

## Terms of Reference for Individual Contractor

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| Post Title:                            | Final Project Evaluation - Advisory Support to the Deputyship of Electricity Affairs at Ministry of Energy, Ministry of Energy |
| Starting Date:                         | April 2022   |
| Duration:                              | 30 Working days over a period of 2.5 months  |
| Location:                              | Mixed between In-country Riyadh, Saudi Arabia and Home-based   |
| Project:                               | Advisory Support to the Deputyship of Electricity Affairs at the Ministry of Energy  |
| National or International consultancy: | International Consultant   |

### 1. Background and context

The Kingdom of Saudi Arabia (KSA), founded by King Abdulaziz Al Saud in 1932, is a high-income, net-contributing country and among the 20 largest economies in the world. The government is actively seeking to improve the socio-economic conditions of the country and in April 2016 it launched Vision 2030<sup>1</sup>, an ambitious blueprint for development of the kingdom. Vision 2030 is a strategic framework with the aim of reducing the country's traditional reliance on hydrocarbons and establishing a more diversified economy based on sustainable development. The National Transformation Programme 2020<sup>2</sup> (NTP2020), launched in June 2016 across 24 governmental bodies, aims to develop governmental work and establish the needed infrastructure to achieve Vision 2030 meant.

The Ministry of Energy oversees all aspects of the activities of the energy ecosystem in the Kingdom through an integrated sector strategy<sup>3</sup>, which is based on maximizing the added value to the national economy in a sustainable and highly efficient manner. That includes a strategy for hydrocarbons (oil and gas, refined products, and petrochemicals) and a strategy for electricity and renewables, such as refractories and complementary energy. The Ministry works on various programs that adopt the concepts of innovation, technology, and artificial intelligence in the energy sector.

To achieve the objectives of the Ministry within the scope of Vision 2030 and the NTP2020, the Ministry is seeking to provide a comprehensive and efficient electrical service in line with the best global practices, achieve sustainability, participate in the preparation of policies and supervision of their implementation and provide the necessary electrical safety conditions within the electrical system in the Kingdom. The United Nations Development Programme (UNDP) provided technical assistance and advisory support to the Ministry of Energy to improve its efficiency in implementing its tasks, initiatives and plans, and overseeing achievement of its future strategic objectives through the project (*Advisory Support to the Deputyship of Electricity Affairs at Ministry of Energy*). The project is a national project benefitting the entire Kingdom as well as contributing to UNDP CPD 2017-2021 Outcome 3 (Improved management of non-oil natural resources and preservation of culture and heritage) and Output (National capacities developed for better management of non-oil natural resources, Gender marker 1). On the basis of the outputs of the Ministry of Energy Strategic Plans and UNDP Projects, as well as considering the UN and Saudi strategy and policy documents, the final evaluation will look into the progress of the following outputs:

1. Prepare and develop policies, strategies, and plans related to electricity sector, and supervise their implementation after the adoption.
2. Prepare and conduct the technical studies and consultations related to the electricity sector.

<sup>1</sup> [saudi\\_vision203.pdf \(vision2030.gov.sa\)](#)

<sup>2</sup> [document-ntp-copy.pdf \(vision2030.gov.sa\)](#)

<sup>3</sup> [Electricity Sector Integration \(moenergy.gov.sa\)](#)

3. Provide advisory services to support the implementation of awareness campaigns on the Deputyship's functions.
4. Provide the administrative and technical support to the Deputyship's departments.
5. Support the cooperation with national and international entities and authorities.
6. Strengthen the capacity of the Deputyship.

The total resources allocated towards the budget of this intervention amounted to USD 16 million. A mid-term evaluation was not undertaken.

#### **Observed changes and achievements**

- Changed the electricity distribution voltage from (127/220) volts to the international voltage (230/400) volts.
- Conducted multiple studies on the impact of renewable energy and energy storage technologies.
- Updated the energy mix model using the latest programs specialized in simulating the expansion of the generation system.
- Conducted technical/economic studies to deliver electrical service to remote villages areas in the most efficient and environmentally friendly manner.
- Participated in the updating of the Saudi Grid Code.

