



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project

**Promoting integrated biomass and small hydro solutions for productive uses
in Cameroon**

UNIDO ID: 120335

GEF Project ID: 4785

June 2022

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet

Project title	Promoting integrated biomass and small hydro solutions for productive uses in Cameroon
UNIDO ID	120335
GEF Project ID	4785
Region	AFR - Africa
Country	Cameroon
Project donor(s)	GEF
Project implementation start date	10 August, 2014
Expected duration at project approval	48 months
Expected implementation end date	30 September, 2022
GEF Focal Areas and Operational Project	Climate Change Mitigation (CCM)
Implementing agency(ies)	UNIDO
Executing Partners	Ministry of Energy and Water Resources (MINEE) Cameroon Rural Electrification Agency (AER) Ministry of Economy (MINEPAT)
GEF project grant (excluding PPG, in USD)	USD 2,000,000
Project GEF CEO endorsement / approval date	03 March, 2014
UNIDO co-financing initially expected (in kind and cash)	USD 300,000
Co-financing at CEO Endorsement, as applicable	USD 10,000 000 million
Total project cost (USD), excluding support costs and PPG	USD 12,300 000 million

Sources: Project document, the PIR 2020-2021 and the Mid-Term Evaluation Report

2. Project context

The project titled 'Promoting Integrated Biomass and Small Hydro Solutions for Productive Uses in Cameroon' funded by the Global Environment Facility GEF is implemented by UNIDO, in partnership with the Ministry of Energy and Water Resources (MINEE), Cameroon Rural Electrification Agency (AER) and Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED). Other important stakeholders in the implementation of the project are the Ministry of Economy (MINEPAT), the Ministry of Industries, Mines and Technological Development (MINIMIDT), the Ministry of Forestry and Fauna (MINFOF), the Electricity Sector Regulation Agency (ARSEL) and the *Ecole Nationale Supérieure Polytechnique* (ENSP).

Cameroon is a country located in west Central Africa, on the Gulf of Guinea, between 2° to 13° east and 8° to 16° north. It has an area of 475,650 km². The country shares its border with Nigeria in the west, Chad to the north-east, Central African Republic to the east, and Equatorial Guinea, Gabon, and Congo in the North. Cameroon has potential for biomass, hydro, and solar power generation, with substantial quantities of biomass and second largest hydropower potential in central Africa. The potential for Small Hydro Power (SHP) installations (up to 1 MW) was estimated at 1.115 TWh, however this potential is yet

to be properly assessed and exploited. For the agro-processing activities, one of the main in the country, the access to energy is limited, and depends on inefficient burning of wood and using diesel generators. The target of this UNIDO project is to address gaps in the renewable energy for rural area and demonstrate the feasibility of mini grid based on renewable energy projects for productive applications in rural areas of Cameroon.

The project was designed in line with the Cameroon's Growth and Employment Strategy Paper (GESP) document in 2009 (a reference framework for the government action over the period 2010-2020) and the Cameroon Vision 2035 (national long term development goals). It is also aligned with other national priorities, strategies, and plans: National Energy Action Plan for Poverty Reduction (PANERP), the Electricity Sector Development Plan 2035, the Intended Nationally Determined Contributions (INDC), the Rural Electrification Master Plan (PDER). In general, these national strategies share the project goals of increasing electricity coverage, reducing GHG emissions, and upscaling access to electricity for rural, remote areas. Specifically, the project has the goals of building national capacity and implementing renewable energy demonstration projects for future replication, a strategic area of the PANERP and a concern of the Rural Energy Fund (REF).

