



Terms of Reference (TOR) for Consultant to Support WWF-Uganda Country Office in Undertaking Mid-Term Review for Renewable Energy Projects under the Energy, Climate and Extractives Programme

Projects	Scaling-up Rural Electrification Using Innovative Solar Photovoltaic Distribution Models
	Uganda Climate and Energy Programme

1. BACKGROUND

World Wide Fund for Nature (WWF), the global conservation organization, has a mission to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by: a) conserving the world's biological diversity, b) ensuring that the use of renewable natural resources is sustainable and c) reducing pollution and wasteful consumption. To achieve its global mission, WWF-Uganda Country Office (WWF-UCO) works with central and local government agencies, the private sector, Civil Society Organizations (CSOs) and local communities to implement its various conservation programmes on Energy, Climate and Extractives, Forest and Biodiversity and Freshwater in Uganda. The Energy, Climate and Extractives Programme (ECEP) is implementing a number of projects to develop and promote access to cost effective and environmentally friendly energy solutions for domestic, institutional and productive energy in Uganda. These projects include: Scaling-Up Rural Electrification Using Innovative Solar PV Distribution Models Project (here after referred to as EU-Solar Project), Uganda Climate and Energy Programme (here after referred to as Clean Energy Project), Oil for Development (OfD) Project Phase III, and Africa Adaptation Initiative (AAI). Two of these projects (EU-Solar Project and Clean Energy Project) are aimed at increasing access to sustainable and renewable energy in Uganda. According to the World Bank Global Tracking Energy Progress Report¹, 27% and 1% of the Ugandan population have access to electricity and clean cooking respectively. This limited access to modern energy has resulted in over reliance on unsustainably produced biomass and use of rudimentary lighting and cooking technologies. This situation is not only a barrier to economic development and poverty eradication, but has serious negative implications to both nature and people in Uganda, especially those living in rural areas.

Both the EU-Solar and Clean Energy Projects are contributing to addressing the energy challenge in the country. Specifically, the Clean Energy Project has a goal of "Communities living in the Albertine Graben have adopted sustainable and renewable energy alternatives to reduce dependency on biomass for their energy needs". The overall objective of the EU-Solar Energy Project is to ensure that by 2025, rural livelihoods are improved and greenhouse gas emissions are reduced through widespread access to clean and renewable sources of energy in Uganda. Specifically by the end of the project, rural communities in Kasese and beyond will adopt solar PV energy for use domestically, in social institutions and other productive uses and they will be empowered to operate and maintain solar PV technology, leading to improved local economic development and reducing both health problems and greenhouse gas emissions.

2. PURPOSE AND OBJECTIVE

As a requirement by WWF network standards and Donors (European Union and the Norwegian Agency for Development Cooperation), a review should be undertaken at the mid-term stage of both projects to ensure that they remain focussed towards achieving their objectives. The objective of the mid-term review is to provide WWF and stakeholders with an assessment of the progress of both projects towards achieving the targets set in their respective results framework, and to provide recommendations on how to improve performance and strengthen results especially outcomes and impact. Specifically, the review will:

- assess the effectiveness, timeliness and efficiency of the use of project funds, human resources, and organizational set-up in carrying out project activities and achieving project results.
- draw key lessons learned and recommend strategies to improve performance;
- assess and recommend ways to promote stakeholder ownership, participation and engagement;

¹ The Uganda Country Report was accessed at <https://trackingsdg7.esmap.org/country/uganda> on 30th May 2018

- assess the level of awareness about the value of solar PV systems in the districts of Kasese, Arua and Masindi
- assess and recommend ways to promote continuous learning and quality control and;
- assess and recommend ways of mobilising co-financing resources in the remaining period.

It is against this background that WWF-UCO seeks to hire an international consultant to undertake the mid-term review.

3. SCOPE AND FOCUS

3.1 The mid-term review will focus on the aspects below:

- Appropriateness and relevance of the project design,
- Compliance of the work plans with budgets, timeliness of disbursements of project funds, procurement, coordination of project activities,
- Project performance in terms of progress towards achievement of results,
- Issues or factors that have impeded or accelerated the implementation of the project or any of its components, highlighting decisions made, actions taken and results.