#### **Stakeholder analysis**

| Stakeholder   | Interests                            | Potential project impact | Relative priorities of interest |
|---|--------------------------------------|--------------------------|---------------------------------|
| ECRA (Electricity and Cogeneration Regulatory Authority)      | Regulation and supervision/awareness | High                     | High                            |
| SEEC (Saudi Energy Efficiency Center)                         | Regulation and supervision/awareness | High                     | High                            |
| REPDO (Renewable Energy Project Development Office)           | Regulation and supervision           | High                     | High                            |
| MOMRA (Ministry of Municipal and Rural Affairs)               | Implementation of policies           | Medium                   | Medium                          |
| K.A.CARE (King Abdullah City for Atomic and Renewable Energy) | Regulation and supervision/awareness | High                     | High                            |
| SEC (Saudi Electric Company)                                  | Service provider                     | High                     | High                            |

| PROJECT/OUTCOME INFORMATION                   |  |
|---|--|
| Project/outcome title                         | Advisory Support to the Deputyship of Electricity Affairs at Ministry of Energy  |
| Atlas ID                                      | SAU10/122410   |
| Corporate outcome and output                  | <p><b>Outcome:</b> Improved management of non-oil natural resources and preservation of culture and heritage</p> <p><b>Output:</b> National capacities developed for better management of non-oil natural resources, Gender marker 1</p> |
| Country                                       | Saudi Arabia   |
| Region  | RBAS   |
| Date project document signed                  | December 7, 2019   |
| Project dates                                 | <b>Start</b>   |
|   | October 2019   |
| Project dates                                 | <b>Planned end</b>   |
|   | December 2023  |
| Project budget                                | US\$ 16,000,000  |
| Project expenditure at the time of evaluation | US\$12,500,000   |
| Funding source                                | Government   |

## 2. Evaluation purpose, scope and objectives

### Evaluation purpose and objectives

#### **Purpose**

This evaluation is the final evaluation for a project that was conducted in partnership with the Ministry of Energy and extended to December 2023. The primary purpose of the evaluation is to assess the impact of the project with regards to the delivery of outputs and the achievement of the strategy. The evaluation and accompanying recommendations will appraise the project and help guide further interactions and a potential new project document with the Ministry of Energy.

#### **Objectives**

- To review the effectiveness of the advisory support provided to the Deputyship in terms of the development of policies, strategies and plans.
- To evaluate the administrative and technical support provided to the Deputyship's departments.
- To determine if the collaboration between the stakeholders resulted in any synergetic effects.
- To determine if adequate human and financial resources were deployed to ensure the proper implementation of the project.
- To assess the extent to which gender equality and the empowerment of women were addressed in the design, implementation and monitoring of the project.

### Scope of the evaluation

The final evaluation will look into the progress of the following outputs:

- i. Prepare and develop policies, strategies, and plans related to electricity sector, and supervise their implementation after the adoption.
- ii. Prepare and conduct the technical studies and consultations related to the electricity sector.
- iii. Provide advisory services to support the implementation of awareness campaigns on the Deputyship's functions.
- iv. Provide the administrative and technical support to the Deputyship's departments.
- v. Support the cooperation with national and international entities and authorities.
- vi. Strengthen the capacity of the Deputyship.

This evaluation will cover all activities held during the span of the project (1<sup>st</sup> October 2019- 31<sup>st</sup> of December 2023) and highlight issues and recommendations in all aspects (technical, financial, management, structural and operational), including the effective use of resources and delivery outputs in the signed project document and workplan.

The project does not have a specific geographic coverage as the electricity system encompasses the entire country and all groups.

UNDP evaluations must address how the intervention sought to **mainstream gender in development efforts**, considered disability issues and applied the rights-based approach.

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<sup>4</sup> This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

### 3. Evaluation criteria and key guiding questions

Referencing and adopting from Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) evaluation criteria ((a) relevance/ coherence; (b) effectiveness; (c) efficiency; and (d) sustainability (and/or other criteria used), the evaluation will answer the following questions:

#### Project evaluation sample questions:

##### Relevance/ Coherence

- To what extent was the project aligned with the Paris Agreement and Vision 2030?
- To what extent were perspectives of men and women who could affect the outcomes, and those who could contribute information or other resources to the attainment of stated results, taken into account during project design processes?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?

##### Effectiveness

- To what extent were the project outputs achieved, considering men, women, and vulnerable groups?
- What factors have contributed to achieving, or not, an improved efficacy of the power sector?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
- What, if any, alternative strategies would have been more effective in achieving the project objectives?
- Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups?

##### Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results in accordance with the Paris Agreement and Vision 2030?
- To what extent were resources used to address inequalities in general, and gender issues in particular?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?

