

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-financed projects

Template 1 - formatted for attachment to the [UNDP Procurement website](#)

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE 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 Ministry of Energy and Meteorology (MEM). The project started on the 13th October 2016 and is in its 6th year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' ([hyperlink](#)).

2. PROJECT BACKGROUND AND CONTEXT

The electrification backlog and the lack of access to modern energy services is particularly marked in rural Lesotho. Indeed, 82% of the country's rural population remains un-electrified and this status will remain so for the foreseeable future¹, given the low population densities and distributed character of settlement patterns. This situation is untenable given the developmental importance of access to modern energy services as well as the Government of Lesotho and, indeed, international commitment to universal access. Universal Access, amongst other energy outcomes (including energy efficiency and renewable energy), is an objective that has been championed by the UN's SE4All, a key organization 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.

¹ <https://www.tandfonline.com/doi/full/10.1080/23311886.2021.2012973>

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 -GE F). The objective of the project is to catalyse investments in renewable energy-based mini-grids and village energy centres (VECs) 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 is being 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 will result in a total of 213,680 tonnes of CO₂ being abated during the project/immediate post-project period, resulting in a direct abatement cost of \$16/tonne of CO₂. 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.

Lesotho recorded four (4) confirmed positive cases of COVID-19 as of 15 June 2020 and by 26 July 2020, this increased to 605 cases and 12 deaths. The transmission of infections grew exponentially from end of December 2020 to end of February 2021 with 10,491 cases and 292 deaths. As of 30 June, the country has 11,344 cases and 329 deaths. During the second wave of COVID-19 at the beginning of 2021, the country was under a hard lockdown that included travel and public gathering restrictions. The third wave of Covid-19 occurred between mid-July and August 2021 while the most recent fourth wave of COVID-19 appeared during December 2021 and started abating during mid-January 2022. The country has recorded

a total of 32,434 cases with 696 fatalities. The earlier easing of the lockdown restrictions in April 2021 has not been re-implemented in response to the 3rd and 4th COVID-19 waves although conferences, meetings, workshop with observation of COVID-19 protocols is still strictly applicable. Indeed, the GoL lifted the remaining lockdown restrictions on the 25th January 2022. International travel is also permitted while observing COVID-19 protocols including 72 hours negative certificate are still mandatory. The mentioned lockdowns that had been imposed on the country during the second quarter of 2020 and beginning of 2021 led to travel restrictions - for all non-essential services and emphasized on COVID-19 protocols including social distancing - across the country and as such government counterparts have not been able to focus on the project activities. Travel restrictions had a bearing on project activities as implementation partners and project developers could not travel to operationalise and monitor activities, preventing project staff and the implementing partners from accessing the project sites and beneficiary communities, undermining the project momentum related to VECs and mini-grid development. While most of the restrictions have been lifted, the legacy of their impacts remains for consideration.

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3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

It is recognized that the SE4All project and its interventions have been designed and implemented to serve as spring boards for the current and future VEC and Mini-grid project developers to upscale and replicate across the country. Therefore, while the current project has defined timeframes and is due to close in October 2022, the Implementing Partners (DoE) and Project Developers need to build on the momentum created. As such the TE must critically review the SE4All project within this context and provide sound recommendations as to how the Implementing Partners/Project Developers may build on and perpetuate the work, making the most of the best practice that was established and learning from of the challenges encountered by the project.

Both the government of Lesotho, specifically the DoE and related ministries, together with the UNDP Country Office in Lesotho, are the primary targets for the TE, its findings and recommendations. The relevant government ministries will need to take the TE findings and recommendations into their planning for the short-, medium- and long-term. The SE4All and other similar interventions are donor funded and it is crucial that the Government begins earnestly to seek ways in which it can become increasingly donor-independent and demonstrate a commitment to perpetuating donor-funded project such as this one.

The UNDP Country Office in Lesotho will take the findings and recommendations of the TE and use them (a) ensure alignment with similar existing and future projects, (b) to better inform the design of future funding proposals and projects, and (c) to improve the way in which they operate as an executing agency for funding sources such as the GEF.

The COVID-19 pandemic negatively impacted on the project implementation. A number of field based activities linked to site identification, servicing and marketing were subject to a range of restriction including curfews, as was the performance of various international and local consultants who were tasked with a number of missions procured by the programme. The SE4All programme has a large rural community centred focus, including the establishment and operation of VECs and mini-grids which were severely impacted by these restrictions.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual 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 evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, the Chief Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to a selection of intervention/beneficiary champions; executing agencies at all three spheres of governance (national, district and community council), senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to a representative sample of sites within the five targeted district of Mhales Hoek, Quthing, Qachas Nek, Thaba- Tseka and Mokhotlong including the following project sites.

