

Aide Memoire

**São Tomé and Príncipe
Implementation support to the Power Sector Recovery Project P157096
February 13th – 23rd, 2017**

The World Bank conducted a mission in Sao Tomé and Principe (STP) from February 13th to 23rd, 2017. The purpose of the mission was to carry out implementation support for the *São Tomé and Príncipe Power Sector Recovery Project (P157096)*, and the World Bank executed trust fund *Strengthening Energy Sector Monitoring and Planning Capacity in STP (P155621)*. The main activities of the project are the rehabilitation of the Contador Hydropower power plant, the installation/replacement of consumption meters and key grid upgrades, and technical assistance for the power sector reform in STP, including the household and enterprise energy survey.

The mission team was led by Nicolas Sans (Senior Hydropower Specialist, Team Leader), joined by the following team members: Dante Mossi (Senior Operations Officer, co-Team Leader) and Nash Fiifi Eyison (Energy Specialist). The team would also like to acknowledge the participation of Ana Maria Carvalho (Senior Operations Officer) from the Angola CMU, who represented the Bank in the official launch ceremonies. Antonio Chamuco (Senior Procurement Specialist) and Joao Tinga (Senior Financial Management Specialist) connected to the mission via videoconference.

This Aide-Mémoire summarizes the findings and recommendations of the mission. In line with the Bank's access to information policy, this Aide Memoire will be disclosed as public.

The team acknowledges the hospitality and collaboration of the Authorities in STP, especially the Ministers of Finance Trade and Blue Economy and Infrastructure, Natural Resources and Environment, and the staff of the *Agência Fiduciária de Administração de Projectos (AFAP)* in carrying out the mission successfully, with all the proposed meetings with the related stakeholders.

MAIN RESULTS

- The team met with the Ministers of Finance, Trade and Blue Economy (MoFTBE), and of Infrastructure, Natural Resources and Environment (MINRE), who were pleased by the progress achieved so far. It was discussed that all efforts should be made to launch the rehabilitation works of the Contador Hydro Power plant at the earliest as the country is in urgent need of additional generation. The Ministers also informed the mission of the upcoming trip to Washington in April for the Spring Meetings, when they are hoping to discuss the possibility of an additional financing from the OPEC Fund for International Development (OFID) for the power sector.
- The Minister of Finance of STP introduced the \$29 million Power Sector Recovery Project in a national address in the margins of the signature of the parallel financing of USD \$13 million from the European Investment Bank (EIB) on February 23rd, 2017. This event was an outreach activity for the overall operation, and a joint press release was prepared and disseminated.

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- The priority consulting services contemplated in the project have advanced and are on track. The team reviewed the bid evaluation report of the feasibility study and supervision of the Contador hydro power plant that will be cleared upon formal submission. The terms of reference for the preparatory studies of Contador project were cleared: topographic surveying, hydrological review and geological surface mapping. The terms of reference of major studies, as the least-cost power development plan and electricity demand study, and the management improvement plan for the utility *Empresa de Água y Electricidad de São Tomé y Príncipe* (EMAE), among others were also extensively discussed by the team. To date, the project implementation unit, AFAP, has obtained its first disbursement, making for a cumulative disbursement of USD \$1.16 million from the total IDA amount of USD \$16 million.
- The technical teams from STP, EIB and the WB planned for the activities contemplated under the EIB financing (loan and technical assistance), which includes network reinforcements and revenue protection program through the deployment of advanced metering infrastructure.
- The mission was able to coordinate with the *Institute Nacional de Estatísticas de Sao Tomé e Príncipe* (INE) the launch of the household and enterprise energy survey by April 2017, supported by the MTF team from ESMAP, and the Government under the Bank Executed trust fund project. The survey includes a SWIFT component, which will be able to produce poverty statistics linked to the MTF results.