##### Sustainability

- How does the project integrate the overarching principles in order to strengthen social and environmental sustainability?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project in the electricity sector?
- Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension?

## Sample evaluation questions on cross-cutting issues

### Human rights

- To what extent have poor, indigenous and physically challenged, women, men and other disadvantaged and marginalized groups benefit from the work of UNDP in the country?
- Did the project have inequitable impacts on affected populations, particularly people living in poverty or marginalized groups?

### Gender equality

All evaluation criteria and evaluation questions applied need to be checked to see if there are any further gender dimensions attached to them, in addition to the stated gender equality questions.

- To what extent have gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
- Is the gender marker assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Did any unintended effects emerge for women, men or vulnerable groups?

### Disability

- Were persons with disabilities consulted and meaningfully involved in programme planning and implementation?
- What proportion of the beneficiaries of a programme were persons with disabilities?
- What barriers did persons with disabilities face?
- Was a twin-track approach adopted? <sup>5</sup>

Guiding evaluation questions can be further refined by the evaluator and agreed with UNDP and the evaluation stakeholders during the inception phase.

## 4. Methodology

Evaluation should employ a combination of qualitative and quantitative evaluation methods and instruments. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and male and female direct beneficiaries. All evaluation products are expected to address gender, disability and human right issues. Evidence obtained and used to assess the results of the support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, and other means as far as the current situation allows. All analysis must be based on observed facts, evidence, and data. Findings should be specific and concise and supported by information that is reliable and valid.

Suggested methodological tools and approaches may include:

- **Document review.** This includes a review of all relevant documentation, inter alia.
  - Project document (contribution agreement).
  - Theory of change and results framework.
  - Programme and project quality assurance reports.

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<sup>5</sup> The twin-track approach combines mainstream programmes and projects that are inclusive of persons with disabilities as well as programmes and projects that are *targeted* towards persons with disabilities. It is an essential element of any strategy that seeks to mainstream disability inclusion successfully. Also, see chapter 9 of the Technical Notes. Entity Accountability Framework. United Nations Disability and Inclusion Strategy: <https://www.un.org/en/disabilitystrategy/resources>

- Annual workplans.
  - Activity designs.
  - Consolidated quarterly and annual reports.
  - Results-oriented monitoring report.
  - Highlights of project board meetings.
  - Technical/financial monitoring reports.
- **Interviews and meetings** with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, United Nations country team (UNCT) members and implementing partners:
    - **Semi-structured interviews**, based on questions designed for different stakeholders based on evaluation questions around relevance, coherence, effectiveness, efficiency, and sustainability.
    - Key informant and **focus group discussions** with men and women, beneficiaries and stakeholders.
    - All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
  - **Surveys and questionnaires** including male and female participants in development programmes, UNCT members and/or surveys and questionnaires to other stakeholders at strategic and programmatic levels.
    - **Field visits** and on-site validation of key tangible outputs and interventions.
    - **Other methods** such as outcome mapping, observational visits, group discussions, etc.
    - **Data review and analysis** of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
    - **Gender and human rights lens.** All evaluation products need to address gender, disability, and human right issues.

The evaluation is expected to include a representative random sample of the beneficiaries to ensure generalization of the key findings.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders and the evaluators.

## 5. Evaluation products (deliverables)

The evaluator is expected to deliver the following:

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- **Evaluation debriefings.** Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- **Draft evaluation report (within an agreed length).** A length of 40 to 60 pages including executive summary is suggested.
- **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.

- **Final evaluation report: addressing the content required (in the standard evaluation report template and as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines.**
- **Presentations to stakeholders and/ or evaluation reference group (if required).**
- **Evaluation Brief and Knowledge Products: the evaluator is expected to prepare a 4-pages knowledge product summarizing the findings and lessons learned to enhance the use of the evaluations results.**

**Standard templates that need to be followed are provided in the Annexes section. It is expected that the evaluator will follow the UNDP evaluation guidelines and UNEG quality check list and ensure all the quality criteria are met in the evaluation report.**

## **6. Qualifications of the Successful Individual Contractor**

The evaluation exercise will be conducted by an independent expert with the following qualifications:

### **Education:**

- Advanced degree in a relevant discipline to environmental science, energy studies, development studies, social sciences and/ or other related fields.