To achieve the above scope, the mid-term review shall deliver on the following:

- Briefly assess the relevance of objectives of the projects to the national development objectives and priorities, WWF areas of interest and the needs of beneficiaries. Hence recommend means of incorporating those priorities;
- Review the concepts and design of both projects with respect to the clarity of the problems being addressed, including organizational model, management support and soundness of the approaches adopted by the projects to solve these problems. Also assess the extent to which the project goals, purpose and outputs are still valid;
- Review the results framework and the indicators and targets to assess their appropriateness for monitoring the performance of both projects and to what extent they are being used by the project management;
- Assess the progress of the projects in terms of qualitative and quantitative achievement of the objectives and indicators agreed to at the time of project initiation and work plans;
- Assess the performance of both projects in terms of timeliness, quality, quantity, costs and cost effectiveness of the activities undertaken including project procurement: both experts and equipment, training programs, etc;
- Review the roles and relationships of stakeholders and partners who are critical for the success of the projects and for sustaining the changes the projects endeavour to bring, including the current CSO partner networks and hubs;
- Review key project successes and shortfalls, briefly discuss their reasons and consequences, and present main lessons learned;
- Analyze and document the key lessons from the Champion District Initiative (CDI)² that should inform implementation of the scale-up work on renewable energy access by both projects in the remaining period of time. The analysis should provide an overview of the things that work and the steps that should be taken to replicate or deliver them at scale, and also the pitfalls to avoid based on what does not work.
- Assess the prospects of the sustainability of the outcomes and benefits of the projects, and recommend measures for their further improvement, for improved stakeholder ownership and participation, and for an exit strategy;

² In 2012, WWF-UCO and partners kick-started the implementation of the Champion District Initiative (CDI). The CDI is a district-led initiative where different partners at local, national and international levels are working together towards increasing renewable energy access in Kasese District to 100% by 2020. Lessons learnt and best practices of increasing renewable energy access at district level are to be replicated and scaled to other districts based on the successful approaches of the pilot district model.

- Assess and recommend ways of mobilising co-financing resources in the remaining period.
- Undertake a mini survey to assess the level of awareness about the value of solar PV systems in the districts of Kasese, Arua and Masindi
- Recommend actions to further strengthen the efficiency, effectiveness, management and sustainability of both projects;

4. METHODOLOGY AND PROCESS

The review process will include document review, interviews and consultations with some of the key stakeholders involved in the project. Specifically the methodology will involve comparing actual progress against targets, and will be based on the findings and factual statements identified from review of relevant documents i.e. project proposals, results frameworks, Annual Work Plans (AWPs), Key Performance Indicators (KPI), Technical Progress Reports (TPR), quarterly and annual Financial Reports (FR) and other documents and reports reviewed and produced by the projects. In addition to review of various documents, the review will also include field visit(s) and interviews and focus discussions with a range of stakeholders, including, central government, local governments, NGOs, CBOs, local community representatives, other donor funded projects and the private sector. Participation of stakeholders in the review shall be maintained at all times, reflecting opinions, expectations and vision about the contribution of the projects towards the achievement of their objectives. With regards to the mini survey, the consultant will collect primary data from households on the level of awareness about the value of solar PV systems in Kasese, Arua and Masindi Districts

5. OUTPUTS AND DELIVERABLES

The consultant shall provide WWF-UCO with the following deliverables:

Reports:

- Inception report **7 days** after signing the contract detailing how the consultant will undertake the assignment
- Within **10 days** of returning from the field and consulting stakeholders in the country, a digital copy in MS Word format using Arial font 11 of the draft mid-term review reports³ (main text excluding the executive summary and annexes not exceeding 20 pages), as per the report template in Annex 3. WWF-UCO shall provide feedback and comments to the consultant within **two weeks** of receiving the draft report.
- Within **10 days** of receiving feedback from WWF-UCO, a digital copy in MS Word format using Arial font 11 of the final mid-term review reports (main text excluding executive summary and annexes not exceeding 20 pages), as per the report format in Annex 3.

Other Documents:

- Within **10 days** of returning from the field and consulting stakeholders in the country, a digital copy in MS Word format using Arial font 11 of the draft documentation of key lessons from the CDI (not exceeding 5 pages). WWF-UCO shall provide feedback and comments to the consultant within **two weeks** of receiving the document.
- Within **one week** of receiving feedback from WWF-UCO, a digital copy in MS Word format using Arial font 11 of the final documentation of key lessons from the CDI (not exceeding 5 pages).