PROGRESS IN PROJECT IMPLEMENTATION

1. During the opening meeting of the mission, the Ministers from the MoFTBE and the MINRE acknowledged the good pace with the advance of the different activities of the project. They also expressed the urgency to see the rollout of works from the rehabilitation of the Contador plant. The team confirmed that the designs studies should be completed by the end of 2017 and then the bidding processes for works in 2018 would commence (as per schedule in Annex 3). The team discussed a detailed timeline of activities to understand better the progress of the overall program, which is provided as an annex. This will allow the steering committee to track the progress of the project components.

2. The Ministers also indicated they would continue the conversations with OFID and the IMF, as the additional financing was important for priority grid network reinforcements. The principle of a dedicated Reimbursable Advisory Service (RAS) to support supervision of this component has been discussed and was positively received by the Government. The RAS would be financed from the additional financing from OFID, to be signed between the World Bank and the Government of STP. The Ministers informed the team about their upcoming official visit to Washington in April, which they would discuss potential new sources of financing, including OFID.

3. The EIB team joined the supervision mission, for the signing ceremony of their USD \$13 million concessional loan, and the preparation of the procurement activities related to their components of the project. The World Bank team coordinated with EIB, EMAE and AFAP those activities, which also includes a capacity building and training component.

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4. The mission discussed with AFAP the work program, budget, and the detailed activities going forward. The Project Implementation Manual of the project was received by the Bank team for review. The updated budget related to the operation of the Project Implementation Unit – AFAP was discussed, including further recruitments and a new office with appropriate space to meet with future contractors and stakeholders who will support the project. It was also agreed that since many of the World Bank procurement processes will occur during the year, an assistant procurement officer would be added to the implementation team. It was also agreed that EIB will provide for an additional procurement officer to follow implementation of their components, when needed.

5. **Procurement.** The mission reviewed the progress of implementation of agreed activities. Despite some delays, overall the pace of implementation is Satisfactory. The main ongoing activity is the selection of the firm that will design the rehabilitation measures for Contador. The Mission discussed the Evaluation report already submitted that was then reviewed by the Evaluation Committee and will be re-submitted soon for Bank no-objection. This activity is instrumental for the project success as the rehabilitation of Contador is contingency to its completion.

6. The teams were able to have a detailed revision for most of the procurement processes for sector reform and those related to the Rehabilitation of the Contador plant, as described in the table below.

Activity	Type of Contract	Observation
Least-Cost Power Development Plan and Demand Forecast Study	Firm	TOR approved
Management and Improvement performance plan for utility EMAE	Individual Consultant	TOR discussed
Technical Assistance for AGER	Individual Consultant	TOR discussed
Topographic surveying study	Individual Consultant	TOR approved
Geological surface mapping	Individual Consultant	TOR approved
Monitoring & Evaluation and environmental safeguards technician	Individual Consultant	Negotiation of contract
Technical Assistance to elaborate the Environmental impact Study	Firm	TOR approved
Project audit	Firm	Negotiation of contract
Study and design for the rehabilitation of Contador	Firm	Pending re-submission for No Objection to Bid Evaluation Report

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7. The Procurement Plan for the Project has been reviewed and was revised by AFAP. The revised version was submitted and cleared by the Bank at the end of the mission.

8. **Sector reform.** The teams from AFAP, EMAE and the WB agreed to include the demand study into the least-cost power development plan, since it would benefit from a detailed analysis and forecast of the demand of service. The teams discussed the terms of reference for an individual consultant that will prepare a performance improvement plan for the utility that looks at the restructuring of the functions of EMAE as first step towards an efficient electricity utility which will assist EMAE to prioritize the reforms to be designed and implemented. It is estimated that the assignment by this first consultant will commence by April 2017. EMAE has designated teams to have effective counterparts to the studies. In the discussion with EMAE, and at the request of the Government, an international consultant will be hired to explore the potential of solar energy for public institutions, as a way to contribute to the diversification of the energy matrix of the country. The team has prepared the TOR which will be financed from the Bank Executed Trust Fund. The Bank also agreed with AGER, which is the regulatory authority for all public utilities, that as a first step, it was important to formulate a strategic action plan for the regulation of the energy sector. The teams discussed the terms of reference from countries at similar levels of evolution of the regulatory framework, and from that, a final TOR will be prepared and will be processed by AFAP by March 15th.