District	Mini-grid location	Energy Centre location
Qacha's Nek	Lebakeng	Melikane
	Sehlabathebe	Matebeng
Mokhotlong	Tlhanyaku	Malingoaneng
	Matsoaing	Linakaneng
Quthing	Sebapala	Majara/Kubung
	Tosing (Dalewe)	Qhoali
Thaba-Tseka	Sehonghong	Ha Mokoto (Litsoetse)
	Mashai	Linakeng
Mhale's Hoek	Ketane	Phamong
	Ribaneng ²	Koebunyane

The specific design and methodology for the TE should emerge from consultations between the TE team, UNDP and Project Team regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

² Ribaneng was erroneously included in Mhale's Hoek in the Project Document. It is actually located within the Mafeteng District.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team. As such the approach must be contextually specific and flexible enough to accommodate local conditions and dynamics discussed and agreed to in consultations between the TE consultants, the evaluation manager and key stakeholders.

In case of COVID-19, as of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country and in the country was once restricted during the lockdowns but currently allow since April 2021. While travel restrictions, subject to Covid-19 Protocols, have been lifted, if in the event that conditions change and it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account to conduct the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

These agreements and the approach will be reflected clearly in the TE Inception Report.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Strategic Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ([hyperlink](#)).

It is envisaged that the TE will begin by the beginning of April 2022 and be completed no later than 30 June 2022.

The primary issues of concern to users that the TE needs to address are as follows:

- Have the project interventions in terms of capacity building been adequate enough to ensure that capacity for the planning and implementation of climate change adaptation and mitigation interventions are possible by all three spheres of government in Lesotho?
- Has the country's legal and policy framework been sufficiently bolstered by the project such that a suitably adequate enabling environment has been established for the planning and implementation of climate change adaptation and mitigation interventions at and by all three spheres of government in Lesotho?
- Are there sufficient examples of climate-smart land management interventions aimed at building community-based resilience to the projected impacts of climate change in the country, and are these of such a nature that they can be easily and cost-effectively up-scaled and replicated to other parts of the country?
- Have the interventions of the project at community level made a meaningful impact to the livelihoods of the beneficiaries such that it can be said that their resilience to and awareness of the projected impacts of climate change has been enhanced?

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance

- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used,

partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for *Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress (PIMS 5367)*

Monitoring & Evaluation (M&E)	Rating ³
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	



³ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 14 weeks starting on 08 April 2022. The tentative TE timeframe is as follows:

Timeframe	Activity
24 March 2022	Application closes
31 March 2022	Selection of TE team
14 April 2022	Preparation period for TE team (handover of documentation)
15-20 April 2022 - 4 days	Document review and preparation of TE Inception Report
28 April - 04 May 2022 - 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission
09 – 27 May 2022 - 15 days	TE mission: stakeholder meetings, interviews, field visits, etc.
31 May 2022	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
01 – 07 June 2022 - 5 days	Preparation of draft TE report
08 June 2022	Circulation of draft TE report for comments
23 – 27 June 2022 - 3 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
08 July 2022	Preparation and Issuance of Management Response
11 – 13 July 2022 – 3 days	Expected date of full TE completion

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report including a workplan and evaluation schedule.	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>(by 21 April 2022)</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>(by 06 May 2022)</i>	TE team presents to Commissioning Unit and project management

3	Draft TE Report for comments	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: (<i>by 07 June 2002</i>)	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: (<i>by 27 June 2022</i>)	TE team submits both documents to the Commissioning Unit

However, in line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.⁴

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Country Office in Maseru, Lesotho.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. In the case of COVID-19 restrictions, UNDP liaising with Project Team will support the implementation of remote/virtual meetings and an updated stakeholder list with contacts details (phone and/or email) will be provided to the evaluation team.

⁴ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader, International (with experience and exposure to projects and evaluations in other regions) and one team expert from the country of the project. The team leader will be responsible for the overall design and writing of the TE report, coordination of the allocation of work load between the team members, providing guidance to the process of review and evaluation of project document and reports, and primary liaison with the evaluation manager. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, and work with the Project Team in developing the TE itinerary, while providing support to the team leader as agreed to in the contract negotiations and Inception process.