### **Experience:**

- Proven extensive professional experience (7+ years) in conducting evaluations, preferably in the field of energy, electricity or natural resources
- Experience in the usage of various evaluation methodologies. Proven experience in data collection, instrument development and data analysis both qualitative and quantitative is essential.
- Demonstrated experience in gender sensitive evaluation and analysis.
- Previous experiences with project design/implementation/evaluation and results-based management
- Demonstrated understanding of issues related to gender other cross-cutting areas such gender equality, disability issues, rights-based approach, and capacity development.
- Proven accomplishment in undertaking evaluations for international development organizations in particular UNDP is highly desirable.
- Excellent report writing skills is essential. Proven analytical skills and ability to conceptualize and write concisely and clearly.
- Evidence of delivering good quality evaluation and research products in a timely manner
- Familiarity with UNDP Guidelines, Procedures, participatory monitoring approaches is an added advantage.
- Knowledge of Saudi Arabia, GCC region or similar context is an asset.
- Fluency in English is required. Knowledge of Arabic is considered an asset.

### **Competencies:**

- Demonstrates integrity and fairness by modelling UN values and ethical standards.
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines, and achieving results.
- Display cultural, gender, nationality, religion and age sensitivity and adaptability.
- Excellent facilitation and communication skills.
- Client-oriented and open to feedback.
- Flexible and responsive to changes and demands.

## **7. Recommended Presentation of Offer**

- Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Brief description of the 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; (see application requirements section below)
- Copy of degree certificate
- Two work samples within the past 5 years (to be submitted or provide links)
- References

Explicit statement of the evaluator's independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.

## 8. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing the collection of data and reporting on data. The consultant must also ensure the security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## 9. Implementation arrangements

The section describes the specific roles and responsibilities of all involved in this evaluation.

- a) Evaluation commissioner: The Resident Representative who will approve the inception report and the final evaluation report.
- b) Evaluation manager: Lead the evaluation process and participate in all of its stages - evaluability assessment, preparation, implementation, management and use. Ensure quality assurance and manage the ERC portal.
- c) Evaluator:
  - I. Fulfil the contractual arrangements under the TOR.
  - II. Develop the evaluation inception report, including an evaluation matrix and a gender-responsive methodology, in line with the TOR, UNEG norms and standards and ethical guidelines.
  - III. Conduct data collection and field visits according to the TOR and inception report.
  - IV. Produce draft reports adhering to UNDP evaluation templates, UNDP Evaluation guidelines, including the required quality criteria and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations.
  - V. Consider gender equality and women's empowerment, and other cross-cutting issues, check if all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analysed and interpreted. The evaluator needs to ensure that all the evaluation sections are gender-responsive.
  - VI. Finalize the evaluation report, incorporating comments and questions from the feedback/ audit trail. Record own feedback in the audit trail, including those of the members of the team, the evaluation manager, the commissioning programme unit, and key stakeholders.
- d) Project manager:
  - I. Provide inputs/ advice to the evaluation manager and evaluation reference group on the detail and scope of the TOR for the evaluation and how the findings will be used.
  - II. Ensure and safeguard the independence of evaluations.
  - III. Provide the evaluation manager with all required data (e.g., relevant monitoring data) and documentation (reports, minutes, reviews, studies, etc.), contacts/ stakeholder list etc.



- IV. Ensure that data and documentation in general, but in particular related to gender equality and women's empowerment and other cross-cutting issues, are made available to the evaluation manager.
- V. Provide comments and clarification on the TOR, inception report and draft evaluation reports.
- VI. Respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP.
- VII. Ensure dissemination of the evaluation report to all the stakeholders, including the project board
- VIII. Implement relevant key actions on evaluation recommendations.

#### **10. Institutional Arrangements:**

The consultants will take responsibility, with assistance from the project team, for setting up meetings and conducting the evaluation, subject to advance approval of the methodology submitted in the inception report. The consultants will report directly to the designated evaluation manager and focal point and work closely with the project team. Project staff will not participate in the meetings between consultants and evaluands. The consultants will work home-based and will be required to travel to Saudi Arabia for a field visit. Limited administrative and logistical support will be provided. The consultant will use his own laptop and cell phone.

#### **11. Time frame for the evaluation process**

The consultancy should be conducted and completed within 30 days over 2.5 months. All tasks and deliverables for which the evaluator will be responsible and accountable, as well as those involving the commissioning office (e.g. workplan, agreements, briefings, draft report, final report) are detailed below.