9. **Energy Survey.** Two meetings were held with the *Instituto Nacional de Estatísticas* (INE) to coordinate the work and rollout of the household and enterprise energy survey. The team informed AFAP, INE, EMAE and AGER, that the procurement of the survey company was well advanced, and the Government should be ready to coordinate with the selected company by April 2017, the launch and coordination of the household and enterprise energy survey. The team explained to INE that the information collected by the survey, once analyzed and organized, will become part of the open data initiative, and will be also shared with the Government of STP. The MTF team requested to have a local consultant, in which INE would propose an expert that could assist to provide independent monitoring of the survey, and it was agreed that by the end of February, options would be provided to the WB. The team explained to all stakeholders that this survey would be useful for policy-making purposes, as it would include the innovative technology of the Multi-Tier Framework (MTF) of access to energy, but it would include the two main islands, of Sao Tome, and Principe. The MTF is an approach that redefines energy access from the traditional binary count to a multi-dimensional definition as "the ability to avail energy that is adequate, available when needed, reliable, of good quality, convenient, affordable, legal, healthy and safe for all required energy services". That is, having an electricity connection does not necessarily mean having access to electricity under the new definition, which also takes into account other aspects, as for example reliability and affordability. Energy access is measured in the tiered-spectrum, from Tier 0 (no access) to Tier 5 (the highest level of access). The team has included a SWIFT module, to generate information on capacity to pay from the population, information that should be available by July 2017. The roll out of this survey would work closely on the ground with AFAP and the INE, in preparatory activities, as the design of the sampling framework, training on CAPI with surveyors, the communications campaign effort with government authorities and local authorities, data compilation and analysis and reports.

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10. **Safeguards.** AFAP has advanced with the recruitment of the Monitoring and Evaluation, and Safeguards officers that will accompany the different processes during project implementation. Also, AFAP has advanced in the preparation of the study for the environmental and social impact study of the rehabilitation of the Contador Hydroelectric Plant. The Bank team will discuss with management the appointment of the new environmental safeguards specialist, which recently was reassigned to another country.

11. **Financial management.** The mission reviewed the project financial management arrangement and concluded that AFAP has been working to ensure compliance with Bank-financed operations, however, the project management should take appropriate actions to ensure that: (a) interim financial reports are submitted to the Bank on time; and, (b) the withdrawal applications for justification of the use of advances into the Designated Account are submitted on regular basis, preferably on monthly basis. The mission also reviewed the status of implementation of the Financial Management Action Plan agreed during the project preparation. It noted that AFAP has updated the FM procedures manual, however this should be submitted to the Bank for review and no-objection before June 2017 and it has updated its accounting system to reflect specific of the project activities. Also, as mentioned earlier in this Aide Memoire, AFAP will conclude the appointment of the project external auditor by the end of February 2017.

12. **Disbursements.** AFAP has successfully registered in client connection, and it has completed the first disbursement from the grant IDA D1260. The team forecasts the next disbursement to take place by June 2017, to finance the advances of the consulting services. It acknowledges that this project will have another disbursement this fiscal year with about USD \$1 million for consulting services, before works and goods are contracted. The proceeds from the PPF were deducted from the IDA grant.

Key disbursement data for the project

Fund Available Grant IDA D1260	
Signed amount	\$15,304,946.00
Cancelled	\$0.00
Disbursed	\$1,152,770.05
Undisbursed	\$14,152,175.95
Special Commitments	\$0.00
Funds available	\$14,152,175.95
Percent disbursed	7.53%
First withdrawal application	\$763,061.69
Paid on	06-Feb-2017
PPF - Prin Reinstate	\$162,761.01
Paid on	01-Nov-2016
PPF - DA Reinstate	\$236,938.31
Paid on	01-Nov-2016

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13. **Network Upgrades:** The mission agreed with EMAE that an individual consultant shall be recruited to conduct a protection study of the entire STP power system and recommend necessary protection equipment and associated supply & install bidding documents. This consultant should also be able to train EMAE with a software program on network protection analysis and also establish a power system protection division unit in EMAE. EMAE expressed their interest of using potential OFID funding for transmission facilities to reduce losses, and free up resources for EMAE to continue their expansion efforts, or consider other needs, such as the express transmission line from the Contador Plant to their main load center.