The evaluators cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

9.1. TEAM LEADER

Education

- Master's degree in natural sciences, energy, Environment, engineering with specific reference to climate change mitigation or other closely related field (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased. (5%));
- Experience in evaluating projects (15%);
- Experience working in Africa, particularly Southern Africa (5%);
- Experience in relevant technical areas for at least 5 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased; experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.

9.2. TEAM EXPERTEducation

- Master's degree in natural sciences, energy, Environment, engineering with specific reference to climate change mitigation or other closely related field (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased. (5%));
- Experience in evaluating projects (10%);
- Experience working in Lesotho (10%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased; experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.
- Fluency in written and spoken Sesotho.

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes

governing collection of data and reporting on data. The evaluator must also ensure 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 without the express authorization of UNDP and partners.

11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%⁵:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

12. APPLICATION PROCESS⁶

(Adjust this section if a vetted roster will be used)

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁷ provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#))⁸;

⁵ The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁶ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

⁷ <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20C%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁸ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

- c) 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)
- d) **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.

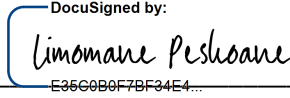
All application materials indicating the following reference "Consultant for Terminal Evaluation of " Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress (PIMS 5367)" should be submitted by email at the following address ONLY: ls.procurement@undp.org by (12:00 am Lesotho Time on 24 March 2022). 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.

13. TOR ANNEXES

(Add the following annexes to the final ToR)

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

Signed: 
 Names: Limomane Peshoane

Date: 14-Mar-2022

ToR Annex A: Project Logical/Results Framework

Project Title: Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress.					
UNDAF Outcome(s): Outcome 2: By 2017 Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.					
UNDP Strategic Plan Primary Outcome: Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.					
UNDP Strategic Plan Secondary Outcome: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.					
Expected CP Outcomes: Outcome 2: By 2017, Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.					
Applicable GEF Strategic Objective and Programme: To promote investment in renewable energy technologies (RETs).					
Applicable GEF Expected Outcomes: Total avoided GHG emissions from utilisation of RETs for rural energy services.					
Applicable GEF Outcome Indicators: Avoided GHG emissions from utilisation of RETs for rural energy services (tonnes CO ₂) and \$/t CO ₂ .					
	Indicator	Baseline	Targets End of Project	Sources of Verification	Risks and Assumptions
Objective					
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.	Emission reductions (in tCO ₂ over 20 yr timeline). Energy produced (MWh) by RETs. Number of jobs created. Number of beneficiary households in rural areas.	GHG emissions in the country have increased from 0.76 million tCO ₂ in 1994 to 1.1 million tCO ₂ in 2000 and expected to increase to 5.2 million tCO ₂ by 2030. The present contribution of RETs in the provision of off-grid rural energy services is negligible. No investment taking	RET-based electricity generation of 211 MWh/year. Reduction of 213,680 tonnes of CO ₂ (project and immediate post-project) over the 20-year lifetime of the RET systems. Estimated cumulative indirect GHG emission reduction of 641,040 tonnes of CO ₂ by 2025 applying a replication	Project's annual reports, GHG monitoring and verification reports. Project mid-term review and terminal evaluation reports.	Continued commitment of project partners, including Government agencies and investors/developers.

		place in the provision of rural energy services through mini-grids electricity generation.	factor of 3. Total of 1,125 jobs created. 3,000 beneficiary households in rural areas.		
Component 1: Development of cornerstone SE4All Policies and Strategies to facilitate investment in renewable energy-based mini-grids.					
Outcome 1: SE4All cornerstone policies and strategies facilitating (increased) investment in RET deployment, particularly isolated mini-grids.	Existence of policies and strategies.	Not available at the present time.	To be completed and approved by Government within 12 months of project initiation.	Project documentation.	Cooperation and interest of Government entities.
	Existence of Country Action Agenda.	Not available at the present time.	To be completed and approved by Government within 12 months of project initiation.	Project documentation.	Cooperation and interest of Government entities.
	Existence of Investment Prospectus.	None available at the present time.	To be operationalised within 12 months of project initiation.	Project documentation.	Cooperation of Government entities and private sector.
	Existence of strategies and investment plans. Investment of \$ 10 million in RETs in rural areas over 5 years after project completion.	None available at the present time. None available at the present time.	To be completed within 18 months of project start. To be completed by project end.	Project reports. Project reports.	 Continued interest of the private sector.

