



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### Terms of Reference (TOR)

#### For provision of services related to a mid-term project review (MTR)

#### UNIDO Project Title: “Strategic program to promote renewable energy and energy efficiency investments in the electricity sector of São Tomé and Príncipe” (ID 150124)

22 March 2021

#### 1. Country/ Region

---

São Tomé and Príncipe

#### 2. Background

---

The Global Environment Facility (GEF) funded project "Strategic program to promote renewable energy and energy efficiency investments in the electricity sector of São Tomé and Príncipe" is implemented by UNIDO in partnership with the Directorate-General for Natural Resources and Energy (DGRNE) at the Ministry of Public Works, Infrastructure, Natural Resources and Environment (MOPIRNA) and in close consultation with other national stakeholders (e.g. DGE/MOPIRNA, NDA, EMAE, AGER, AFAP).

UNIDO supports the Government in its aspirations to create an enabling environment for renewable energy (RE) and energy efficiency (EE) investments in urban and rural areas. The existing (nearly complete) fossil fuel (import) dependency hampers the socio-economic development of the country and burdens the productivity and competitiveness of key island industries (e.g. agriculture, food processing, fishery, tourism). The experience with RE&EE projects, policies, legislation and incentives is limited. Due to the high political risk and small project-size, financiers and investors are reluctant to invest in projects with long payment periods. The domestic capacities to plan, install and maintain sustainable energy solutions remain weak.

The UNIDO project is addressing existing barriers and combines interventions in the areas of policy and regulation, pre-investment support and technology demonstration, knowledge management, as well as qualification and certification. UNIDO supports the Government to develop a coherent vision and road-map on how to achieve SDG-7 by 2030 and relevant secondary legislation. The GEF project focuses on the introduction of new innovative medium-scale RE technologies (e.g. small hydro, grid-connected PV, PV hybrid mini-grids) and EE solutions. Specifically, the project aims to:

- a. establish a National Sustainable Energy Platform, which promotes public, private and cross-sectoral coordination on renewable energy and energy efficiency implementation issues;
- b. establish a National Energy Information System;
- c. develop national RE&EE action plans with a feasible scenario by 2030 and 2050;

- d. develop secondary legislation on EE standards for appliances and lighting and RE incentives for utility-scale IPPs, distributed and rural mini-grid systems;
- e. develop a National Sustainable Energy Investment Plan and provide preparatory and facilitation support for RE projects with a total installed electric capacity of 5 MW;
- f. create a dedicated national financing facility in support of RE&EE projects and businesses;
- g. develop a qualification framework and implement capacity building activities;
- h. promote south-south cooperation on energy issues with other Portuguese speaking small islands and the ECCAS region

The GEF project has achieved laudable progress. The staff base in the Ministry was strengthened and the energy information system is under establishment. The National Action Plans for Renewable Energy and Energy Efficiency are under development and the first RE investment projects are being supported in partnership with DFIs and private investors. First trainings were executed and an online capacity building tool on sustainable energy solutions was developed. First co-funding was raised. Further project information is available at: <https://dgrne.org/> and <https://open.unido.org/projects/ST/projects/150124>. However, some implementation issues were faced due to various reasons, including the COVID-19 health crisis.

In this context, UNIDO seeks external consultancy support to undertake a mid-term project review (MTR) in line with GEF and UNIDO quality, monitoring and evaluation policies. The purpose of the review is to collect inputs for the final phase of implementation and the replication/upscaling of achieved results through new programmatic approaches in the upcoming years. The MTR will also provide valuable input for the final terminal evaluation to be conducted at the end of the project. Further information on the GEF/UNIDO evaluation policies is available in section 9 of this TOR. The report needs to be prepared in line with the attached UNIDO MTR template.

