



RURAL ELECTRIFICATION AGENCY

ENERGY ≠ EMPOWERMENT ≠ EFFICIENCY

NIGERIA ELECTRIFICATION PROJECT

**TERMS OF REFERENCE (TOR) FOR THE CONSULTANCY SERVICES TO DEVELOP AND
OPERATIONALIZE AN ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM FOR THE
RURAL ELECTRIFICATION AGENCY (REA)**

JANUARY 2026

TERMS OF REFERENCE (TOR)

1. BACKGROUND

The Rural Electrification Agency (REA), under the Federal Ministry of Power, is mandated to promote and provide electricity access to rural and underserved communities across Nigeria. Through programs such as the Nigeria Electrification Project (NEP) and other donor-supported initiatives, REA implements diverse electrification interventions, including grid extensions, interconnected and isolated mini-grids, solar home systems, and renewable energy solutions.

In line with national environmental legislation and international best practices particularly the African Development Bank (AfDB) Integrated Safeguards System (ISS), World Bank Environmental and Social Framework (ESF), and IFC Performance Standards, REA is committed to institutionalizing environmental and social (E&S) sustainability across its operations.

Although REA currently applies project-specific E&S instruments such as ESIA's, ESMP's, and RAP's, a formalized, institution-wide Environmental and Social Management System (ESMS) is required to ensure consistent, effective, and proactive management of environmental and social risks at both portfolio and subproject levels.

Accordingly, REA seeks to engage a qualified Environmental and Social Consulting Firm to develop and operationalize a comprehensive ESMS tailored to its operational structure and mandate.

2. OBJECTIVE OF THE ASSIGNMENT

The objective of this consultancy is to design, develop, and operationalize an Environmental and Social Management System (ESMS) that provides REA with a unified institutional framework for environmental and social risk management, aligned with national regulations and donor requirements (AfDB, World Bank, IFC, and others).

Specifically, the ESMS will:

- Establish REA's overarching E&S Policy, organizational framework, and implementation structure.
- Provide procedures, tools, and templates for identifying, assessing, mitigating, and monitoring E&S risks and impacts.
- Integrate sustainability, ESG, and climate resilience principles into REA's project design and execution processes.
- Build REA's internal capacity to implement, monitor, and continuously improve the ESMS.

Specific objectives include:

- Assess REA's existing systems, institutional capacity, and operational context.

- Develop a comprehensive ESMS Manual with relevant policies, procedures, tools, and templates.
- Deliver capacity-building programs and knowledge transfer to ensure ownership and long-term implementation.
- Align the ESMS with AfDB ISS, World Bank ESF, IFC PS, and other relevant frameworks.

3. SCOPE OF THE ASSIGNMENT AND GENERAL APPROACH

The successful firm shall work in consultation with the NEP PMU to undertake the following tasks:

Task 1: Inception and Data Collection

- Conduct a detailed inception meeting and agree on methodology, work plan, and stakeholder engagement approach.
- Identify information needs and establish a data request list from REA and partners.

Output: Submission of an Inception Report and Work Plan

Task 2: Institutional Assessment and Gap Analysis

- Review REA's institutional mandate, current E&S frameworks, policies, and practices.
- Assess the regulatory and institutional framework governing environmental and social management in REA's operational context.
- Identify gaps in the existing systems against National and International policies and safeguard systems for MDAs and development partners including but not limited to AfDB ISS, World Bank ESS, and IFC PS.
- Conduct stakeholder consultations with REA departments, implementing/development partners, and project stakeholders.

OUTPUT: Submission of a baseline assessment/ update report.

Task 2: Develop the ESMS Framework and Manual

Design a comprehensive ESMS tailored to REA's operations, including the following components:

Policy and Institutional Framework

- Environmental and Social (E&S) Policy
- Corporate Social Responsibility (CSR) and ESG Policy
- Climate Change and GHG Management Policy
- Sustainable Procurement Policy
- Gender Diversity, Equity and Inclusion Policy
- Data privacy and protection policy