Component 2: Baseline energy data collection and monitoring for SE4All.					
Outcome 2: Improved capacity of energy stakeholders and government officials for decentralized clean energy planning and decision-making on the basis of quality energy data.	Capacity of stakeholders developed.	Not available at the present time.	To be completed within 12 months of project initiation.	Project documentation.	Cooperation of all stakeholders.
	Completion of national energy survey.	None available at the present time.	To be completed within 9 months of project initiation and results validated by stakeholders by the end of Year 1.	Published documents.	Commitment of the various Government institutions and NGOs.
	Existence of energy database and information system.	Not available at the present time.	To be completed within 9 months of project initiation.	Project reports.	Commitment of the various Government institutions and project developers.
	Energy modelling software being utilised.	Not available at the present time.	To be completed within 12 months of project initiation and approved by the Government by the end of year 1.	Evidence of fully operational software. Project reports.	Continued commitment of the various Government institutions.
	Harmonised data available.	No harmonisation taking place at the present time.	To be completed within 18 months of project start.	Project documentation.	Continued commitment of the various Government institutions.
Component 3: Village-based energisation schemes.					
Outcome 3: Successful establishment of a village-based	Availability of business model.	No such model available now.	To be completed within 18 months of project start.	Project reports.	Government entities and private sector willing to cooperate.

energy service delivery model for replication nationally.	Pre-feasibility studies completed.	No such pre-feasibility studies undertaken at the present time.	Completed within 12 months of project start.	Project reports.	Continued interest of Government and private sector.
	Mini-grids and Energy Centres operational.	None at the present time.	All 60 village-based RET mini-grids and 20 Energy Centres (project and immediate post-project) constructed and operational.	Reports confirming that all mini-grids and Energy Centres are operational.	Continued interest of private investors.
	Existence of capacity development material.	None at the present time.	Capacity development completed within 24 months of project start.	Capacity development material available. Project report that training was successfully delivered.	Continued interest of Government entities.
	Evidence of private sector investment in in village-based energisation through mini-grids/Energy Centres.	None at the present time.	\$ 5 million invested by project end.	Reports on completed village energisation projects.	Continued interest of private sector investors.
Component 4: Outreach programme and dissemination of results.					
Outcome 4: Outreach programme and dissemination of project experience/best practices/lessons	Existence of outreach programme.	Lack of sufficient information to pursue programme.	Increased awareness among stakeholders in place to promote and develop RET-based mini-	Project final report and web site.	Growth of programme will be sustained.

learned for replication nationally and throughout the region.			grids for village energy services.		
	Availability of national plan.	No such plan available.	Completed within 24 months of project initiation.	Project documentation.	Expected expansion of programme. Continued interest of investors.
	Existence of capacity development material.	No capacity development programme.	10 staff from Government/other Institutions successfully trained by the end of project.	Project reports.	Designation of staff by relevant Government Departments/other Institutions.
	Existence of published material.	Lack of information on best practices and lessons learned.	Completed within 3 months of project end.	Project documentation and website.	Continued interest of stakeholders.
	Availability of workshops proceedings.	No such workshops held in the country.	Completed within 3 months of project completion.	Reports of workshops.	Interest of local (and international) participants.

ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Additional documents, as required</i>

ToR Annex C: Content of the TE report

- i. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - 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
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
4. Findings
(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating⁹)
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector

⁹ See ToR Annex F for rating scales.

4.1 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
- Risk Management, including Social and Environmental Standards (Safeguards)

4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic/Replication Effect
- Progress to Impact

5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary, including summary of field visits
- List of persons interviewed
- List of documents reviewed
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			
COVID-19: Has the Covid19 pandemic impact the project implementation and how?			

ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

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: _____

ToR Annex F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for (<i>Project Title & UNDP PIMS ID</i>) Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-finance projects

Template 2 - formatted for the [UNDP Jobs website](#)

BASIC CONTRACT INFORMATION

Location: Lesotho

Application Deadline: 24 March 2022

Type of Contract: Individual Contract

Assignment Type:

Languages Required: English

Starting Date: 08 April 2022

Duration of Initial Contract: 35 Working Days

Expected Duration of Assignment: 35 Working Days

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE 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 Ministry of Energy and Meteorology (MEM). The project started on the 13th October 2016 and is in its 6th year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' ([hyperlink](#)).

