UNDP-GEF Midterm Review (International and National Consultants)

Terms of Reference

Consultants for Midterm Review

Country	**Lesotho**
Project Title:	Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress.
Location	Maseru, Lesotho
Application Deadline	13 September 2019
Category	Energy and Environment
Type of Contract	Individual Contract
Assignment Type	National Consultant
Languages Required	English
Start Date	01 October 2019
Duration of project	2016 - 2021
Duration of Initial Contract	8 weeks contract
Expected Duration of Assignment	40 days
Reporting to	Project Manager
Duty Station	Maseru, Lesotho + Home Office

BASIC PROJECT/OUTCOME INFORMATION			
Project title	Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress.		
Atlas ID	00082649	PIR # (for GEF Projects)	2
Corporate outcome and output	**SP Outcome 3**: Strengthening resilience and shocks to crises **UNDAF Outcome 3.2:** By 2023, the people of Lesotho use natural resources in a more sustainable manner and the marginalized and most vulnerable are increasingly resilient **Output 3.2.** Low-emission and climate-resilient objectives addressed in national, subnational and sectoral development plans and policies to promote economic diversification and green growth **Output 3.3.** Capacities of national government and private sector strengthened to enable universal access to clean, affordable and sustainable energy		
Country	Lesotho		
Region	RBA, Southern Africa		
Date project document signed	October 2016		
Project dates	PIF Approval Date: May 27, 2014	CEO Endorsement Date: May 29, 2016	
	Date of Inception Workshop: Nov 24, 2016	Expected Date of Mid-term Review: Aug 10, 2019	
	Expected Date of Terminal Evaluation: Aug 10, 2021	Original Planned Closing Date: Aug 20, 2021	
Project budget	**$3,900,000**		
Project expenditure at the time of evaluation	**$1,237,861**		
Funding source	**Global Environment Facility (GEF)**		
Implementing party	**Ministry of Energy and Meteorology (MEM)**		

1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled **Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress** (PIMS# 5367) implemented through the Executing Agency the Ministry of Energy and Meteorology (MEM) and which is to be undertaken from September to October in 2019. The project started on the *October 13,2016* and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (http://web.undp.org/evaluation/documents/guidance/GEF/midterm/Guidance_Midterm%20Review%20_EN_2014.pdf).

2. PROJECT BACKGROUND INFORMATION

The electrification backlog and, based on this, the lack of access to modern energy services is particularly marked in rural Lesotho. Indeed, 91.35% of the country's rural population remains un-electrified and in many instances, given the low population densities and distributed character of settlement patterns, will remain so for the foreseeable future. This situation is untenable given the developmental importance of access to modern energy services as well as the Lesotho's government and, indeed, international commitment to universal access. Universal Access is an objective that have been championed by the UN's SE4All, a key organisation in the commitment to universal access to sustainable energy. The SE4ALL's mission to empower leaders and governments to ensure universal access to sustainable energy resources underpins the mutual commitment between the Government of Lesotho, represented by the Ministry of Energy and Meteorology, and the United Nations Development Programme to enhancing access to modern energy services in rural Lesotho.

The Sustainable Energy for All project titled "*Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress*" is an initiative co-funded by UNDP/GEF as well as the Government of Lesotho to the direct project value of US$ 3.9 million (secured principally from Global Environment Facility -GEF). The objective of the project is to catalyse investments in renewable energy-based mini-grids and energy centres to reduce GHG emissions and contribute to the achievement of Lesotho's Vision 2020 and SE4All goals. The project was conceptualized and submitted to GEF in 2014. A fully-fledged project document (Prodoc) was developed and submitted to GEF in September 2015. The GEF approved the project in May 2016 for implementation up to the year 2021. The approved project was further presented to Local Appraisal Committee (LPAC) on June 2016 for approval, which was followed by an Inception workshop held on 24th November 2016, where the project was launched.