- Desk review.
- Briefings of evaluator.
- Finalizing the evaluation design and methods and preparing the detailed inception report.
- In-country data collection and analysis (visits to the field, interviews, questionnaires).
- Preparing the draft report.
- Stakeholder meeting and review of the draft report (for quality assurance).
- Incorporating comments and finalizing the evaluation report.

In addition, the evaluator may be expected to support UNDP efforts in knowledge sharing and dissemination.

**Example of working day allocation and schedule for an evaluation (outcome evaluation)**

| ACTIVITY   | ESTIMATED # OF DAYS | DATE OF COMPLETION   | PLACE                               | RESPONSIBLE PARTY  |
|--|---------------------|--|-------------------------------------|--|
| <b>Phase One: Desk review and inception report</b>   |                     |  |                                     |  |
| Meeting briefing with UNDP (programme managers and project staff as needed)  | -                   | At the time of contract signing<br>26 April 2023                               | UNDP or remote                      | Evaluation manager and commissioner  |
| Sharing of the relevant documentation with the evaluation team   | -                   | At the time of contract signing<br>26 April 2023                               | Via email                           | Evaluation manager and commissioner  |
| Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed        | 7 days              | Within two weeks of the contract signing<br>26 April to 10 May 2023            | Home-based                          | Evaluation Team  |
| Submission of the inception report (15 pages maximum)  | -                   | Within two weeks of the contract signing<br>10 May 2023                        |                                     | Evaluation team  |
| Comments and approval of inception report  | -                   | Within one week of submission of the inception report<br>17 May 2023           | UNDP                                | Evaluation manager   |
| <b>Phase Two: Data-collection mission</b>  |                     |  |                                     |  |
| Consultations and field visits, in-depth interviews, and focus groups  | 10 days             | Within four weeks of the contract signing<br>27 May to 11 June 2023            | In-country<br><br>With field visits | UNDP to organize with local project partners, project staff, local authorities, NGOs, etc. |
| Debriefing to UNDP and key stakeholders  | 1 day               | 11 June 2023   | In-country                          | Evaluation team  |
| <b>Phase Three: Evaluation report writing</b>  |                     |  |                                     |  |
| Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (4-5 pages)                   | 7 days              | Within three weeks of the completion of the field mission<br>11 June to 5 July | Home-based                          | Evaluation team  |
| Draft report submission  | -                   | 5 July   |                                     | Evaluation team  |
| Consolidated UNDP and stakeholder comments on the draft report   | -                   | Within two weeks of submission of the draft evaluation report<br>19 July 2023  | UNDP                                | Evaluation manager and evaluation reference group  |
| Debriefing with UNDP   | 1 day               | Within one week of receipt of comments<br>25 July 2023                         | Remotely<br>UNDP                    | UNDP, evaluation reference group, stakeholder, and evaluation team                         |
| Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office | 4 days              | Within one week of the final debriefing<br>1 August 2023                       | Home-based                          | Evaluation team  |
| Submission of the final evaluation report to UNDP country office (50 pages maximum, excluding executive summary and annexes) | -                   | Within one week of the final debriefing<br>1 August 2023                       | Home-based                          | Evaluation team  |
| <b>Estimated total days for the evaluation</b>   | <b>30</b>           |  |                                     |  |

\*Excludes days estimated for UNDP's review.

## 12. Scope of Price Proposal and Schedule of Payments

All proposals must be expressed in a lump sum amount. This amount must be “all-inclusive”. Please note that the terms “all-inclusive” implies that all costs (professional fees, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal.

Payments shall be made to the individual contractor upon successful completion and certification by UNDP that services have been satisfactorily performed, based on the following tentative payment schedule:

| Terms of Payment   | Percentage (%) |
|--|----------------|
| Upon the acceptance and approval of the inception report   | 25%            |
| Upon the acceptance and approval of the draft evaluation report  | 25%            |
| Upon the acceptance and approval of the final evaluation report incorporating UNDP and Stakeholders feedback | 50%            |

### \*N.B Travel and accommodation:

- *All envisaged travel costs must be included in the financial proposal. This includes all travel within the country or outside duty station/ repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket.*
- *In cases where UNDP arranges and provides travel and/or accommodation due to security and other reasons, it should be noted that these costs will be deducted from the payments to the Consultant.*
- *In the case of unforeseeable travel, payment of travel costs, including tickets, lodging and terminal expenses, should be agreed upon in writing between UNDP and the selected Consultant prior to travel and will be reimbursed.*

## 13. Application submission process and criteria for selection

Application Submission Process and Selection Criteria:

Application Process

*Interested qualified and experienced individual consultants must submit the following documents/information to demonstrate their qualifications and interest:*

1. Letter of Confirmation of interest and availability using the template provided by UNDP
2. Most Updated Personal detailed CV including past experience in similar assignment and at least 3 references.
3. UN P11 Form (“CV Form”);
4. A detailed methodology on how the candidate will approach and conduct the work and
5. Two samples of evaluation reports done/authored within the past two years.