6. REQUIREMENTS OF THE CONSULTANT

The consultant is expected to have the following skills and competence:

³ The consultant will be expected to develop two independent reports; one for the EU Solar Project and another for the Clean Energy Project.

- MSC. Degree in renewable energy, natural resources management or related fields.
- At least 10 years of professional experience in renewable energy, natural resources management or related fields. Provide a list of projects/assignments that you have been involved in.
- At least 5 years of experience in evaluation of donor funded projects (especially those funded by EU and Norad) and policy interventions on renewable energy, natural resources management or related fields. Provide a list of projects evaluated.
- Excellent analytical skills and ability to collect and process a lot of information in a short period of time
- Ability to review relevant documentation, engage stakeholders efficiently and effectively and to produce excellent written reports
- Excellent oral and writing skills in English as well as computer literacy (Microsoft: Word, Excel, and Power Point)

7. IMPLEMENTATION ARRANGEMENTS

The consultant will be contracted by WWF-UCO in consultation with WWF-Norway and EU Delegation in Kampala. The consultant will take full responsibility of compiling the findings of the mid-term review and ensure timely submission of the deliverables detailed under bullet (5) above. The WWF team will review and provide feedback on the reports produced by the consultant. WWF-UCO will arrange for site visits, meetings, hotel reservations and transport for the assignment. WWF-UCO will provide transport for the consultant to travel to the field and stakeholder meetings during the mid-term review. The consultant will cater for costs of their accommodation, per diem and other expenses related to the mid-term review. These costs should be included in the total budget for the assignment. Similarly, WWF-UCO in consultation with the consultant will draw a detailed plan for site visits, meetings and interview appointments and will inform partners and stakeholders likely to be interviewed or visited. Key staff at WWF-UCO will be available for discussions prior to the review and during the field work as per the agreed programme. WWF-UCO and project partners will provide documents in their possession required by the consultant for the mid-term review.

8. TIME FRAME/DURATION

The mid-term review should be carried out over a period of **August to October 2018**. The final deliverables shall be submitted to WWF-UCO by **10th October 2018**.

9. MODE OF APPLICATION

Firms/ individual consultants that wish to express their interest in undertaking the prescribed assignment are requested to email the following:

- A technical proposal **not exceeding 15 pages** containing: a) An understanding and interpretation of the TOR, b) Methodology to be used in undertaking the assignment, c) Time and activity schedule, d) Evidence of relevant experience and samples of products related to the assignment, e) Curriculum vitae of the lead consultant to undertake the assignment plus short CVs of the rest of the team, f) Information on any representative of your team, or any member of your team, that may give rise to **a direct or indirect conflict of interest**, including identifying other current contractual works being conducted for WWF, Funder (EU and Norad) and affiliations with national and local focal points.
- A financial proposal **not exceeding 2 pages** including: a) Consultant's daily rates in United States Dollars (USD), and b) Any other related costs for undertaking the assignment in USD.

Send the specified hard copies of the documents above by **14th August 2018** to:

Chairperson,
Procurement Committee,
WWF Uganda Country Office,
Plot 2, Sturrock Road
P.O. Box 8758, Kampala.

Or send soft copies electronically to the email below indicating the subject as " Consultant to Support WWF- Uganda Country Office in Undertaking Mid-Term Review for Renewable Energy Projects under the Energy, Climate and Extractives Programme".

Email: kampala@wwfuganda.org

Conditions:

1. WWF reserves the right to accept any proposal or reject all proposals.
2. Technical evaluation will precede financial considerations.
3. Any forms of canvassing will lead to automatic cancellation of the bid in question.
4. Only shortlisted consultants will be contacted for further consideration.