### **3. Objective of the assignment**

---

The consultant should conduct the MTR in line with the UNIDO/GEF requirements and assist in the development of one project concept note. To achieve the MTR objectives, a mix of quantitative and qualitative methods should be applied. The evidence gathering should be based on diverse sources, such as desk studies and literature review, statistical analysis, individual interviews and direct observation. Bidders shall propose a suitable evaluation methodology and an effective implementation strategy for the assignment. A *theory of change* diagram will be established and a detailed set of evaluation questions will be developed in consultation with UNIDO and MOPIRINA during the inception phase. The MTR should provide evidence-based information that is credible, reliable and useful for the stated objectives.

### **4. Scope of work and deliverables**

---

The assignment includes the following tasks and deliverables:

1. Develop a *mid-term project review (MTR)* in line with the GEF/UNIDO monitoring and evaluation requirements and the templates provided by the UNIDO project manager. The contractor will review the progress in relation to the established indicators in the result framework of the GEF CEO Endorsement Document. The review will consider standard OECD/DAC evaluation criteria (e.g. relevance, efficiency, effectiveness, impact, cross-cutting issues such as gender) and particular requirements of the UNIDO Quality Assurance Framework. The report will make recommendations for the second phase of project implementation. Moreover, it will propose programmatic approaches to up-scale and replicate the achieved results.

- Based on the findings of the MTR, the contractor will develop the Terms of Reference (TOR) for the final terminal evaluation to be conducted by UNIDO at the end of the project. Results of the MTR will be already incorporated. The TOR will be developed in line with the UNIDO templates.

Specifically, the assignment has the following scope:

TASKS	DELIVERABLES	ESTIMATED WORKING DAYS (w/d) SPREAD OVER 4 MONTHS
<b>1. Inception meeting and report</b>	<b>Inception report approved by UNIDO</b> (incl. activity plan, time schedule, list of key literature and stakeholders, schedule of stakeholder meetings, tables of contents of mid-term review and project concept notes) in Portuguese;	5 working/days (home based)
<b>2. Develop a project progress review</b>	<b>Short mid-term review report in English and Portuguese (max. 40 A4 pages)</b> with key recommendations for project finalization and programmatic approaches to replicate and up-scale achieved results (incl. graphs and editable calculation sheets; fully edited and ready to be published in English and Portuguese);	20 working/days (home based)
<b>3. Development of the TOR for the UNIDO Terminal Evaluation</b>	Based on the MTR develop the <b>TOR for the final terminal evaluation in English and Portuguese</b> in cooperation with the PM and UNIDO Evaluation.	5 working/days (home based)
<b>TOTAL</b>		<b>30 w/d (home based)</b>

## 5. Time-frame

Due to the COVID-19 crisis the assignment will start earliest in September 2021 or as agreed with the project manager. The deliverables of the assignment shall be provided *within a period of four (4) months* after the effectiveness of the contract. In case of unforeseen delays (e.g. COVID-19), UNIDO and the contractor can agree on an extension of the contract duration (without budget increase).

Deliverables	Months			
	1	2	3	4
Deliverable 1: Inception meeting and report				
Deliverable 2: MTR report				
Deliverable 3: TOR for the final Evaluation				

## 6. Reporting and coordination

The consultant will report to the UNIDO project manager and coordinate closely with the GEF Focal Point, the local project team in Sao Tome and MOPIRINA. The contractor will provide all prepared files, raw data and undertaken calculations to UNIDO and the counterpart (e.g., docx, pptx, xlsx, jpeg, etc.). In addition, the consultant will be required to deliver the following to UNIDO:

- **Minimum 50 high-resolution photographs (at least 3 MB each)** – that illustrate the undertaken activities. The consultants will cede all appertaining rights to unlimited use of the respective pictures to UNIDO and the counterpart. **At latest until the end of the assignment**