Procedures and Tools

- Environmental and Social Risk Screening and Categorization
- E&S Impact Assessment Procedure
- Supply Chain and Contractor Risk Management Procedure
- Occupational Health, Safety, and Labour Management Procedure
- Hazardous Materials and Waste (including Battery and E-Waste) Management Plan
- Security Risk Assessment and Management Plan
- Emergency Preparedness and Response Plan
- Land Acquisition, Resettlement, and Livelihood Restoration Procedure
- Stakeholder Engagement and Disclosure Procedure
- Gender-Based Violence (GBV), SEA/SH, and Child/forced labour policy
- Grievance Redress Mechanism (GRM)
- E&S Monitoring, Reporting, and Audit Procedures

Operational and Technical Guidelines

- Land Preparation and Site Drainage Management
- Erosion and Flood Risk Control
- Biodiversity and Ecosystem Protection Measures
- Sustainable Energy and Technical Safeguards Integration

Institutional Integration

- E&S Unit Organogram and Roles and Responsibilities
- Staffing and Budget Framework for ESMS Implementation
- Internal and External Communication and Reporting Protocols
- Procedures for ESMS Performance Review and Continuous Improvement

Outputs: Draft ESMS Manual with policies, SOPs, templates, checklists, and tools.

Ensure the ESMS is practical, scalable, and adaptable to REA's rural electrification projects, including renewable energy and off-grid solutions.

Task 3: Capacity Building and Knowledge Transfer

- Develop and implement a training program for REA staff, PMU, and key stakeholders.
- Prepare a comprehensive Training Manual and ESMS Implementation Guide

OUTPUT: Training Manual, Slides, Resources and capacity building report

Task 4: Validation and Finalization

- Submit the draft ESMS (in editable format) to REA and key stakeholders.

- Process the public disclosure of the ESMS with the Federal Ministry of Environment.
- Incorporate feedback and finalize the ESMS.
- Submit a final ESMS manual, user guide, and training materials in editable formats.

OUTPUT: Final ESMS manual, user guide, and training materials

4. DELIVERABLES AND PAYMENT SCHEDULE

The Firm is expected to report to the Head, Project Management Unit and work closely with the E&S unit of the REA AfDB NEP-PMU and, other members as identified towards successfully executing the assignment.

Schedule: The following reports shall be submitted by the Firm to the Rural Electrification Agency:

S/N	DELIVERABLES	TIMELINE (After contract signing in weeks)	PAYMENTS (% of total remuneration)
1	Inception Report with detailed methodology and work plan	Week 1	10
2	Baseline Assessment Report: A report summarizing the review of REA's existing practices, regulatory requirements, and stakeholder inputs (Institutional and Capacity Assessment)	Week 4	20
3.	Draft ESMS Manual: A comprehensive draft ESMS, including policies, procedures, tools, and templates	Week 8	30
3	Final ESMS Document: A finalized ESMS framework/ manual, incorporating feedback from REA, AfDB and stakeholders	Week 12	30
4	Training Materials and Capacity Building Report: Training materials and a report on capacity-building activities, including participant feedback.	Week 16	10

5. Qualifications and Experience

The Consulting firm should have a minimum of ten (10) years of working experience in the environment, power, and engineering fields. The consultant should also have relevant experience working with international development institutions, such as the African Development Bank and the World Bank, among others. Such experience will be an added advantage. Knowledge of the African Development Bank's operational safeguards and experience in similar operations are essential.

Experience in developing ESMS frameworks for public institutions or utilities will be a distinct advantage

The firm shall utilise highly qualified experts for the assignment. The team shall comprise the following experts:

S/N	POSITION	MINIMUM QUALIFICATION REQUIRED	YEARS OF EXPERIENCE	RESPONSIBILITIES
1	Environmental and Social Management Specialist / Coordinator	M.Sc. in Environmental Management or related field	10 years	<p>Main tasks would be as follows, but are not limited to:</p> <ul style="list-style-type: none"> • Overall responsibility for management and execution of the consultancy. • Coordinate and oversee fieldwork, assessments, and report preparation tasks. • Ensure effective communication within the team and with the client. • Review and assure timely compilation and submission of all reports. • Lead preparation of the ESMS. • Draft and Finalise ESMS
2	Environmental Engineer	MSc degree or its equivalent in civil/Environmental engineering or its related discipline	5 years	Develop procedural guidelines for preparing an erosion and flood risk assessment report, including site-specific drainage plans for implementation. This will help mitigate poor land preparation and its attendant problems, including increased susceptibility to erosion and flooding, increased risk of cost overruns, implementation delays, and potential compromise of investment sustainability.
3	Social Development Specialist	MSc degree in Social Sciences, with overall experience in the power sector.	5 years	<p>Develop and administer questionnaires. Analyse and interpret data results; organise consultation events.</p> <p>Develop an appropriate GRM, GBV/ child protection</p>