2. Project Description

The electrification backlog and the lack of access to modern energy services is particularly marked in rural Lesotho. Indeed, 82% of the country's rural population remains un-electrified and this status will remain so for the foreseeable future¹⁰, given the low population densities and distributed character of settlement patterns. This situation is untenable given the developmental importance of access to modern energy services as well as the Government of Lesotho and, indeed, international commitment to universal access. Universal Access, amongst other energy outcomes (including energy efficiency and renewable energy), is an objective that has been championed by the UN's SE4All, a key organization 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

¹⁰ <https://www.tandfonline.com/doi/full/10.1080/23311886.2021.2012973>

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 -GE F). The objective of the project is to catalyse investments in renewable energy-based mini-grids and village energy centres (VECs) 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 is being implemented in the five selected mountainous districts of Lesotho namely Mophale'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 CO₂ being abated during the project/immediate post-project period, resulting in a direct abatement cost of \$16/tonne of CO₂. 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.

Lesotho recorded four (4) confirmed positive cases of COVID-19 as of 15 June 2020 and by 26 July 2020, this increased to 605 cases and 12 deaths. The transmission of infections grew exponentially from end of December 2020 to end of February 2021 with 10,491 cases and 292 deaths. As of 30 June, the country has 11,344 cases and 329 deaths. During the second wave of COVID-19 at the beginning of 2021, the country

was under a hard lockdown that included travel and public gathering restrictions. The third wave of Covid-19 occurred between mid-July and August 2021 while the most recent fourth wave of COVID-19 appeared during December 2021 and started abating during mid-January 2022. The country has recorded a total of 32,434 cases with 696 fatalities. The earlier easing of the lockdown restrictions in April 2021 has not been re-implemented in response to the 3rd and 4th COVID-19 waves although conferences, meetings, workshop with observation of COVID-19 protocols is still strictly applicable. Indeed, the GoL lifted the remaining lockdown restrictions on the 25th January 2022. International travel is also permitted while observing COVID-19 protocols including 72 hours negative certificate are still mandatory. The mentioned lockdowns that had been imposed on the country during the second quarter of 2020 and beginning of 2021 led to travel restrictions - for all non-essential services and emphasized on COVID-19 protocols including social distancing - across the country and as such government counterparts have not been able to focus on the project activities. Travel restrictions had a bearing on project activities as implementation partners and project developers could not travel to operationalise and monitor activities, preventing project staff and the implementing partners from accessing the project sites and beneficiary communities, undermining the project momentum related to VECs and mini-grid development. While most of the restrictions have been lifted, the legacy of their impacts remains for consideration.

3. TE Purpose

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

It is recognized that the SE4All project and its interventions have been designed and implemented to serve as spring boards for the current and future VEC and Mini-grid project developers to upscale and replicate across the country. Therefore, while the current project has defined timeframes and is due to close in October 2022, the Implementing Partners (DoE) and Project Developers need to build on the momentum created. As such the TE must critically review the SE4All project within this context and provide sound recommendations as to how the Implementing Partners/Project Developers may build on and perpetuate the work, making the most of the best practice that was established and learning from of the challenges encountered by the project.

Both the government of Lesotho, specifically the DoE and related ministries, together with the UNDP Country Office in Lesotho, are the primary targets for the TE, its findings and recommendations. The relevant government ministries will need to take the TE findings and recommendations into their planning for the short-, medium- and long-term. The SE4All and other similar interventions are donor funded and it is crucial that the Government begins earnestly to seek ways in which it can become increasingly donor-independent and demonstrate a commitment to perpetuating donor-funded project such as this one.

The UNDP Country Office in Lesotho will take the findings and recommendations of the TE and use them (a) ensure alignment with similar existing and future projects, (b) to better inform the design of future

funding proposals and projects, and (c) to improve the way in which they operate as an executing agency for funding sources such as the GEF.

The COVID-19 pandemic negatively impacted on the project implementation. A number of field based activities linked to site identification, servicing and marketing were subject to a range of restriction including curfews, as was the performance of various international and local consultants who were tasked with a number of missions procured by the programme. The SE4All programme has a large rural community centred focus, including the establishment and operation of VECs and mini-grids which were severely impacted by these restrictions.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual 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 evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, the Chief Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to a selection of intervention/beneficiary champions; executing agencies at all three spheres of governance (national, district and community council), senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to a representative sample of communities within the five targeted district of Mhales Hoek, Quthing, Qachas Nek, Thaba- Tseka and Mokhotlong including the following project sites.