The project design is effectively two-fold; assisting with the creation of an enabling framework to support the long-term investment in off-grid energy service delivery and, importantly, piloting various energy service delivery options with a particular emphasis on mini-grids and more distributed energy service options referred to as energy centres. The project will be implemented in the five selected mountainous districts of Lesotho namely Mohale's Hoek, Mokhotlong, Thaba-Tseka, Qacha's Nek and Quthing. Although they are difficult and expensive to reach by the national grid extension, they are generally rich in at least one renewable energy resource. A number of villages in these districts were considered for mini-grid implementation and others for energy centres using elaborate selection criteria. The project is designed to lay the foundations of a successful, post-project, rural energization initiative. Indeed, the project was designed to catalyse investments in renewable energy-based mini-grids and energy centres. It will do so by leveraging $22,767,837 in multilateral and private sector financing over the project/immediate post-project implementation period. Over the project and post-project period, 60 villages will be energised through the utilisation of renewable energy technologies and 20 energy centres will be established to each service at least 5 surrounding villages. Energisation of the 60 villages and establishment of the 20 energy centres villages will result in a total of 213,680 tonnes of CO_2 being abated during the project/immediate post-project period, resulting in a direct abatement cost of $ 16/tonne of CO_2. The project will achieve this target by introducing a conducive regulatory framework and by

establishing a financial support scheme that together will facilitate private sector participation in village energisation through renewable energy mini-grids and establishment of energy centres in the country.

Project objectives

The project's objective is to reduce GHG emissions by creating a favourable legal, regulatory and market environment and building institutional, administrative and technical capacities to promote rural electrification through isolated renewable energy-based mini-grids and energy centres.

In the business-as-usual scenario, the expansion of rural electrification for the majority of the population, relying solely on public sector resources without the participation of the private sector, will take a very long time to or indeed, may never materialise. As a result, the project will support the Government of Lesotho, working with the private sector, to enhance the role of privately constructed and operated renewable energy service companies to improve access to modern energy services. The supported technologies and energy service formats include renewable energy based mini-grids and more distributed renewable energy and energy efficient service options offered through energy centres. These objectives will be achieved through the following:

- Streamlining and simplifying policy, regulatory, legislative and financial instruments for renewable energy-based isolated mini-grids for rural electrification;
- Developing capacity of stakeholders for renewable energy-based isolated mini-grids for rural electrification;
- Creating attractive and competitive business terms and conditions for investors, such as providing financial incentives towards project development and implementation, which will give developers long-term stability and provide for sufficient investment return; and
- Facilitating implementation of renewable energy-based isolated mini-grids for rural electrification in the country through a pool of trained technicians who would ensure high quality construction, operation and maintenance of the systems and ancillary equipment.

a) Implementation strategy

Component 1: Development of cornerstone SE4All Policies and Strategies to facilitate investment in renewable energy-based mini-grids.

This component is designed to support the following outcomes; promoting national policies and strategies, including the development of the Country Action Agenda (CAA) and Investment Prospectus (IP), developing a regulatory framework for mini-grids and providing broader strategic policy support to the GoL.

Component 2: Improved capacity of energy stakeholders and government officials for decentralized clean energy planning and decision- making on the basis of quality energy data

This component is designed to improve the capacity of various public sector stakeholders to support and promote on-going investment in and knowledge of the off-grid energy sector. Associated activities include, building capacity within the Bureau of Statistics as well as the Department of Energy regarding energy data collection and processing. A national energy survey was support by the project as part of component 2. A suitable database was identified and installed to ensure effective data management and presentation. Energy management support under this component includes energy modeling software and support as well as overall national data harmonization.

Component 3: Successful establishment of a village-based energy service delivery model for replication nationally

This component focuses on developing all the requirements of successfully establishing a pilot initiative for mini-grids and energy centres. Activities include; pre-feasibility studies of the 20 sites (10 mini-grid and 10 energy centre sites), the identification of a range of suitable business models supporting the operation of mini-grids and energy centres, financially supporting successful mini-grid/energy centre project developers as well as providing capacity development support in the context of best-practice within the off-grid energy support sector.