14. **Dialogue with EIB.** The tasks to be financed under components 2 and 3 of the project include the metering services and network reinforcements, as well as technical assistance which includes metering design, procurement, and installation supervision. Other activities to be covered will be defined later following inputs from EMAE. AFAP would also prepare a list of potential activities to be included within EIBs technical assistance package, including training. The importance to have an expert to work on the management improvement plan of EMAE was recognized, as well as the need for this expert to assist EMAE in the preparation of technical specifications for the Advanced Metering Infrastructure to be financed by EIB. EIB also indicated that the it was important to discuss a unique set of terms of reference for contracting a firm to provide not only this particular service, but also all related training needs of the related institutions, EMAE, AFAP and AGER which should also be included in this contract. This will limit the number of procurement processes under this technical assistance. The resources from EIB would also, in as much as possible, complement what the World Bank finances, particularly in terms of training requirements. EMAE requested the possible inclusion of the underground network in central Sao Tome in addition to the overhead network upgrades in the studies. An assessment and redesign of the underground network is to be completed in time to be ready when financing for that expansion becomes available. The EIB and AFAP will coordinate the TOR to bring an expert to STP, perhaps in April 2017 to conclude all the details of the EIB assistance. Finally, a mailing list was created to keep all operational correspondence copied between EIB and the core team of the STP Power Sector Recovery Project.

15. **Donor coordination.** The implementing agency AFAP, set two meetings with other agencies which would like to harmonize more with the energy project. The first meeting was held with the Food and Agriculture Organization (FAO) representative. They are formulating a multi country project under the Restoration Initiative from FAO/GEF for USD \$51 million, to restore landscapes, in several countries in Africa and Asia, of which USD \$5 million would target STP. The FAO team is willing to work together with the activities around the Power Sector Recovery Project, in particular those related with the protection of the forest near the project area, which requires work with the community to protect catchment areas, the trails with canals within the Park Obo. FAO expressed the will to use the Power Sector Recovery Project as a project of reference. It was agreed that a request letter could be issued by the Ministry of finance to FAO to link the two projects. The work from FAO is expected to be launched by November 2017. The contact person is Mathilde Iweins, Forest and Landscape Restoration Mechanism, Food and Agriculture Organization (FAO), and Paola Palestini.

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16. The second coordination meeting was with UNDP. UNDP informed that a USD \$16 million program from GEF is available, to deal with prevention of natural disasters and to set up monitoring stations, to determine the impact on the poor. The objective is to increase resilience to climatic change. They also have an energy project, which was prepared in 2011 for a system of guarantee fund of USD \$5 million for new hydroelectric projects. The latter will be reformulated to face the new demands of the sector. The WB indicated that for the participation of the private sector requires a strengthening of the institutional framework and business environment, and above all, a sound operational and financial performance of the utility, which will be the offtaker for private generation. The contact information of the team is Maite Mendizabal, Operations Manager, Environment & Sustainable Development Unit, Programme des Nations Unies pour le Développement. UNDP expressed its interest in the LCPDP and the work with the regulator, AGER. It was agreed that more frequent coordination meetings should be organized between donors, to align the respective actions on the sector.