The appropriate exploitation of small hydro and biomass resources available in Cameroon is critical to increase generation of electricity and enable the transition towards a more reliable, cheaper, sustainable, and renewable energy sources. However, to maximize the benefits of the country's hydro power potential, significantly large investment is required, especially through public-private partnerships (PPP) as well as strong management systems for generation, transmission, and distribution. Realizing the importance of small hydro power and biomass resources in Cameroon, UNIDO conducted preliminary assessment in various parts of the country and identified various sites in the Littoral Region as having a good potential for SHP and Biomass power installations for rural electrification and productive applications development. This led to the design and preparation of a Project Information Form (PIF) and a Project Preparation Grant (PPG) for the project titled '*Promoting Integrated Biomass and Small Hydro Solutions for Productive Uses in Cameroon*', which was approved by GEF in April 2012 (GEF project ID 4785). The project proposal was discussed with and endorsed by the GEF operational focal point at Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED). The design and formulation of the project proposal was finalized through PPG resources made available by the GEF and additional co-financing through UNIDO resources.

The demonstration projects were identified after completion of the preliminary techno-economic feasibility studies in all the initially identified potential SHP and biomass project sites and by carrying out the socio-economic survey around the identified feasible project sites to understand the importance, willingness of the people and the sustainability aspects of the project. Based on the study of the resources, site conditions, development possibilities, approach roads, expected loads and other socio-economic parameters two SHP projects (1.2 MW Manjo SHP and 1.5 MW Mouankeu (Small Ekom-Nkam) and two Biomass projects (75 kW at Ekom-Nkam village and 50 kW at Foyemtcha Chefferie village) have been identified. During the implementation of the projects, the sites were changed for the two SHP projects, 4.6 MW Manjo SHP and 3.4 MW Bafang SHP, and two Biomass projects, at Essekou village and at Foyemtcha Chefferie village.

The project was approved by UNIDO on 7 June 2012 and had the CEO Endorsement/Approval on 4 August 2014. The actual implementation started on May 28th, 2015, with the expected duration of 48 months. After a couple extensions, the project is expected to end by September 30th, 2022.

3. Project objective and expected outcomes

The main project objective is *to reduce GHG emissions through promotion of investments and a market in the scale up and replication of integrated renewable energy solutions for productive uses and industrial applications* in Cameroon.

The expected **outcomes** are (i) the removal of technology, policy, finance and capacity related barriers for renewable energy and (ii) increase the number of biomass and small hydropower projects for productive uses, developed through public private partnerships and market-based approach, in Cameroon.

The outcome **indicators** are:

- Tons CO₂eq avoided.
- Electricity units (kWh) generated from adoption of biomass and small hydro power and best practices of electricity uses for rural electrification and productive applications

The project consists of the following three technical components and a project monitoring component:

Project component 1: Strengthening the policy and regulatory framework for renewable energy and its enforcement.

Outcome 1: A renewable energy policy and regulatory framework in place, supporting a vibrant renewable energy sector with enhanced private sector confidence and participation in renewable energy generation.

- Output 1.1: Renewable energy policy and regulatory framework enforced.
- Output 1.2: Institutional capacity developed for the formulation and implementation of policy and regulations for promotion of biomass and small hydro projects for rural electrification and productive applications through private sector participation.

Project component 2: Developing mechanisms to promote and sustain private sector investments in renewable energy generation.

Outcome 2: (2.1) Investment mechanism strengthened to support a viable renewable energy generation market; and (2.2) National institutions and key private sector market players have the financial and technical capacities, tools and support base needed to effectively promote and sustain a renewable energy market are developed.

- Output 2.1: Guidelines, best practices, investment incentives, standardized PPAs, tariffs, pricing mechanisms, risk management instruments and viable renewable energy generation business models developed and put in place.
- Output 2.2. Training programs implemented to strengthen the capacity of local banks and institutions in project finance and risk management instruments for renewable energy projects.
- Output 2.3 Renewable energy investment fora held to sensitize investors and promote investor confidence.
- Output 2.4. Targeted technical capacity developed for the design, operation and maintenance of integrated renewable energy systems.
- Output 2.5. An investment guide/toolkit on renewable energy investment potential in Cameroon published to support investors and project developers.
- Output 2.6. Special window for renewable energy under CREF established and operational

Project component 3: Demonstration of the technical and commercial viability of renewable energy mini grids.