**Note:** Applicants must not have worked in the design or implementation of this project or in an advisory capacity for any of the interventions, directly as consultants or through service providers.

Submitted proposals will be assessed using the Cumulative Analysis Method. The proposals will be weighed according to the technical proposal (carrying 70%) and financial proposal (carrying 30%). Technical proposals should obtain a minimum of 70 points to qualify and to be considered. Financial proposals will be opened only for those applications that obtained 70 or above in the technical proposal. Below are the criteria and points for technical and financial proposals.

Applicants are shortlisted based on the Required Skills and Experience stated in the TOR.

Individual consultants will be evaluated based on the following methodology:

**Step I: Screening and Desk Review**

Technical Criteria (**CV review and Desk Review and Interview**) – maximum 70 points. Only candidates who obtained at least 70% of points from the CV desk review (who will score at least 49 points) will be considered for the next evaluation stage, i.e., financial evaluation.

Applications will be first screened, and only candidates meeting the following minimum criteria will progress to the pool for shortlisting:

**a) Technical Evaluation (100 Points, 70% weight)**

| Requirements                                  |             | Criteria   | Max score |
|---|-------------|--|-----------|
| Technical capacity of the applicant:          | Education:  | Advanced degree in a relevant discipline to environmental science, energy studies, development studies, social sciences and/ or other related fields   | 10        |
|   | Experience: | Minimum 7 years of relevant professional experience in project evaluation, preferably in the field of energy, electricity or natural resources, with proven knowledge of evaluation methodologies. Proven experience in data collection, instrument development and data analysis, both qualitative and quantitative, is essential.  | 15        |
|   |             | Demonstrated understanding of issues related to gender and other cross-cutting areas such as equality, disability issues, rights-based approach, and capacity development.   | 5         |
|   |             | Excellent report writing skills and English language proficiency.  | 5         |
| Proposed methodology, approach, and workplan: |             | <ul style="list-style-type: none"> <li>Clarity and relevance of the proposed methodology to achieve the deliverables of the ToR.</li> <li>Realistic and complete work plan</li> <li>Clarity about how gender considerations will be factored into the evaluation.</li> <li>Analysis of risks that can impact the evaluation.</li> <li>Clarity on the quality assurance process that will be in place for this assignment.</li> </ul> | 35        |
| Interview performance:                        |             | <ul style="list-style-type: none"> <li>Candidates will be assessed on their understanding of the job requirements and effective communication skills. Questions will be asked to determine if the candidates possess the required abilities and are a good fit based on the desired competencies.</li> </ul>   | 30        |

**Weight Per Technical Competence**

5 (Outstanding): 96% - (100%)

The individual consultant/contractor has demonstrated an **OUTSTANDING** capacity for the analyzed competence.

|                             |   |
|-----------------------------|---|
| 4 (Very good): 86% - 95%    | The individual consultant/contractor has demonstrated a <b>VERY GOOD</b> capacity for the analyzed competence.    |
| 3 (Good): 76% - 85%         | The individual consultant/contractor has demonstrated a <b>GOOD</b> capacity for the analyzed competence.         |
| 2 (Satisfactory): 70% - 75% | The individual consultant/contractor has demonstrated a <b>SATISFACTORY</b> capacity for the analyzed competence. |
| 1 (Weak): Below 70%         | The individual consultant/contractor has demonstrated a <b>WEAK</b> capacity for the analyzed competence.         |

#### **b) Financial Proposal 30% (total score: 30 points)**

*Only candidates obtaining a minimum of 70 points (70% of the total technical points) would be considered for the Financial Evaluation.*

The financial proposal will specify a total lump sum amount and payment terms shall be in line with those that are mentioned in the deliverable table.