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IV. NEXT STEPS

Activity	Responsible Agency	Completion Date
Submission of updated Bid Evaluation Report for feasibility study of Contador	AFAP	February 28 th 2017
Contract of external auditor	AFAP	March 15 th , 2017
Launch of Expression of interest for the Least Development Cost Power plan, and contracting of consultants for the Management and Improvement Plan for EMAE, technical assistance for the regulator for AGER, hydrological study, geological study and monitoring and evaluation and safeguard specialist for the AFAP	AFAP	March 15 th , 2017
Contract of company to carry out the household and enterprise energy survey of Sao Tome and Principe	Bank	March 31 st , 2017
Scope of work and Terms of Reference for Individual Consultant to conduct protection study	EMAE	March 31 st , 2017

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ANNEX I

List of people with whom the team met

Name	Institution	Role
H.E.M. Américo d'Oliveira dos Ramos	Ministry of Finance, Trade and Blue Economy	Minister
H.E.M. Carlos Vila Nova	Ministry of Infrastructure, Natural Resources, and Environment	Minister
Mr. Alberto Leal	AFAP	Coordinator
Mr. Faustino Neto	AFAP	Advisor
Mr. Horácio Ramos Dias	AFAP	Procurement Specialist
Mr. Homero Boa Esperança	EMAE	Technical Director
Mr. Mario Sousa	EMAE	Director General
Mr. Danilo Lima	EMAE	Commercial Director
Mr. Sergio Carvalho	EMAE	Financial Advisor
Mr. Jacinto Rebelo	EMAE	Advisor
Mr. Faustino Neto	AFAP	Advisor
Ms. Elsa Cardoso	INE	Director
Mr. Idalio Luis	INE	
Mr. Helder Salvaterra	INE	
Mr. Guritt d'Almeida	INE	
Mr. Antima Prita	INE	
Mr. Rui Seca	AGER	Legal advisor, President
Mr. Posik Santos	AGER	Electrical Engineer
Mr. Irben Silva	AGER	Financial Analyst
Mr. Legilísio Viana	AGER	Economist
Mr. Sesneica Fernandes	AGER	Administrative Analyst
Mr. Ruben Trovoada	AGER	Electric Sector Analyst

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Name	Institution	Role
Ms. Maite Mendizabal	UNDP	Operations Manager, Environment & Sustainable Development Unit
Ms. Mathilde Iweins	Food and Agriculture Organization (FAO)	Forest and Landscape Restoration Mechanism
Mr. Diederik Zambon	European Investment Bank	Chef de Division Afrique Subsaharienne
Ms. Andrea Pinna	European Investment Bank	Chef de la Représentation Régionale pour l’Afrique Centrale
Mr. Raoul Pedrazzani	European Investment Bank	Conseiller Adjoint - Assistance Technique Pays Partenaires Tiers
Mr. Nicolas Sans	The World Bank	Task Team Leader
Mr. Dante Mossi	The World Bank	Co Task Team Leader
Mr. Nash Fiifi Eyison	The World Bank	Energy Specialist

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ANNEX II: Agenda

Day	Time	Activity
Sunday February 12 th	5:30 pm 7:00 pm	Arrival to Sao Tome TAP 1527 Departure to Hotel Omali Lodge with transfer from airport
Monday February 13 th	9:00 am 12:00 1:30 pm 5:00 pm	Meeting with AFAP, introduction of mission objectives and finalization of Agenda Discussion of progress with activities Lunch break Meeting with Ministry of Finance, presentation of mission objectives, discussions on OFID, Energy Survey, solar energy survey Return to hotel
Tuesday February 14 th	9:00 am 12:00 2:00 pm 5:00 pm	Meeting with AFAP, and EMAE Discussion of progress with activities Lunch break Meeting with AFAP and AGER Discussion of progress with activities Return to hotel
Wednesday February 15 th	9:00 am 12:00 2:00 pm 3:00 pm	Meeting with AFAP, and INE Discussion of progress with activities related to the energy survey Lunch break Meeting with AFAP and VC with Energy Survey Team Conference call with Mathilde Iweins, Forest and Landscape Restoration Mechanism, Food and Agriculture Organization (FAO) Tel: (+39) 06 570 55674
Thursday February 16 th	9:00 am 12:00 2:00 pm 5:00 pm	Meeting with AFAP: Discussion of technical proposal Conversation with Maite, UN Agency for the Environment Conversation with press Lunch break Discussion of budget Discussion of progress with activities