Outcome 3: (3.1) Renewable energy mini grids are replicated and become an integral part of Cameroon's electrification program; and (3.2) Installed capacity of renewable energy systems increased.

- Output 3.1: Four mini grids of a combined capacity of up to 2.825 MW and optimizing local renewable energy resources installed and operated to demonstrate the technical and commercial viability of renewable energy systems.
- Output 3.2: Existing and new productive uses identified and value chains promoted for renewable energy utilization.

Project component 4: Monitoring and evaluation.

Outcome 4: (4.1) Project deliverables are tracked and achieved and (4.2) Best practices learnt from this project prepared for future replication and scaling up of projects based on biomass and small hydropower.

- Output 4.1: Demonstration projects monitored throughout project cycle and independently evaluated.
- Output 4.2: Lessons learned are disseminated nationwide to relevant stakeholders to benefit further.

4. Project Implementation and arrangements

As the project implementing agency, UNIDO was responsible for overall project implementation, monitoring and reporting to GEF on project progress and the results achieved, in line with the standard formats of GEF and UNIDO.

The major project stakeholders were:

- i) Ministry of Energy and Water Resources (MINEE) for the execution of the project and the institutional coordination of demonstration projects, policy and regulatory framework
- ii) Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED), where the GEF focal point is located
- iii) the Rural Electrification Agency (AER) responsible for administrating and funding of rural energy projects and facilitating the creation of a special window for RE under the Rural Energy Fund (REF), created by the World Bank (WB) and the Government of Cameroon in 2009).
- iv) Electricity Development Corporation (EDC) for infrastructure development;
- v) Cameroon Electricity Sector Regulation Agency (ARSEL) for policy and regulatory framework development and enforcement;
- vi) the Ministry of Industries, Mines and Technological Development (MINIMIDT)
- vii) the Ministry of Economy, Planning and Regional Development (MINEPAT)
- viii) National, regional and multilateral development banks for funding and operationalization of the financial mechanism
- ix) private sector companies (including members of GICAM, the association of Cameroon industries) for project development and financing
- x) Various other ministries for funding and other strategic support; civil society organizations, universities, technical training colleges, research institutions and district councils for community participation, awareness promotion, capacity development and knowledge

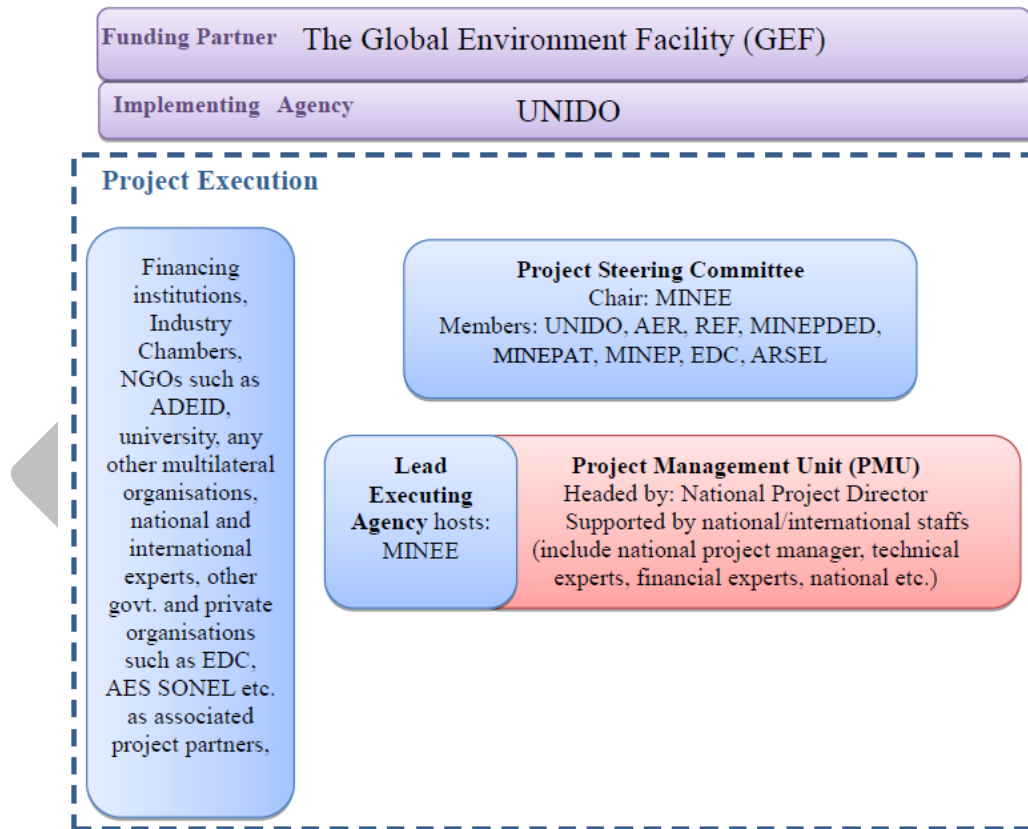
management. As a direct recipient or final beneficiary of the project interventions, continuous involvement of the local and indigenous people in the project is of utmost importance.