## 7. Qualification and selection criteria

---

<b>QUALIFICATION AND SELECTION CRITERIA</b>
<ul style="list-style-type: none"> <li>• Registered consulting company (or individual) or institution;</li> <li>• The assignment can be done by an individual or a team of consultants. However, due to COVID-19 it is required to have local team members in Sao Tome. Offers without local representation will not be considered.</li> <li>• The individual/team demonstrates academic background (at least Master level) in engineering, economics or social science; energy background is an asset;</li> <li>• The individual/team has a track-record of at least five years of public/private consulting experience (please indicate track-record);</li> <li>• The individual/team demonstrates experience in conducting similar project evaluations in line with international donor requirements (please indicate track-record); experience with conducting evaluations in the energy sector is an asset;</li> <li>• The individual/team demonstrates knowledge of the energy sector in Sao Tome and Principe;</li> <li>• Overall quality of the technical offer and the proposed evaluation/implementation methodology and strategy;</li> <li>• Ability to coordinate an inter-disciplinary team and manage complex assignments in a multi-cultural setting;</li> <li>• Strong problem solving, communication, research and analytical writing skills;</li> <li>• Project team as a whole shall be fluent in Portuguese and English. The working languages for the assignment will be mainly Portuguese;</li> <li>• Availability throughout the whole consultancy service period, to regularly engage in online meetings with the core team and relevant partners;</li> </ul>

## 8. Application Procedure

---

The maximum budget available to carry out and complete the activities under this TOR is **USD 27,000.**

Applicants shall submit their written proposals in English or Portuguese in the following form:

- Short technical proposal on the proposed technical approach to implement the assignment (incl. profile of company, detailed CVs of international and local experts, copies of university degrees, certifications, licenses, track record of similar assignments).
- Financial proposal in USD (including all costs and taxes, as well as a detailed work-time-expert-diagram indicating daily rates for individual team members).

In due consideration of UNIDO's procurement principles namely, best interest of the organization and best value for money, the contract shall be awarded to the qualified bidder whose proposal has been found substantially responsive, technically acceptable and offering the lowest cost to UNIDO.

Applicants are requested to submit their proposals no later than **17:00 hrs (CEST) of 23<sup>rd</sup> April, 2021**, by registering on the UNIDO eProcurement portal (<https://procurement.unido.org/> ). In case of technical difficulties, please contact UNIDO Help Desk at [procurement@unido.org](mailto:procurement@unido.org).

## 9. Further information

---

Project-related links:

- GEF CEO Endorsement Document, <https://open.unido.org/projects/ST/projects/150124>
- <https://dgrne.org/>
- <https://www.thegef.org/project/strategic-program-promote-renewable-energy-and-energy-efficiency-investments-electricity>
- <https://www.thegef.org/news/building-post-covid-19-sustainable-energy-future-sao-tome-and-principe>
- <https://www.aler-renovaveis.org/pt/atividades/publicacoes/relatorios-nacionais/relatorio-nacional-de-ponto-de-situacao-das-energias-renovaveis-e-eficiencia-energetica-em-sao-tome-e-principe/>

GEF/UNIDO Quality, monitoring and evaluation policies:

- <https://www.unido.org/resources-evaluation/evaluation-resources>.
- UNIDO Quality Assurance Framework
- UNIDO MTE Report Template (attached)
- UNIDO [2019 Policy on Gender Equality and the Empowerment of Women](#) and [Strategy for Gender Equality and the Empowerment of Women, 2020-2023](#)
- [https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.C.56.03.Rev\\_.01\\_Policy\\_on\\_Monitoring.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_.01_Policy_on_Monitoring.pdf)
- [https://www.thegef.org/sites/default/files/council-meeting-documents/EN\\_GEF.ME\\_C56\\_02\\_Rev01\\_GEF\\_Evaluation\\_Policy\\_June\\_2019\\_0.pdf](https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C56_02_Rev01_GEF_Evaluation_Policy_June_2019_0.pdf)
- [OECD-DAC Glossary of Key Terms in Evaluation and Results Based Management \(2010\)](#)
- [UNDG Results-based management handbook](#)