Duly accomplished Confirmation of Interest and Submission of Financial Proposal Template using the template provided by UNDP (Annex II)

Financial proposal will be assessed based on the completeness, clarity and appropriateness. The maximum number of points shall be allotted to the lowest Financial Proposal that is opened /evaluated and compared among those technical qualified candidates who have obtained a minimum 70 points in the technical evaluation. Other Financial Proposals will receive points in inverse proportion to the lowest price applying the formula:

Marks Obtained = Lowest Priced Offer (Amount) / Offer being considered (Amount) X 30 (Full Marks)

#### **14. TOR annexes**

- **Intervention results framework and theory of change.**
- **Key stakeholders and partners.**
- **Documents to be consulted.** A list of important documents and web pages that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design and the inception report. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:
  - Vision 2030 documents
  - Ministry of Energy strategy
  - Monitoring plans and indicators
  - Partnership arrangements (e.g., agreements of cooperation with Governments or partners)
  - Project Document and Budget Revisions
  - Minutes of all meetings
- **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table 1. Sample evaluation matrix**

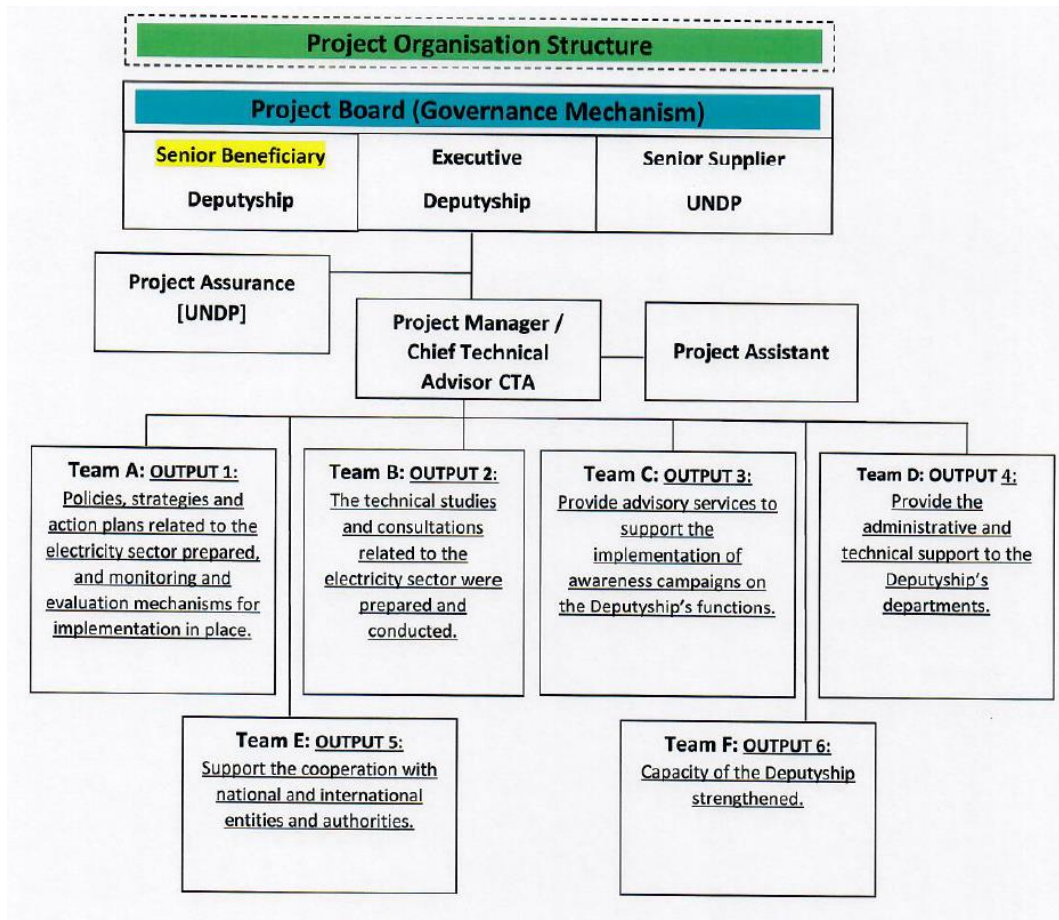
| Relevant evaluation criteria | Key questions | Specific sub-questions | Data sources | Data collection methods/ tools | Indicators/ success standards | Methods for data analysis |
|------------------------------|---------------|------------------------|--------------|--------------------------------|-------------------------------|---------------------------|
|                              |               |                        |              |                                |                               |                           |
|                              |               |                        |              |                                |                               |                           |