Original Project Management Arrangements

At the CEO endorsement stage, the project was planned to be implemented by UNIDO in collaboration with the Ministry of Energy and Water Resources (MINEE) as the local execution partner (*GEF Local Executing Agency*). The project management team has been comprised by the following:

1. UNIDO - The implementing Agency.
2. MINEE - The executing Agency.
3. The Project Steering Committee (PSC).
4. Project Management Unit (PMU) - Housed at MINEE and comprised of a National Project Director (NPD), Project Manager and other national and international technical staff.

Figure 1. Project management scheme



Source: CEO endorsement

KEY AGENCY	EXPECTED ROLE
UNIDO	UNIDO is the implementing agency for the proposed project and a member of the PSC. UNIDO will provide overall management and guidance from its Cameroon Country Office and the

KEY AGENCY	EXPECTED ROLE
Implementing agency	<p>Headquarters in Vienna and is responsible for the delivery of the planned outputs, the achievement of the expected outcomes, monitoring and evaluation of the project as per standard GEF and UNIDO requirements.</p> <p>The UNIDO project manager will be responsible for tracking overall project milestones and progress towards the attainment of the set project outputs and will follow up with the NPD for assessing the overall project progress and advise him, as necessary. The UNIDO project manager will be responsible for the narrative reporting to the GEF. Furthermore, wherever necessary, UNIDO will guide/assist the PMU in properly executing the activities, including the preparation of periodic reports, audits, project evaluation (etc.) for presentation to GEF.</p>
Ministry of Energy and Water Resources (MINEE) Executing Agency	<p>MINEE will be the national executing agency for this project, responsible at the policy level for updating the policy, regulation and its implementation for renewable energy and rural electrification. The MINEE as executing agency, will have the overall responsibility for most of the substantive work to be performed under Project Components. MINEE will be responsible for hosting the Project management Unit (PMU) and designating a senior official as the National Project Director (NPD). MINEE will ensure through the NPD the overall coordination with various ministries and agencies, review and provide substantive inputs to project reports, and look after the administrative arrangements required between the Government of Cameroon and UNIDO.</p>
Project Steering Committee (PSC)	<p>The <i>Project Steering Committee (PSC)</i> will be composed of UNIDO, MINEE, MINEPDED, AER, ARSEL, and EDC; Other members such as financing institutions, regulators, industry chambers, research institutes, private sector/technical partners, regional governors/district mayors (etc.) could be invited as co-opt members by the decision of the PSC as required. The PSC will be chaired by the MINEE and will include at-least one female member as the gender focal point. The PSC will be responsible for taking management decisions related to the project, in particular when guidance is required by the NPD. The PSC plays a critical role in project monitoring and evaluation by providing quality assurance and using evaluations for performance improvement, accountability and learning. The PSC ensures that required resources are properly committed. It arbitrates on any conflicts within the project, or negotiates solutions to any problems with external bodies. The NPD will sign the budgeted Annual Work Plan (AWP) with UNIDO on an annual basis, as per UNIDO rules and regulations. Based on the approved AWP, the PSC will consider and approve the quarterly plans and also approve any essential deviations from the original plans. The PSC will operate in accordance with the GEF and UNIDO policies.</p>
Project Management Unit (PMU)	<p>The Project Management Unit (PMU) will be hosted at MINEE to execute the project. The PMU shall be headed by a National Project Director, who will be responsible for implementing day-to-day activities in coordination with UNIDO. Efforts shall be made to mobilize the project team for the full project tenure to ensure the availability of experts and consultants until the end of project. The NPD will be responsible for overall project execution, including adherence to the AWP and achievement of planned results as outlined in the project components activities and outputs result framework, and for the use of UNIDO-GEF funds through effective management and well-established project review and oversight mechanisms. The NPD, along with UNIDO, will also be in charge of procuring the international expertise needed to deliver the outputs planned under the four project components. It will manage, supervise and monitor the work of the international teams and ensure that deliverables are technically sound and consistent with the requirements of the project. The NPD will report to UNIDO about all progress work of the projects for effective overall implementation monitoring by UNIDO.</p> <p>The PMU will be supported by technical, administration and a finance staff. As needed, adequate numbers of technical experts in different disciplines and project management consultants with expertise in project, finance, legal matters etc. will be associated on long-term or short-term</p>