District	Mini-grid location	Energy Centre location
Qacha's Nek	Lebakeng	Melikane
	Sehlabathebe	Matebeng
Mokhotlong	Tlhanyaku	Malingoaneng
	Matsoaing	Linakaneng
Quthing	Sebapala	Majara/Kubung
	Tosing (Dalewe)	Qhoali
Thaba-Tseka	Sehonghong	Ha Mokoto (Litsoetse)
	Mashai	Linakeng
Mohale's Hoek	Ketane	Phamong

	Ribaneng ¹¹	Koebunyane
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The specific design and methodology for the TE should emerge from consultations between the TE team, UNDP and Project Team regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team. As such the approach must be contextually specific and flexible enough to accommodate local conditions and dynamics discussed and agreed to in consultations between the TE consultants, the evaluation manager and key stakeholders.

In case of COVID-19, as of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country and in the country was once restricted during the lockdowns but currently allow since April 2021. While travel restrictions, subject to Covid-19 Protocols, have been lifted, if in the event that conditions change and it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

These agreements and the approach will be reflected clearly in the TE Inception Report.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

¹¹ Ribaneng was erroneously included in Mohale's Hoek in the Project Document. It is actually located within the Mafeteng District.

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ([hyperlink](#)).

The primary issues of concern to users that the TE needs to address are as follows:

- Have the project interventions in terms of capacity building been adequate enough to ensure that capacity for the planning and implementation of climate change adaptation and mitigation interventions are possible by all three spheres of government in Lesotho?
- Has the country's legal and policy framework been sufficiently bolstered by the project such that a suitably adequate enabling environment has been established for the planning and implementation of climate change adaptation and mitigation interventions at and by all three spheres of government in Lesotho?
- Are there sufficient examples of climate-smart land management interventions aimed at building community-based resilience to the projected impacts of climate change in the country, and are these of such a nature that they can be easily and cost-effectively up-scaled and replicated to other parts of the country?
- Have the interventions of the project at community level made a meaningful impact to the livelihoods of the beneficiaries such that it can be said that their resilience to and awareness of the projected impacts of climate change has been enhanced?

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

iv. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

v. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

vi. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

vii. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex F.

6. Expected Outputs and Deliverables

The TE *consultant/team* shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than *2 weeks* before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *(21 April 2022)*
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: *(06 April 2022)*
- Draft TE Report: TE team submits full draft report with annexes *within 3 weeks* of the end of the TE mission. Approximate due date: *(07 June 2022)*
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit *within 1 week* of receiving UNDP comments on draft. Approximate due date: *(27 June 2022)*

However, in line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

*The final TE 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.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.¹²

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Country Office in Maseru, Lesotho

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. In the case of COVID-19 restrictions, UNDP liaising with Project Team will support the implementation of remote/virtual

¹² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

meetings and an updated stakeholder list with contacts details (phone and/or email) will be provided to the evaluation team.

8. Duration of the Work

The total duration of the TE will be approximately *35 working days* over a time period of *14 weeks* starting 08 April 2022 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *24 March 2022*: Application closes
- *31 March 2021*: Selection of TE Team
- *14 April 2022*: Prep the TE team (handover of project documents)
- *15-20 April 2022*: 4 days: Document review and preparing TE Inception Report
- *28 April – 04 May 2022*: 5 days: Finalization and Validation of TE Inception Report- latest start of TE mission
- *09 – 27 May 2021*: 15days TE mission: stakeholder meetings, interviews, field visits
- *31 May 2022*: Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
- *01 – 24 07 June 2022*: 5 days Preparation of draft TE report
- *08 June 2022*: Circulation of draft TE report for comments
- *23 – 27 June 2022*: 3 days Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *08 July 2022*: Preparation & Issue of Management Response
- *11 – 13 June 2022*: Expected date of full TE completion

The expected date start date of contract is *08 April 2022*.

9. Duty Station

Travel:

- International travel will be required to *Lesotho* during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

A team of *two independent evaluators* will conduct the TE – *one team leader, international with experience and exposure to projects and evaluations in other regions and one team expert, usually from the country of the project*. The team leader will be responsible for the overall design and writing of the TE report, coordination of the

allocation of work load between the team members, providing guidance to the process of review and evaluation of project document and reports, and primary liaison with the evaluation manager. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, and work with the Project Team in developing the TE itinerary, while providing support to the team leader as agreed to in the contract negotiations and Inception process.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

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

10.1 Team Leader

Education

- Master's degree in natural sciences, energy, Environment, engineering with specific reference to climate change mitigation or other closely related field (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased (5%));
- Experience in evaluating projects (15%);
- Experience working in *Africa, particularly Southern Africa* (5%);
- Experience in relevant technical areas for at least *5 years* (10%);
- Demonstrated understanding of issues related to gender and Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased); experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset

Language

- Fluency in written and spoken English.