Component 4: Outreach programme and dissemination of project experience/best practices/lessons learned for replication nationally and throughout the region

Activities within this component include the development of an outreach programme which will promote awareness among project stakeholders including village beneficiaries, traditional leadership, local government as well as national leadership. The component further includes additional capacity development around monitoring project developments going forward as well as producing a range of informational materials and hosting informational meetings amongst targeted communities and stakeholders. Key project results will be published and shared.

b) Key indicators of the project's success;

- 10 mini-grids and 10 Energy Centres operational and providing modern energy services to 1,000 rural households, each consisting of an average of 6 persons.
- An additional 50 mini-grids and 10 Energy Centres developed immediate post-project operational and providing modern energy services to 3,000 rural households.
- Direct project and immediate post-project CO_2 emissions avoided by 213,680 tonnes, under the assumption of a 20-year equipment projected life.
- Indirect post-project CO_2 emissions avoided by 641,040 tonnes, applying a replication factor of 3.
- Capacity developed within Department of Energy, Bureau of Statistics and other relevant Ministries/ Government Departments to promote investment in renewable energy-based isolated mini-grids for rural electrification.
- 225 jobs created in the mini-grids/Energy Centres sector and 900 more jobs in income-generating activities during the project/immediate post-project period.
- Lessons learned documented and distributed to potential investors/stakeholders through publications, public awareness campaigns and the project website.

c) Benefits of the project

- Ensure the Government of Lesotho adopts the required policies and regulations to facilitate private sector investment in off-grid energy service delivery. This includes SE4All's Country Action Agenda and Investment Prospectus as well as other relevant policy and legislation.
- Pilot the operation of mini-grids and energy centres within Lesotho
- Build capacity and knowledge within relevant public institutions to ensure on-going support to off-grid renewable energy services
- Develop a Financial Support Scheme to facilitate access to finance during the project and lay the foundations for future off-grid financing needs.
- Enhance the role of the private sector in investing in and operating off-grid energy service companies.
- Enhance access to modern energy services in rural areas

- Strengthen the climate resilience of Lesotho through the promotion and utilization of renewable and efficient energy sources.

Budget and planned co-financing

Expenditure head (GEF component)	Amount (US$)
Component 1: Development of cornerstone SE4All Policies and Strategies to facilitate investment in renewable energy-based mini-grids	400,000
Component 2: Baseline energy data collection and monitoring for SE4All	300,000
Component 3: Village-based energisation schemes	2,700,000
Component 4: Outreach programme and dissemination of results	140,000
Project Management Cost	360,000
Total	**3,900,000**

Summary of total fund

Donor	Amount ($) Year 1	Amount ($) Year 2	Amount ($) Year 3	Amount ($)Year 4	Amount ($) Year 5	Total ($)
GEF	613,910	875,910	778,910	655,410	575,860	3,500,000
UNDP	40,000	90,000	90,000	90,000	90,000	400,000
National Government	1,000,000	2,500,000	2,000,000	1,700,000	1,267,837	8,467,837
European Union	500,000	1,000,000	1,500,000	2,000,000	2,900,000	7,900,000
Private Sector (Bethel)	300,000	500,000	500,000	400,000	300,000	2,000,000
Private Sector (Lesotho Solar Energy Society)	50,000	100,000	125,000	150,000	75,000	500,000
TOTAL	**2,503,910**	**5,065,910**	**4,993,910**	**4,995,410**	**5,208,697**	**22,767,837**

