



**TERMS OF REFERENCE**  
**CASA-1000 INTERGOVERNMENTAL COUNCIL SECRETARIAT**  
**EXECUTIVE DIRECTOR**  
**under the USAID-funded Central Asia Energy Links Project,**  
**Award No. AID-176-C-14-00004**

**1. BACKGROUND AND OBJECTIVES**

CASA-1000 aims to facilitate electricity trade between hydropower surplus countries in Central Asia and electricity-deficient countries in South Asia by putting in place the commercial and institutional arrangements, and the transmission infrastructure, required for this trade. The four countries participating in the project are Afghanistan, Kyrgyz Republic, Pakistan and Tajikistan. This project is financed by a number of donor organizations and International Financial Institutions (IFIs) and, when completed, will consist of:

- about 475 km of 500kV HVAC transmission lines to carry power from Kyrgyz Republic to Tajikistan at Sugd
- a 1300 MW terminal with HVDC converter facilities in Tajikistan (at Sangtuda)
- 750km of  $\pm 500$ kV HVDC transmission lines via Afghanistan to Pakistan
- a 1,300 MW terminal with HVDC converter facilities in Nowshera, Pakistan

The CASA-1000 parties have entered into power purchase agreements governed by an overarching Master Agreement and are now concluding the remaining commercial agreements. Procurement of the main infrastructure construction contracts has been launched and the tendering process for each is at various stages, with construction expected to commence soon.

The four countries have formed an Inter-Governmental Council (IGC) that is responsible for deciding on high-level strategic issues regarding the project, and for ensuring that the necessary steps to implement and operate the project are taken.

The IGC has established a Secretariat to provide, on the IGC's behalf, central technical and administrative coordination and high-level leadership in support of CASA-1000. The IGC has established a Joint Working Group (JWG) and working-level committees (Procurement and Financial Committees, and a Legal Subcommittee), comprised of qualified governmental officials and experts, to negotiate agreements and provide detailed project oversight. For the upcoming implementation phase, the IGC will establish additional working-level committees (Technical, Implementation and Operational). For the provision of day-to-day management and central technical leadership of the Secretariat, the IGC established the position of the Secretariat Executive Director.

The main functions of the Secretariat are:

- **Governance** – provide the IGC/JWG with complete and timely information on CASA-1000's progress, including assessments of risks or problems, and recommendations, so that the IGC can make proactive, rather than reactive decisions.
- **Policy** – provide the IGC/JWG with the necessary information to make informed and timely policy decisions regarding the project.

**CASA – 1000 Secretariat**

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050010 Almaty, Kazakhstan  
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**Секретариат CASA – 1000**

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- **Management** – support and facilitate informational exchanges between project committees, subcommittees and other entities to provide logistical support for project events.
- **Technical/coordination** – interface with the national transmission companies (NTC) and the project implementation units (PIU) of the four member countries to ensure timely information regarding potential problems or obstacles.
- **Communications** – facilitate the sharing of information to ensure that partners' (IFIs, donors, other bodies) concerns are addressed in a timely manner. Maintain effective communications with the engineering, procurement and construction (EPC) contractors (procurement consultant, owner's engineers, etc.).
- **Document management** – to properly manage the increased flow of project information during the implementation phase, the Secretariat will implement a data management system to serve as a project information center. The Secretariat will collect key project data and documentation from the NTCs and IFIs to store in a single central repository, and develop an efficient record maintenance and document sharing system.

USAID's Central Asia mission is financing the Secretariat activities under the Energy Links Project and has retained ECODIT LLC, its the Prime Contractor, to provide all technical, administrative and financial support for the Secretariat. The Secretariat is based in Almaty, Kazakhstan. The Secretariat has established Country Coordinators in all four CASA countries to enhance the efficiency of daily communications and interactions with the PIUs, government stakeholders, donor organizations and IFIs within each country.

ECODIT LLC is seeking a highly qualified individual to fill the role of the Executive Director of the Secretariat.