10.2 Team Expert

Education

- Master's degree in natural sciences, energy, Environment, engineering with specific reference to climate change mitigation or other closely related field (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased. (5%));
- Experience in evaluating projects (10%);

- Experience working in Lesotho (10%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Mitigation (CCM-3: Investment in renewable energy technologies increased; experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.
- Fluency in written and spoken Sesotho.

11. Evaluator Ethics

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure 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 without the express authorization of UNDP and partners.

12. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN’s Daily Subsistence Allowance (DSA) rates are US\$109 for Maseru and US\$105 for Mokhotlong and \$97 elsewhere in the country, which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.*)
- The lump sum is fixed regardless of changes in the cost components.

14. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#));
- c) **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)
- d) **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 indicating the following reference “Consultant for Terminal Evaluation of “*Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress (PIMS 5367)*” should be submitted by email at the following address ONLY: ls.procurement@undp.org by (12:00 am Lesotho Time on 24 March 2022). Incomplete applications will be excluded from further consideration

15. Criteria for Selection of the Best Offer

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.

16. Annexes to the TE ToR

Suggested ToR annexes include:

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team

- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

Annexes to Terminal Evaluation Terms of Reference

[Share ToR Annexes directly with short-listed applicants. Include link to 'Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects' and other existing literature or documents that will help candidates gain a better understanding of the project situation and the work required.]

- **ToR Annex A: Project Logical/Results Framework**
- **ToR Annex B: Project Information Package to be reviewed by TE team**
- **ToR Annex C: Content of the TE report**
- **ToR Annex D: Evaluation Criteria Matrix template**
- **ToR Annex E: UNEG Code of Conduct for Evaluators**
- **ToR Annex F: TE Rating Scales and TE Ratings Table**
- **ToR Annex G: TE Report Clearance Form**
- **ToR Annex H: TE Audit Trail template**

ToR Annex A: Project Logical/Results Framework

Project Title: Development of Cornerstone Public Policies and Institutional Capacities to accelerate Sustainable Energy for All (SE4All) Progress.					
UNDAF Outcome(s): Outcome 2: By 2017 Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.					
UNDP Strategic Plan Primary Outcome: Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.					
UNDP Strategic Plan Secondary Outcome: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.					
Expected CP Outcomes: Outcome 2: By 2017, Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.					
Applicable GEF Strategic Objective and Programme: To promote investment in renewable energy technologies (RETs).					
Applicable GEF Expected Outcomes: Total avoided GHG emissions from utilisation of RETs for rural energy services.					
Applicable GEF Outcome Indicators: Avoided GHG emissions from utilisation of RETs for rural energy services (tonnes CO ₂) and \$/t CO ₂ .					
	Indicator	Baseline	Targets End of Project	Sources of Verification	Risks and Assumptions
Objective					
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.	Emission reductions (in tCO ₂ over 20 yr timeline). Energy produced (MWh) by RETs. Number of jobs created. Number of beneficiary households in rural areas.	GHG emissions in the country have increased from 0.76 million tCO ₂ in 1994 to 1.1 million tCO ₂ in 2000 and expected to increase to 5.2 million tCO ₂ by 2030. The present contribution of RETs in the provision of off-grid rural energy services is negligible. No investment taking	RET-based electricity generation of 211 MWh/year. Reduction of 213,680 tonnes of CO ₂ (project and immediate post-project) over the 20-year lifetime of the RET systems. Estimated cumulative indirect GHG emission reduction of 641,040 tonnes of CO ₂ by 2025 applying a replication	Project's annual reports, GHG monitoring and verification reports. Project mid-term review and terminal evaluation reports.	Continued commitment of project partners, including Government agencies and investors/developers.

		place in the provision of rural energy services through mini-grids electricity generation.	factor of 3. Total of 1,125 jobs created. 3,000 beneficiary households in rural areas.		
Component 1: Development of cornerstone SE4All Policies and Strategies to facilitate investment in renewable energy-based mini-grids.					
Outcome 1: SE4All cornerstone policies and strategies facilitating (increased) investment in RET deployment, particularly isolated mini-grids.	Existence of policies and strategies.	Not available at the present time.	To be completed and approved by Government within 12 months of project initiation.	Project documentation.	Cooperation and interest of Government entities.
	Existence of Country Action Agenda.	Not available at the present time.	To be completed and approved by Government within 12 months of project initiation.	Project documentation.	Cooperation and interest of Government entities.
	Existence of Investment Prospectus.	None available at the present time.	To be operationalised within 12 months of project initiation.	Project documentation.	Cooperation of Government entities and private sector.
	Existence of strategies and investment plans. Investment of \$ 10 million in RETs in rural areas over 5 years after project completion.	None available at the present time. None available at the present time.	To be completed within 18 months of project start. To be completed by project end.	Project reports. Project reports.	 Continued interest of the private sector.