				components and support the integration of the 'STEM' initiative into REA's operations
4	Power/Electrical Engineer	MSc in Electrical, Renewable Energy, or Power Systems Engineering	5 years	<p>Provide technical inputs on power infrastructure interfaces and integrate engineering safety and sustainability standards into ESMS.</p> <p>Experience with rural energy systems, off-grid and interconnected grid projects is an added advantage.</p>
5	Climate Change and Sustainability Expert	MSc in Climate Change, Environmental Management, or Sustainable Development	5 years	<p>Assess REA's operations for climate risks and opportunities, ensuring the system aligns with national and international climate commitments, and supports long-term environmental sustainability.</p> <p>Lead the integration of climate resilience, low-carbon, and sustainability principles into the ESMS.</p>
6	Institutional Development Expert	Master's in Development/ Mass Communication or related field	5 years	<p>Analyze REA's organizational structure, communication systems, and institutional capacity to support effective ESMS implementation.</p> <p>Develop strategies for institutional strengthening, stakeholder engagement, and internal communication frameworks to enhance ownership, accountability, and sustainability of the ESMS within REA.</p> <p>Support the development of the ESG component of the ESMS</p>
7	Hydrologist	MSc in Hydrology, Water Science or related field	5 years	<p>Translate the knowledge on the hydrology of the country into providing guidelines on Land preparation and water control measures, such as the construction of drainage into the procedures of the ESMS</p>

8	Agronomist	MSc in Agriculture, Water Engineering or related field	5 years	Develop guidelines and recommend appropriate soil-covering measures to protect project sites from erosion and land degradation. This includes identifying suitable grass species that can thrive in different regions of Nigeria and advising on other soil management practices to ensure that exposed soils are not left vulnerable to weathering. By stabilising the soil, the agronomist's input will help prevent erosion, safeguard infrastructure, and protect sunk investments across project sites.
9-10	Field Assistants (2)	BSc degree in Social Sciences, Public Health, or related field & fluency in the local language	1 year	Administer questionnaires and provide field support.

6. COMPETENCY AND EXPERTISE REQUIREMENT

The Firm shall meet the following criteria:

- Proven experience in developing Environmental and Social Management Systems.
- Evidence of prior experience in Consultancy in Environmental Management and Social development.
- Strong record in stakeholder engagement, training, and institutional capacity building.
- Proven experience in the preparation of Environmental and Social instruments such as ESIA, RAPs, BMPs, etc. for AFDB or other donor-funded projects.
- Firm's experience in Nigeria or a developing country under similar conditions.
- Demonstrated ability to field the required minimum key experts, with the required qualifications and relevant experiences.

7. ONBOARDING OF CONSULTANT

In addition to the project supervisory and other responsibilities contained in this assignment, the client shall provide the Firm with the following project documents:

- Relevant environmental and social documents, and any other document applicable to the development of the ESMS.
- Support in interacting with relevant stakeholders

8. DURATION OF THE ASSIGNMENT

The Firm shall prepare time schedules/ work plans to be submitted to the Head, Project Management Unit through the E&S unit of the REA - AfDB NEP PMU in accordance with this TOR. The time frame for the entire consultancy service is within **sixteen (16)** weeks of contract signing.

9. TRANSFER OF KNOWLEDGE

The Firm shall closely work with REA, E&S unit of the PMU and other members of the PMU to transfer all relevant knowledge required. Regular progress updates (bi-weekly) will be required, either through written reports or virtual/in-person meetings.

All deliverables must be in English and submitted in both electronic and hard-copy formats (where applicable).

10. SELECTION METHOD

Consultant will be selected in accordance with the Least Cost Selection (LCS) set out in the AfDB procurement framework for group funded operations, October 2015. www.afdb.org

11. COPYRIGHT AND OWNERSHIP

All materials, finished and unfinished, including the ESMS framework/ Manual, will be owned by the Rural Electrification Agency. The Consultant shall maintain confidentiality of all information received from the Rural Electrification Agency concerning all data and insights obtained during the course of the assignment.