESS towards new potential clients once the project is completed;
- To strengthen the ties between EEHPA members and local authorities.
- Support SMEs for access to green loans ,

## 4 OBJECTIVES OF THE ASSIGNMENT

As mentioned above, EEHPA's activities, action plans and even governance are strongly affected by the COVID 19 crisis and several months of confinement measures. The general objective of this consultancy is to support EEHPA structuration on sustainable business, their relations with local authorities and access to finance/ funding. This assignment should also provide technical assistance/support to a smooth and functioning governance process and to the development of a strategy for further EEHPA services provision towards its members. It should include considerations on a smooth transfer of some responsibilities from the Project towards EEHPA.

Specific objectives of the assignment

Desk review and meetings:

- Review EEHAP background, related docs and guides, make clear report on EEHPA current situation,
- Review project sustainability strategy, to be considered in study
- Conduct meetings with project team, especially people involved with EEHPA
- Conduct meetings with EEHAP management's and members
- Make a clear report describing EEHAP current situation, needs, challenges ....

Capacity developments of EEHPA

- Additional to the fields identified by project team, identify more fields where EEHPA needs support
- Design/review a business development curricula for EEHPA to provide methodological support and practical guidance to EEHPA management and members
- Review, design and develop training tools EEHPA use for capacity development of its members on business development, access to fund, technical capacity and relations with local stakeholders and authorities,
- 

EEHPA self-sufficiency and sustainability

- Considering EEHPA capacity and current situation, search and identify main sustainability actions for EEHPA

- design self-sufficiency plan of EEHPA, in consideration of project sustainability strategy
- Design and develop a sustainability strategy for EEHPA (short, medium and long term)
- Prepare a training package for EEHPA on self-sufficiency and sustainability
- Sustainability templates for EEHPA,
- Sustainability report for EEHPA

Awareness and communication for EEHPA

- Review all available tool for awareness and communications, design new tools for EEHPA on their level
- Train EEHPA on new tools,
- Train EEHPA on elaboration of awareness events in collaboration with project team

Access to fund and opportunities for EEHPA

- Do an assessment of EEHPA capacity to access funds from donor, government, private sector
- Identify and prioritize interested funding sources considering EEHPA capacity
- Make a strategy and plan for EEHPA access to fund
- Trainings for EEHPA members on access to fund (based on developed strategy)
- Support EEHPA internal governance principles:
- Process of attraction and inclusion of new SMEs in order to raise EEHPA members
- Review and update drafted job disc or EEHPA key members
- Modalities of connection and information flux from EEHPA to SMEs and vice-versa;
- Internal administrative management: budget follow up, financial reports to members;
- Development of services delivered to members:
- Definition of a set of services to be provided to the Association members: listing, modalities of implementation;
- Modalities for the generation of financial resources balancing costs of services offers to members and ensuring financial viability.

## 5 METHODOLOGY OF THE ASSIGNMENT

The external consultant will work under supervision of the KGHP Manager.

The methodology is based on the following stages:

- Initial desk review of all available documentation relative to the KGHP, SMEs involved in ESS and SHTA-EEHPA.
- Series of meetings to be conducted with KGHP officers and management
- Series of meetings with EEHPA members, management (key positions)
- Field missions to observe EEHPA and its members activities
- Presentations to KGHP related team members of each progress step
- Research on availability of different supporting field for EEHPA (Awareness, communication, fund raising, relations...)
- Trainings and capacity developments for EEHPA

## 6 DELIVERABLES OF THE ASSIGNMENT

- mission report following:
  - o A diagnostic of EEHPA current situation including customized facilitation tools and supporting materials used to perform the diagnostic part.
  - o EEHPA Action Plan aiming at strengthened sustainability, self-sufficiency governance objectives and set up of a strategy of services.
  - o A set of training support tools adapted to EEHPA capacity.
  - o Strategies for EEHPA access to fund and sustainability

## 7 PLANNING OF THE ASSIGNMENT

STAGE OF THE ASSIGNMENT	DATE	WORKING DAYS BUDGETED
Publication of the Terms of References	20 October 2020	
Deadline for applications	31 October 2020	
Selection of the consultant	07 November 2020	
Mission	08 November 2020 to 31 December 2020	
Final report and other deliverables	Before 31 December 2020	

## 8 BUDGET OF THE ASSIGNMENT

The maximum available budget for this assignment is up to 2000 Euros per month inclusive of all costs.

## 9 EXPECTED PROFILE OF THE CONSULTANT

- Background and experience:
  - o At least 6 years of experience in the development sector
  - o Proven knowledge in structuring of associations and organizations
    - Governance models
    - Services strategy
  - o Experience of market-oriented approach
  - o Comfortable with entrepreneurs of the private sector with limited education
  - o Proven aptitudes to local staff capacity building
- Specific personal skills
  - o Commitment for the entire assignment including field visits
  - o Excellent proficiency in English speaking/writing required
  - o Comfortable and able to work in a high-risk country;
  - o Flexible and adaptable to changing situations
  - o Open minded and able to integrate and synthesize various inputs from local actors
  - o Trustable in terms of commitments and deadlines

## 10 SELECTION CRITERIA OF THE CANDIDATES

CRITERIA	DETAILS	Remarks
CV	CV and Experience	30
Technical offer	Methodology	10
	Coherent planning of activities	10
	Narrative quality	20
Financial offer	Balance between the quality of the offer and the budget requested	30
TOTAL		100

## 11 HOW TO APPLY

Interested candidates, individuals or firms, are invited to send their application and proposals including:

- o Updated CV;
- o 2 references of similar work;
- o Up to 5 page technical offer including elements of understanding of the Terms of References, the detailed methodology and tools suggested, the intended and precise schedule; A detailed financial offer. (See table in Section 10 for exact content required for submission)

The above mentioned documentation is to submit to r.hamdil@geres.eu and cc r.rameen@geres.eu with the subject title "EEHPA support consultancy" before 31 October 2020.