Component 2: Baseline energy data collection and monitoring for SE4All.					
Outcome 2: Improved capacity of energy stakeholders and government officials for decentralized clean energy planning and decision-making on the basis of quality energy data.	Capacity of stakeholders developed.	Not available at the present time.	To be completed within 12 months of project initiation.	Project documentation.	Cooperation of all stakeholders.
	Completion of national energy survey.	None available at the present time.	To be completed within 9 months of project initiation and results validated by stakeholders by the end of Year 1.	Published documents.	Commitment of the various Government institutions and NGOs.
	Existence of energy database and information system.	Not available at the present time.	To be completed within 9 months of project initiation.	Project reports.	Commitment of the various Government institutions and project developers.
	Energy modelling software being utilised.	Not available at the present time.	To be completed within 12 months of project initiation and approved by the Government by the end of year 1.	Evidence of fully operational software. Project reports.	Continued commitment of the various Government institutions.
	Harmonised data available.	No harmonisation taking place at the present time.	To be completed within 18 months of project start.	Project documentation.	Continued commitment of the various Government institutions.
Component 3: Village-based energisation schemes.					
Outcome 3: Successful establishment of a village-based	Availability of business model.	No such model available now.	To be completed within 18 months of project start.	Project reports.	Government entities and private sector willing to cooperate.

energy service delivery model for replication nationally.	Pre-feasibility studies completed.	No such pre-feasibility studies undertaken at the present time.	Completed within 12 months of project start.	Project reports.	Continued interest of Government and private sector.
	Mini-grids and Energy Centres operational.	None at the present time.	All 60 village-based RET mini-grids and 20 Energy Centres (project and immediate post-project) constructed and operational.	Reports confirming that all mini-grids and Energy Centres are operational.	Continued interest of private investors.
	Existence of capacity development material.	None at the present time.	Capacity development completed within 24 months of project start.	Capacity development material available. Project report that training was successfully delivered.	Continued interest of Government entities.
	Evidence of private sector investment in in village-based energisation through mini-grids/Energy Centres.	None at the present time.	\$ 5 million invested by project end.	Reports on completed village energisation projects.	Continued interest of private sector investors.
Component 4: Outreach programme and dissemination of results.					
Outcome 4: Outreach programme and dissemination of project experience/best practices/lessons	Existence of outreach programme.	Lack of sufficient information to pursue programme.	Increased awareness among stakeholders in place to promote and develop RET-based mini-	Project final report and web site.	Growth of programme will be sustained.

learned for replication nationally and throughout the region.			grids for village energy services.		
	Availability of national plan.	No such plan available.	Completed within 24 months of project initiation.	Project documentation.	Expected expansion of programme. Continued interest of investors.
	Existence of capacity development material.	No capacity development programme.	10 staff from Government/other Institutions successfully trained by the end of project.	Project reports.	Designation of staff by relevant Government Departments/other Institutions.
	Existence of published material.	Lack of information on best practices and lessons learned.	Completed within 3 months of project end.	Project documentation and website.	Continued interest of stakeholders.
	Availability of workshops proceedings.	No such workshops held in the country.	Completed within 3 months of project completion.	Reports of workshops.	Interest of local (and international) participants.

ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Add documents, as required</i>

ToR Annex C: Content of the TE report

- v. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- vi. Acknowledgements
- vii. Table of Contents
- viii. Acronyms and Abbreviations
- 7. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
- 8. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
- 9. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - 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
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
- 10. Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating¹³)

 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector

¹³ See ToR Annex F for rating scales.

4.3 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
- Risk Management incl. Social and Environmental Standards (Safeguards)

4.4 Project Results

- Progress towards objective and expected outcomes (*)
- Relevance (*)
- Effectiveness (*)
- Efficiency (*)
- Overall Outcome (*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

11. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

12. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form

- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
COVID-19: Has the Covid19 pandemic impact the project implementation and how?			

ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

10. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
11. 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.
12. 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.
13. 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.
14. 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.
15. 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 imitations, findings and recommendations.
16. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
17. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
18. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

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: _____

ToR Annex F: TE Rating Scales & Evaluation Ratings Table

TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ¹⁴
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	

¹⁴ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

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