## **2. SCOPE OF WORK FOR THE EXECUTIVE DIRECTOR**

### **2.1. Assist the CASA-1000 IGC/JWG in the general coordination of overall project activities:**

- Provide expert assistance to the IGC/JWG on coordination of CASA-1000 activities, ensuring that the best interests of the four countries are adequately considered.
- Identify, assess, and inform the IGC/JWG of issues that might affect the successful and timely implementation of the project.
- Advise the IGC/JWG on appropriate actions to remedy any issues that may impact the progress of the project's implementation.
- Act as an advisor to the IGC/JWG on a wide variety of technical and organizational aspects of the project.
- Manage an effective dialogue between the Secretariat and the IGC/JWG and other project stakeholders, including the participating donors and IFIs. Raise awareness of general implementation issues between the country Working Groups and PIUs, and provide support to resolve these as necessary.
- Provide the IGC/JWG with executive assistance in conducting and maintaining official correspondence and documents, including IGC resolutions, agreements, reports, meeting

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minutes and other documents. Ensure that documents are maintained in accordance with the IGC/JWG-approved procedures

- At the request of the IGC/JWG, act as a spokesperson for the CASA-1000 project in regional and world-wide events to raise the project profile and to attract additional project financing as needed.
- Promptly provide information to the IGC/JWG regarding inquiries from third parties related to the project.
- Follow the principles of the communiqué of the Heads of States/Governments of the CASA-1000 Project, and make all efforts to organize meetings of the IGC at least twice a year. In a timely manner, inform the countries about possible difficulties in the organization of such meetings.

## **2.2. Assist the CASA-1000 IGC and JWG in operational and financial planning for the project:**

- Lead the development and maintenance of a comprehensive project implementation/action plan.
- Advise stakeholders on project implementation needs to meet the expectations and the interests of all CASA-1000 countries, and meets the requirements of project donors and IFIs.
- Draft resolutions for the approval of the IGC/JWG and prepare procedures to implement organizational policies for the project. Review existing resolutions on an annual basis and recommend changes to the IGC/JWG as appropriate.
- Assist the IGC/JWG Finance Committee in the preparation and maintenance of the project's comprehensive financing plan.
- Conduct regular analysis of the project financing plan and advise the IGC/JWG Finance Committee of any funding issues that might affect project implementation.
- Manage the operational budget of the Secretariat within the powers granted by IGC Resolutions in accordance with the approved financial plan, and monitor the monthly cash flow of the IGC Secretariat. *Note: The Secretariat operational budget is generated by contributions from the CASA countries that are transferred on an annual basis to the IGC Secretariat bank account. This budget differs from the USAID funding obligated under the Energy Links project for financing the IGC Secretariat staff and selected CASA-1000 events. The Executive Director (ED) will be responsible for managing the Secretariat's operational budget, but will have no authority to manage USAID-funded assistance, which is managed by the Energy Links Chief of Party (COP).*
- Ensure that sound bookkeeping and accounting procedures are followed for the Secretariat operational budget.
- Ensure that comprehensive reports on the expenditures of the Secretariat are prepared regularly and submitted to IGC/JWG.

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- Ensure that the Secretariat complies with all legislation governing taxation and withholding payments in the country where the Secretariat is located.
- In the case such requests are made by the IGC/JWG, work with other stakeholders to seek funding support to cover associated costs for meetings of the Heads of States/Governments of the CASA-1000 Project.

### **2.3. Assist the IGC/JWG in overall project management and in the monitoring and evaluation of the project:**

- Work with the Secretariat Country Coordinators' Offices (CO) and the Secretariat Project Manager to ensure the development of a comprehensive project implementation schedule covering project activities in all four countries. Develop procedures for providing regular updates to the project implementation schedule. Ensure that regular progress reports are collected by the Secretariat COs and submitted to the Secretariat in a timely manner for incorporation into the master-schedule.
- Review monitoring reports and schedules from the four CASA countries to identify risks or obstacles to achieving construction and commissioning targets and milestones.
- Inform the IGC/JWG in a timely manner on potential problems (i.e. security threats, delays in implementation, design changes, etc.) that might affect the timely implementation of the project, and provide advice on corrective measures to minimize any impact on the project schedule.
- Manage and improve the technical assistance and services to the IGC/JWG.

### **2.4. Secretarial and logistical support to IGC/JWG activities:**

- Lead the preparation of IGC/JWG meetings' agendas, schedules, minutes and resolutions, and share with the IGC/JWG for their comments and approval. Chair and moderate the discussions for all regular and ad-hoc meetings.
- For project events, the Executive Director shall coordinate all logistical aspects to ensure that delegates are afforded appropriate support. This may include follow-up on issuing invitation letters, travel logistics, visa assistance, reservation of the events' venues, provision of translation services, and other logistical support.