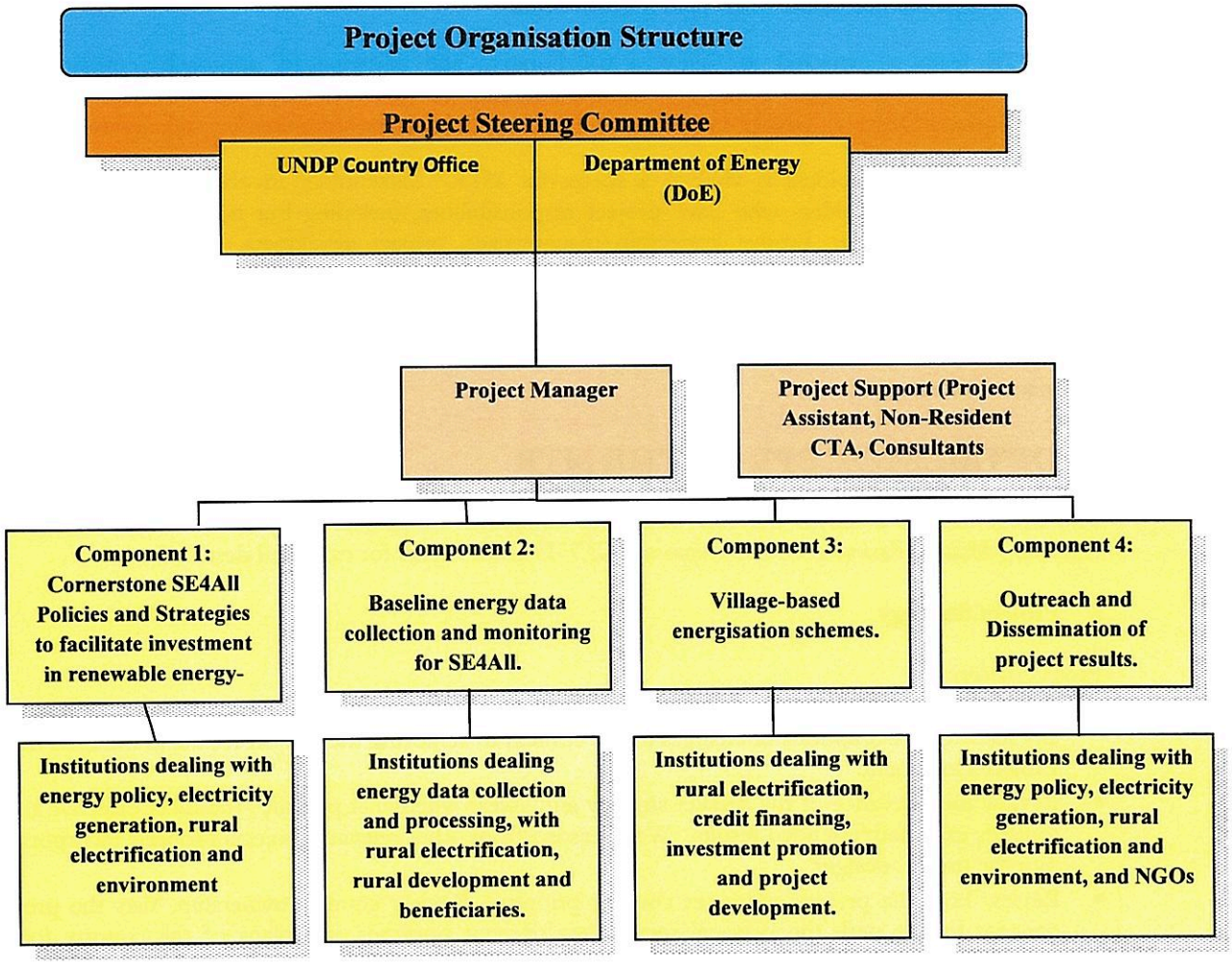
Institutional Arrangement and relevant partners

The project will be implemented through the NIM execution modality by the Department of Energy (DoE) under the supervision of the Ministry of Energy and Meteorology (MEM) as the national implementing partner (NIP). DoE/MEM will assign a senior officer as the National Project Director (NPD) to: (i) coordinate the project activities with those of other Government entities like the Bureau of Statistics (BoS) of the Ministry of Development Planning, Lesotho Electricity and Water Authority (LEWA), Department of Standards and Quality Assurance (DSQA) of the Ministry of Trade and Industry, National University of Lesotho, etc. (ii) certify the expenditures in line with approved budgets and work-plans; (iii) facilitate, monitor and report on the procurement of inputs and delivery of outputs; (iv) approve the Terms of Reference for consultants and tender documents for sub-contracted inputs; and (v) report to UNDP on project delivery and impact.

The National Project Director will be assisted by a Programme Management Unit headed by a Project Manager (PM). The PM will be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PM will also closely coordinate project activities with relevant Government and other institutions and hold regular consultations with project stakeholders. In addition, a Project Assistant (PA) will support the PM on administrative and financial issues.