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Day	Time	Activity
		Return to hotel
Friday February 17 th	9:00 am	Meeting with AFAP Discussion of financial management and withdrawal application
	12:00	Lunch break
	2:00 pm	Discussion of financial management and withdrawal application
	5:00 pm	Return to hotel
Saturday February 18 th		
Sunday February 19 th	5:30 pm	Arrival of Raoul Pedrazzani, BEI Arrival of Nash Fifii Eyison,
Monday February 20 th	9 :00 am	Meeting AFAP/WB/BEI for discussion of terms of reference of joint assistance
	12:00 m	Lunch Break
	1:00 pm	Discussions on component to be financed by OFID
	5:00 pm	Departure to hotel to discuss AM
Tuesday February 21 st	9 :00 am	Meeting AFAP/WB/BEI for discussion of terms of reference of joint assistance
	12:00 m	Lunch Break
	1:00 pm	Continues conversation, including EMAE
	5:00 pm	Departure to hotel to discuss AM
	5:30 pm	Andrea Pinna and Diederick Zambon, BEI arrive
Wednesday February 22 nd	8:00 am	Visit to Contador Plant
Thursday February 23 rd	8:00 am	<u>Signature of Financing Agreement with BEI</u> Minister of Finance, Commerce and Blue Economy (presides and sign) Minister of Infrastructure, Minister of Agriculture, EMAE, Guests, media Speech from BEI (in French, with a Portuguese translation available) Speech from BM (Clara) Other meetings: Minister of Finance, Commerce and Blue Economy Minister of Infrastructure Minister of Transport
	5:00 pm 7:55 pm	Audience with Prime Minister Departure from Hotel Omali Lodge Flight TAP 1528

ANNEX 3: Work program for C.Y 2017

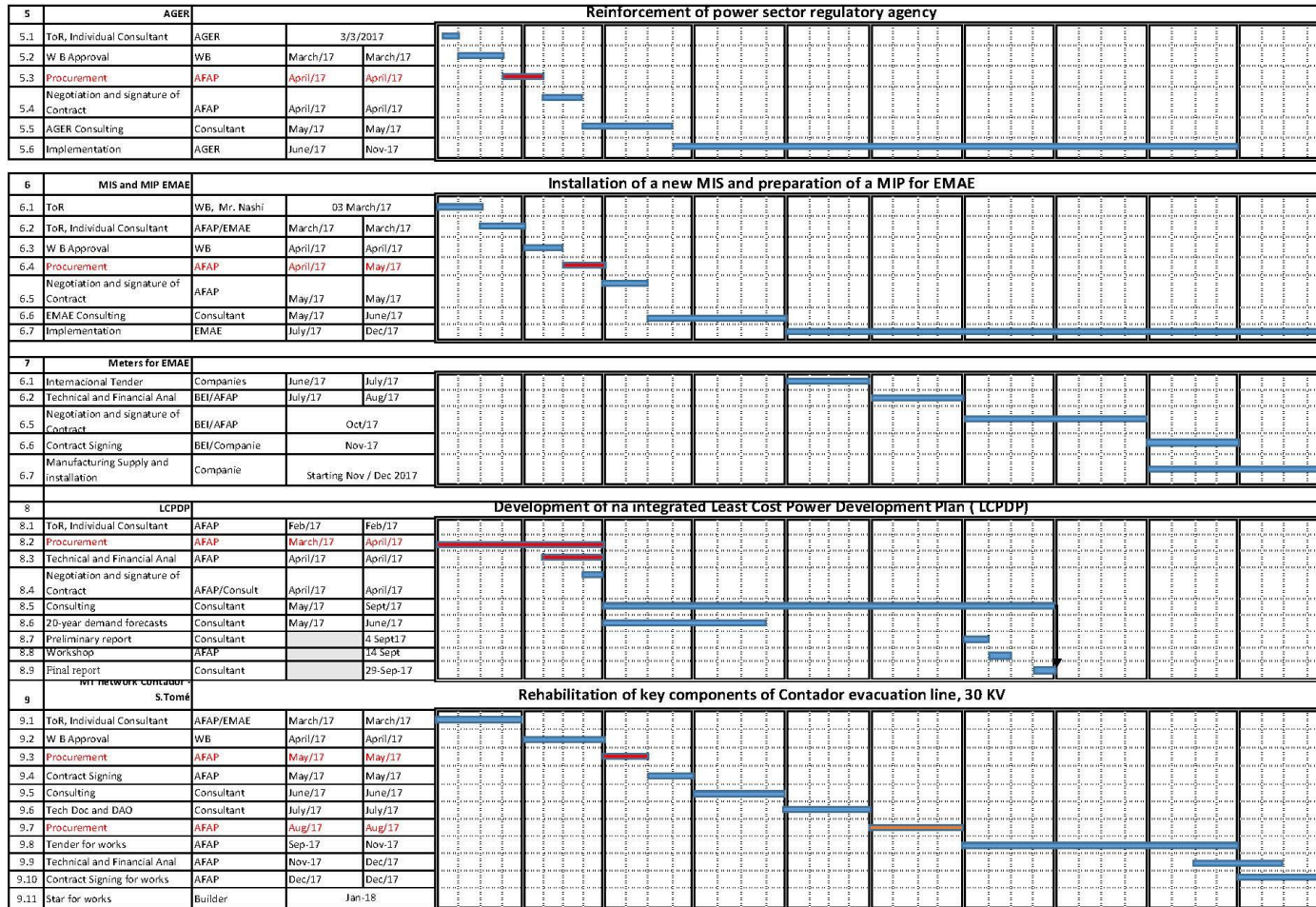
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STP POWER SECTOR RECOVERY PROJECT (P 157096)
PLANNING 2017