### **2.5. Human resources planning and management:**

- Determine the local long-term technical assistance (LTTA) and the local and expat short-term technical assistance (STTA) staffing requirements to complete all Secretariat duties in a timely and high quality manner.
- Develop and regularly update the Secretariat staffing plan to reflect the Secretariat expanding roles and responsibilities, as appropriate.
- Develop job descriptions for all STTA experts to be hired by the Secretariat. Lead the recruitment for STTA positions, including conducting interviews and selecting individuals with the appropriate professional qualifications.

- Ensure that new staff members receive an orientation and that appropriate and current information is provided regarding the project's goals, objectives, progress and needs.
- Implement a performance management process for all Secretariat staff, which will include the monitoring the performance of staff on an on-going basis and regular performance reviews.
- Establish a positive, healthy and safe work environment in the Secretariat in accordance with all appropriate legislation and regulations.
- Coach and mentor Secretariat staff as appropriate to improve performance.

## **2.6. Other responsibilities**

Perform other tasks and responsibilities as required by the IGC/JWG and by the Energy Links Chief of Party (EL COP).

## **3. QUALIFICATION REQUIREMENTS**

The incumbent for this position should meet the following qualifications requirements:

- Master's degree in Engineering, International Affairs, Economic, Political Science or related fields plus a Bachelor's degree in Engineering is required.
- Minimum fifteen years of progressive experience in the energy sector, including a successful record (minimum of ten years) of technical management (e.g., Chief of Party, Project Manager, Team Leader, etc.) of medium-to-large scale donor or IFI-funded projects is required. Experience managing energy generation, transmission or distribution projects is highly desirable.
- Minimum ten years of experience in international development and management involving the direct coordination of project activities with high-level governmental officials, including experience managing projects funded by international donor organizations or IFIs that were implemented in difficult or complex environments (isolation, severe climate, civil disorder, post-conflict, adverse political conditions) is required.
- Experience in the management of inter-governmental groups responsible for the coordination of multi-donor funded projects is highly desirable.
- Experience in Central/South Asia or the former Soviet Union is highly desirable.
- Demonstrated track record of on-time and on-budget donor/IFI-funded project management.
- Proven ability to lead complex, matrix-style programs and projects is required.
- Strong analytical and problem-solving skills, excellent oral and written communications skills and interpersonal skills, including effective diplomatic negotiation skills, and a good command of written and spoken English are required; an English writing sample will be required for shortlisted individuals.
- Russian language proficiency is desirable.
- Sound knowledge of computer software used for word processing, spreadsheet calculation, project scheduling/tracking, presentations, and chart design is required.

## **4. PLACE AND PERIOD OF PERFORMANCE**

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The post for this position will be Almaty, Kazakhstan. The job will require frequent travel to all four CASA countries, as well as to other locations for participation in IGC/JWG meetings and other events.

The incumbent is expected to start his/her duties upon signing the appropriate agreement with ECODIT LLC followed by USAID clearance (the estimated start date is early 2018).

This is a full-time position and the incumbent will be authorized to work up to five days (or up to 40 hours) per week. No overtime work will be authorized for this position.

## 5. REPORTING/SUPERVISION

The incumbent will be directly supervised and evaluated by the Energy Links (EL) Chief of Party (COP). S/he will report directly to the EL COP.

The incumbent will also receive overall guidance from IGC/JWG—with respect to the prioritization of the incumbent's tasks. The regular performance evaluation of the incumbent will be done by the EL project COP and will strongly consider the IGC/JWG's satisfaction with the incumbent's performance as part of this process.

The incumbent will be responsible for providing daily supervision to all LTTA and STTA staff within the Secretariat.

The incumbent will be responsible for preparing and submitting the following reports and deliverables:

- **inputs for EL project weekly reports:** shall be submitted in electronic format (in English) to the EL COP each Friday, elaborating on the major activities performed by the Secretariat and highlighting the progress achieved in the implementation of CASA-1000 project during the reporting period;
- **monthly reports:** shall be submitted in electronic format (in English) to the EL COP and to designated people from the IGC/JWG on the last day of each month, elaborating on the major activities and tasks performed by the incumbent in the implementation of his/her duties during the reporting period;
- **monthly timesheets:** shall be submitted to EL COP on the last day of each month in an electronic format, stating the time spent by the incumbent on the project;
- **other deliverables:** will include (but will not be limited to) developing plans, agendas, talking points, meeting minutes, presentations, project implementation schedules, financial reports and budget estimates, trip reports, etc. These will need to be submitted to the EL COP and/or the IGC/JWG on an as-required basis.