The Project Manager will be supported by an international part-time Chief Technical Adviser (CTA), short-term international and national experts/consultants who will support implementation of specific technical assistance components of the project. Contacts with experts and institutions in other countries that already have experience in implementing renewable energy-based rural electrification projects, and related policy and financial support measures will also to be established.

Project Management Structure



3. OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document), project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach[1] ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.[2] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials, project leadership/management, project developers, local experts, relevant NGOs, Project Board, academia, local government and CSOs, etc.

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

[1] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

[2] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix table below and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st PIR (self-reported)	Midterm Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

[3] Populate with data from the Logframe and scorecards
[4] Populate with data from the Project Document
[5] If available
[6] Colour code this column only
[7] Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.

- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:
- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:
- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? To what extend does the project advance gender equality and inclusion of women? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:
- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:
- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.[8]

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

[8] Alternatively, MTR conclusions may be integrated into the body of the report.

6. TIMEFRAME

The total duration of the MTR will be approximately *(40 days)* over a time period of *8 weeks)* starting *(01 October 2019),* and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY	RESPONSIBLE
13/09/2019	Application closes	Project Team, UNDP
27/09/2019	Select MTR Team	Project Team, UNDP
30/09/2019	Prep the MTR Team (handover of Project Documents)	Project Team,
(01/10/2019 – 03/10/2019 – 3 days	Document review and preparing MTR Inception Report	International , National Consultants
07/10/2019 – 08/10/2019 2 days	Finalization and Validation of MTR Inception Report- latest start of MTR mission	International , National Consultants, Ministry of Energy and Meteorology (MEM), Energy Stakeholders
(09/10/2019 – 16/10/2019 – 5 days	MTR mission: stakeholder meetings, interviews, field visits	International , National Consultants, Ministry of Energy and Meteorology, Energy Stakeholders, Project Team, UNDP
(17/10/2019 – 1 day	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission	International , National Consultants,
(21/10/2019 – 29/10/2019 – 7 days	Preparing draft report	International , National Consultants,
(21/10/2019 – 01/11/2019 (two weeks)	Incorporating audit trail from feedback on draft report/Finalization of MTR report	International , National Consultants,
(04 /11/2019	Preparation & Issue of Management Response	Project Team, UNDP
08/11/2019	Expected date of full MTR completion	International , National Consultants, Project Team, UNDP, MEM

Options for site visits should be provided in the Inception Report.

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives and methods of Midterm Review	No later than 1 week before the MTR mission:	MTR team submits to the Commissioning Unit and project management
2	**Presentation**	Initial Findings	End of MTR mission:	MTR Team presents to project management and the Commissioning Unit
3	**Draft Final Report**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 2 weeks of the MTR mission:	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	**Final Report***	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft:	Sent to the Commissioning Unit

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Lesotho. The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within Lesotho for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TEAM COMPOSITION

A team of two independent consultants will conduct the MTR. The first is the international consultant and team leader (with experience and exposure to relevant projects and evaluations in other regions globally) and one local team expert from Lesotho. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

- Recent experience with result-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (10%);
- Competence in adaptive management, as applied to *Climate Change and Resilience, Energy* (10%);
- Experience working with the GEF or any donor-evaluations (10%);
- Experience working in Southern Africa (10%);
- Work experience in relevant technical areas for at least 10 years (15%);
- Demonstrated understanding of issues related to gender and *energy*, experience in gender sensitive evaluation and analysis (10%).
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);

- Demonstrable analytical skills (5%);
- Project evaluation/review experiences within United Nations system will be considered an asset (5%);
- A Master's degree in Energy, Environment, Engineering, or other closely related field (10%).