Items	Activities	Respon	Start date	End date	Year 2017																																															
					March				April				May				June				July				August				Sept				Oct				Nov				Dec											
					Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4												
1	ENGINEERING STUDIES AND SUPERVISION OF WORKS FOR THE REHABILITATION AND EXTENSION OF THE CONTADOR HYDROPOWER PLANT																																																			
1.1	Technical analysis	AFAP	March/17	March/17																																																
1.2	Financial analysis	AFAP	March/17	March/17																																																
1.3	World Bank Approval	WB	March/17	March/17																																																
1.4	Negotiation and signature of Contract	AFAP	April/17	April/17																																																
1.5	Start and Consulting	Consultant	01 May/17																																																	
1.6	Stage 1 - Preliminary studies	Consultant	May/17	June/17																																																
1.7	Stage 2 - Study of Alternatives	Consultant	July/17	Aug/17																																																
1.8	Validation workshop	Consultant/AFAP	31 Aug/17																																																	
1.9	Stage 3 - Engineering Design	Consultant	Sept/17	Feb/18																																																
1.10	Stage 4 - Procurement	Consultant	March/18	July/18																																																
1.11	Stage 5 - Supervision	Consultant	July/18	May/2020																																																
2	Topographic studies																																																			
2.1	Procurement	AFAP	March/17	March/17																																																
2.2	Submission of tenders	Consultant	10 March/17																																																	
2.3	Negotiation and signature of Contract	AFAP	10 March/17	24 March/17																																																
2.4	Meeting at the beginning	AFAP/Consultant	3/31/2017																																																	
2.5	Realization of consultancy	Consultant	3/31/2017	April/17																																																
2.6	Meeting at the end and presentation of the report	AFAP/Consultant	4/28/2017																																																	
2.7	Approval of report	AFAP	5/26/2017																																																	
3	Geological studies																																																			
3.1	Procurement	AFAP	March/17	March/17																																																
3.2	Submission of tenders	Consultant	10 March/17																																																	
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3.7	Approval of report	AFAP	5/26/2017																																																	
4	Water studies																																																			
4.1	Procurement	AFAP	March/17	March/17																																																
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4.7	Approval of report	AFAP	5/26/2017																																																	

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STP POWER SECTOR RECOVERY PROJECT (P 157096) PLANNING 2017



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