ANNEX 1. IMPACT, OUTCOMES AND OUTPUTS OF THE CLEAN ENERGY PROJECT

Project implementation is aimed to deliver towards the impact, outcomes and outputs as shown below:

Impact: Communities living in the Albertine Graben have adopted sustainable and renewable energy alternatives to reduce dependency on biomass for their energy needs

Outcome 1: Civil society in partnership with other agents of change is transforming government and private sector decisions and practices towards sustainable and renewable energy development to the benefit of women, men and youth

Output 1.1: WWF, project CSOs and networks have capacity to advocate government and private sector on development and adoption of policies, legislation and best practices for sustainable and renewable energy access

Output 1.2: WWF and project CSOs and networks have provided policy recommendations to government on increasing the share of sustainable and renewable energy to at least 82% of the total energy consumption by 2030 in the Renewable Energy Policy for Uganda

Output 1.3: WWF, project CSOs and networks have engaged government on the development of national standards for energy efficient technologies

Output 1.4: WWF, project CSOs and networks have shared recommendations to district local governments in the Albertine Graben on development of ordinances/ bye-laws to improve energy access, efficiency and conservation

Output 1.5: WWF, project CSOs and networks have mobilized CSOs, development partners and renewable energy industry players to advocate for energy policy reforms on improving renewable energy access, energy efficiency and conservation

Outcome 2: Government, private sector, civil society actors and local communities have adopted effective strategies and practices that support sustainable and renewable energy access in Albertine Graben

Output 2.1: WWF, project CSOs and networks have promoted the Champion District Initiative (CDI) toolkit and the lessons learnt on increasing energy access at national level and in at least 20 districts in the Albertine Graben

Output 2.2: WWF, project CSOs and networks have undertaken awareness campaigns to promote use of efficient, clean cooking and lighting alternatives at national level and in at least 20 districts in the Albertine Graben

Output 2.3: WWF, project CSOs and networks have built the technical capacity of CBOs and community representatives to deliver sustainable and renewable energy solutions in at least 20 districts in the Albertine Graben

Output 2.4: WWF and project CSOs have built the capacity of district local governments on district level energy planning in at least 20 districts in the Albertine Graben

Output 2.5: WWF and project CSOs and networks have established strategic partnerships for delivery of sustainable and renewable energy solutions in the Albertine Graben

Outcome 3: Government and private sector have put in place an enabling framework that supports increased financing/ investment for sustainable and renewable development

Output 3.1: WWF, project CSOs and networks have advocated government to provide incentives to unlock private sector investment/ financing for sustainable and renewable energy access in Uganda

Output 3.2: WWF and project CSOs and networks have engaged private sector on innovative financing mechanisms for delivery of sustainable and renewable energy solutions in the Albertine Graben

ANNEX 2. IMPACT, OUTCOMES AND OUTPUTS OF THE EU SOLAR ENERGY PROJECT

Project implementation is aimed to deliver towards the overall objective, specific objective and results as shown below:

The overall objective of the project is that by 2025, rural livelihoods are improved and greenhouse gas emissions are reduced through widespread access to clean and renewable sources of energy in Uganda.

Specific Objective- By the end of the project, rural communities in Kasese district adopt solar PV energy for use domestically, in social institutions (schools and health centres) and for productive use and they are empowered to manage this renewable energy source in the long term, leading to improved local economic development and reducing both health problems and greenhouse gas emissions.

Result 1: By end of year 4, capacity of community-based organisations (CBOs) to install and manage solar PV technology is strengthened in the target districts

Result 2: By end of Year 5, capacity of target beneficiaries of the mini-grids to identify business opportunities, develop and manage small and medium enterprises and other productive energy uses is strengthened

Result 3: By end of year 4, awareness about the value of renewable energy among the population of 20 districts of the Albertine Graben is improved and stimulates demand for solar PV systems.

Result 4: By the project end, access to solar PV power is scaled up and expanded to new communities and social institutions across 20 districts of the Albertine Graben using innovative business solutions rooted in local communities

Result 5: By the project end, public and private actors replicate this innovative business model to promote widespread use of renewable energy across Uganda

ANNEX 3. TEMPLATE FOR THE MID-TERM REVIEW REPORT

NB: The report should not exceed 20 pages excluding the executive summary and annexes

Project information:

Project/Programme Name	<i>E.g. Coastal East Africa Initiative</i>
Project/Programme Location(s)	<i>E.g. Kenya, Tanzania, Mozambique</i>
Project reference numbers: WWF-International: WWF-Norway: Norad: EU	
Programme period	<i>E.g. July 2010 to June 2016</i>
Total Project/Programme budget for the entire period	<i>E.g. NOK 120 000 000</i>
Norad/EU contribution to the Project/Programme for the entire period	<i>E.g. NOK 30 000 000</i>
Other Donor(s)/ funding sources	<i>E.g. WWF's US, UK, Switzerland, Norway, Denmark, Sweden, SIDA, DANIDA, DFID, NORAD, USAID, Barckays Bank</i>
implementing agency and partners	<i>E.g. WWF Coastal East Africa Initiative</i>
Contact person	

Start Date:	Expected End Date:
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Network Initiative / Ecoregion Programme / Priority Place(s)⁴

- 1. Executive Summary: (1 page max)**
 - Brief project description and context (possibly include map)
 - Purpose and expected use of the evaluation
 - Objectives of the evaluation
 - Summary of the evaluation methodology
 - Principle findings and conclusions, especially relating to project goals / targets
 - Key recommendations
 - Summary of lessons learned
- 2. Table of Contents (1 page max)**
- 3. List of Acronyms and Abbreviations (1 page max)**
- 4. Main Report**

⁴ Indicate the Network Initiative, Ecoregion Programme as well as the Priority Place(s) in which the project has a conservation impact.

- 4.1 Purpose of the evaluation
- 4.2 Audience for and use of the evaluation
- 4.3 Purpose of the evaluation
- 4.4 Objectives of the evaluation
- 4.5 Evaluation methodology, including: rationale for choice of methodology, data sources, methods for data collection and analysis, participatory techniques, ethical and equity considerations, major limitations of the methodology
- 4.6 Composition of the evaluation team, including any specific roles of team members
- 4.7 Project description, including: context, underlying rationale, stakeholders and beneficiaries, conceptual model, results chain or logical framework, and project monitoring system
- 4.8 Evaluation findings, documented by evidence:
 - Design: quality and relevance
 - Effectiveness (progress towards objectives and results); contributions of stakeholders; constraints or problems encountered
 - Efficiency of Planning and Implementation
 - Impact; progress towards Vision and Goals (e.g. biodiversity and livelihoods goals)
 - Sustainability and replicability of project / programme impacts; capacity built; institutional and stakeholder issues
- 4.9 Conclusions: insights into the findings; reasons for successes and failures; innovations
- 4.10 Recommendations (based on evidence and insights)
- 4.11 Lessons learned with wider relevance and that can be generalized beyond the project

ANNEXES:

Annex 1. Results Framework

Attach the Results Framework of the programme for the EU/ Norad Cooperation agreement with an assessment of each output and outcome indicators by the consultant

Annex 2. Evaluation Matrix

The evaluation matrix is an important tool summarizing the evaluation design. First the key questions for the evaluation are defined. These then are broken down into specific research questions. Then for each specific research question, data sources are identified, together with data collection tools or methods appropriate for each data source. It may also be useful to specify indicators by which the specific questions will be evaluated.

Issues	Key Questions	Specific Research Questions	Data Sources	Methods / Tools	(Indicators)
Design					
Effectiveness					
Efficiency					
Impact					
Sustainability					
(other key issues as necessary)					

Annex 3. Key Informants

A list of individuals consulted, together with their contact information and organizational affiliation. The list of individuals/ groups will normally include, but not be limited to, the following:

- Project Team members
- Implementing Partners

- Direct stakeholders such as local community groups, private sector, local and national government agencies. (It may be helpful to consult the original stakeholder analysis for the project).
- Donors
- Senior WWF staff in the implementing office, and perhaps WWF International

Specify also the locations visited.

Incorporate the information in the Evaluation Matrix, if that is helpful.

Annex 4. Documents Consulted

- A list of important documents that the evaluators read at the outset of the evaluation and before finalizing the evaluation design. This is the critical information that the evaluation team needs. Data sources and documents may include: WWF Standards for Project/ Programme Management
- Project proposal
- Action Plan
- (Latest) Annual work plans
- Monitoring data and analysis of that data
- (Latest full year) technical report
- Key outputs produced: research/ surveys conducted, Regulations and policies developed
- Partnership arrangements e.g. agreements of cooperation with local governments
- Newsletters and publicity information
- Output of any organizational learning initiatives
- Other assessments e.g. self-assessments, previous evaluations
- Relevant policies, legislations and management plans
- Any documents from other conservation initiatives in the project area