10. PAYMENT MODALITIES AND SPECIFICATIONS

10% of payment upon approval of the final MTR Inception Report (- with an evaluation design matrix, and a data collection plan and tools and approval of work plan)

30% upon submission of the draft MTR report
60% upon finalization of the MTR report

11. APPLICATION PROCESS[9]

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template[10] provided by UNDP;
b) **Indicate which position the candidate is applying for (International or National Consultant)**
c) **CV** and a **Personal History Form** (P11 form[11]);
d) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
e) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted through e-mail at the following address ONLY (ls.procurement@undp.org) indicating the following reference "Consultant for (**Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress**) Midterm Review" by ***(time and date).*** Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

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[9] Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx

[10] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[11] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

ToR ANNEX A: List of Documents to be reviewed by the MTR Team

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm *(for Climate Change Mitigation)*
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:

13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Minutes of the (Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress) Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16. Project site location maps

ToR ANNEX B: Guidelines on Contents for the Midterm Review Report[12]

i. Basic Report Information *(for opening page or title page)*
- Title of UNDP supported GEF financed project
- UNDP PIMS#5367 and GEF project ID# 5742
- MTR time frame and date of MTR report
- Region and countries included in the project
- GEF Operational Focal Area/Strategic Program
- Executing Agency/Implementing Partner and other project partners
- MTR team members
- Acknowledgements

ii. Table of Contents

iii. Acronyms and Abbreviations

1. Executive Summary *(3-5 pages)*
- Project Information Table
- Project Description (brief)
- Project Progress Summary (between 200-500 words)
- MTR Ratings & Achievement Summary Table
- Concise summary of conclusions
- Recommendation Summary Table

2. Introduction *(2-3 pages)*
- Purpose of the MTR and objectives
- Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
- Structure of the MTR report

[12] The Report length should not exceed 40 pages in total (not including annexes).

3. Project Description and Background Context *(3-5 pages)*
    - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
    - Problems that the project sought to address: threats and barriers targeted
    - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
    - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
    - Project timing and milestones
    - Main stakeholders: summary list
4. Findings *(12-14 pages)*
    - **4.1** Project Strategy
        - Project Design
        - Results Framework/Logframe
    - **4.2** Progress Towards Results
        - Progress towards outcomes analysis
        - Remaining barriers to achieving the project objective
    - **4.3** Project Implementation and Adaptive Management
        - Management Arrangements
        - Work planning
        - Finance and co-finance
        - Project-level monitoring and evaluation systems
        - Stakeholder engagement
        - Reporting
        - Communications
    - **4.4** Sustainability
        - Financial risks to sustainability
        - Socio-economic to sustainability
        - Institutional framework and governance risks to sustainability
        - Environmental risks to sustainability
5. Conclusions and Recommendations *(4-6 pages)*
    - **5.1** Conclusions
        - Comprehensive and balanced statements (that are evidence-based and connected to the MTR's findings) which highlight the strengths, weaknesses and results of the project
    - **5.2** Recommendations
        - Corrective actions for the design, implementation, monitoring and evaluation of the project
        - Actions to follow up or reinforce initial benefits from the project
        - Proposals for future directions underlining main objectives
6. Annexes
    - MTR ToR (excluding ToR annexes)
    - MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
    - Example Questionnaire or Interview Guide used for data collection
    - Ratings Scales
    - MTR mission itinerary
    - List of persons interviewed
    - List of documents reviewed
    - Co-financing table (if not previously included in the body of the report)
    - Signed UNEG Code of Conduct form
    - Signed MTR final report clearance form
    - *Annexed in a separate file:* Audit trail from received comments on draft MTR report
    - *Annexed in a separate file:* Relevant midterm tracking tools (*METT, FSC, Capacity scorecard, etc.)*

ToR ANNEX C: Midterm Review Evaluative Matrix Template

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants[13]

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ *(Place)* on _____ *(Date)*

Signature: _____

[13] www.undp.org/unegcodeofconduct

ToR ANNEX E: MTR Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ToR ANNEX F: MTR Report Clearance Form

(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____

Prepared by Project Manager:

Name: Mabohlokoa Tau **Signature:** .....

Date: 21/08/2019

Approved by Director – Department of Energy

Name: Mokaeli Seithleko **Signature:** .....

Date: 21/08/2019

Authorised by UNDP Sustainable Development Advisor:

Name: LIMPHANE PESHOANE **Signature** .....

Date: 22/08/2019