- **Schedule of tasks, milestones, and deliverables.** Based on the time frame specified in the TOR, the evaluators present the detailed schedule.
- **Required format for the evaluation report.** The final report must include, but not necessarily be limited to, the elements outlined in the template for evaluation reports (see annex 4 below).
- **Dispute and wrongdoing resolution process and contact details** (annex A)
- **Pledge of ethical conduct in evaluation.** UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the ‘Pledge of Ethical Conduct in Evaluation of the United Nations system’.<sup>6</sup>
- [UNDP Evaluation Guidelines](#)

## Project Management Structure

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<sup>6</sup><http://www.unevaluation.org/document/detail/2866#:~:text=The%20UNEG%20Ethical%20Guidelines%20for%20Evaluation%20were%20first%20published%20in%202008.&text=This%20document%20aims%20to%20support,day%20to%20day%20evaluation%20practice.>



## Annex A

### UNDP Evaluation dispute resolution process

#### Dispute settlement

Should you or a member of the evaluation team feel unduly pressured to change the findings or conclusions of an evaluation you have been contracted to undertake you are freely able to raise your concerns with the management within UNDP.

Please send your concerns to the Deputy Director of the Region who will ensure a timely response.

Please also include the Independent Evaluation Office, in your correspondence

([evaluation.office@undp.org](mailto:evaluation.office@undp.org)).

#### Reporting wrongdoing

UNDP takes all reports of alleged wrongdoing seriously. In accordance with the [UNDP Legal Framework for Addressing Non-Compliance with UN Standards of Conduct](#), the Office of Audit and Investigation is the principal channel to receive allegations\*.

Anyone with information regarding fraud against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline (+1-844-595-5206).

People reporting wrongdoing to the Investigations Hotline have the option to leave relevant contact information or to remain anonymous. However, allegations of workplace harassment and abuse of authority cannot be reported anonymously.

When reporting to the Investigations Hotline, people are encouraged to be as specific as possible, including the basic details of who, what, where, when and how any of these incidents occurred. Specific information will allow OAI to properly investigate the alleged wrongdoing.

The investigations hotline, managed by an independent service provider on behalf of UNDP to protect confidentiality, can be directly accessed worldwide and free of charge in different ways:

[ONLINE REFERRAL FORM](#) (You will be redirected to an independent third-party site.)

**PHONE - REVERSED CHARGES** [Click here for worldwide numbers](#) (interpreters available 24 hours/day) Call +1-844-595-5206 in the USA

**EMAIL** directly to OAI at: [reportmisconduct@undp.org](mailto:reportmisconduct@undp.org)

#### **REGULAR MAIL**

Deputy Director (Investigations)  
Office of Audit and Investigations  
United Nations Development Programme  
One UN Plaza, DC1, 4th Floor  
New York, NY 10017 USA

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\* <https://www.undp.org/accountability/audit/investigations>

**Interested applicants are advised to carefully review this advertisement and ensure that they meet the requirements and qualifications described.**

*Given the volume of applications that UNDP receives, only shortlisted offerors will be notified.*

**UNDP reserves the right to reject any incomplete applications.**

**Please be informed that we don't accept applications submitted via email.**

Interested Offerors are required to submit an application via UNDP Jobsite system as the application screening and evaluation will be done through UNDP Jobsite system. Please note that UNDP Jobsite system allows only one uploading of application documents, so please make sure that you merge all your documents into a single file. Your online application submission will be acknowledged where an email address has been provided. If you do not receive an email acknowledgement within 24 hours of submission, your application may not have been received. In such cases, please resubmit the application if necessary. Please combine all your documents into one (1) single PDF document as the system only allows you to upload a maximum of one document.

Any request for clarification/additional information on this procurement notice shall be communicated in writing to UNDP office or send to email [mohammed.abbas@undp.org](mailto:mohammed.abbas@undp.org) with a copy to [huda.alsaud@undp.org](mailto:huda.alsaud@undp.org) the Procurement Unit would endeavor to provide information expeditiously, only requests receiving at least 3



working days prior to the submission deadline will be entertained. Any delay in providing such information will not be considered as a reason for extending the submission deadline. The UNDP's response (including an explanation of the query but without identifying the source of inquiry) will be posted on the Individual Consultant (IC) Procurement Notice page as provided above. Therefore, all prospective Offerors are advised to visit the page regularly to make obtain updates related to this Individual Consultant (IC) Procurement Notice.

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.**

**UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.**

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