KEY AGENCY	EXPECTED ROLE
	<p>basis depending upon the workload. In close collaboration with the UNIDO, MINEE and MINEPDED, the PMU will coordinate all project activities being carried out by the national staff, international experts and project partners. It will also be in charge of the organization of the various workshops and trainings to be carried out under project components. The PMU will be funded by the GEF Project budget. During the whole implementation period of the project, UNIDO will provide PMU the necessary management and monitoring support.</p> <p>The PMU will be responsible for the overall operational and financial management, in accordance with financial rules and regulations imposed by UNIDO/GEF for nationally executed projects. It will prepare progress reports, which are to be submitted to UNIDO. It will hold semi-annual meetings with UNIDO and the Government of Cameroon to discuss the progress reports, work plans, budget and any other relevant issues. At the end of the project, the PMU will support the preparation of a project terminal report, which is to be submitted to the advisory group at least two weeks before the Terminal meeting.</p>
Technical partners and local stakeholders	<p>AER, as the co-financing agency, will have an important role in providing local technical support for the preparation of technical reports, for the selection of contractors (through technical evaluations, as per UNIDO/GEF guidelines), power plant development, suggest appropriate candidates for trainings during the project implementation, etc.</p> <p>Along with AER, the EDC also will be an important stakeholder, as they provide technical inputs on the issues that may arise for the implementation of policy and regulatory guidelines, under the component 1 of the project.</p> <p>The district councils and the beneficiary village chiefs will be responsible under their capacity to provide adequate labor force, office space, land and other facilities for the completion of the pilot projects within the stipulated timeframe.</p>

Actual Project Management Arrangement

The management arrangements were not implemented in line with the approved Project Document (CEO Endorsement). The main alterations occurred are:

- The functions defined for a National Project Director have been delegated to a National Project Coordinator, appointed by UNIDO.
- The MINEE, ultimately did not undertake the responsibility for hosting the PMU.
- UNIDO established a Project Monitoring Committee, to cover for the absence of the PSC, which failed to be created.

5. Budget information

The expected sources of co-financing for the project at the CEO endorsement are presented below.

Table 1. Expected Co-financing for the project

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount (\$)
GEF Agency	UNIDO	In-kind	240,000

GEF Agency	UNIDO	Cash	60,000
National Government	AER	Cash	10,000,000
Total Co-financing			10,300,000

Source: CEO endorsement

Table 2. Expected financing plan summary¹

Sources of financing	Name of financier	Type of financing	Amount (\$)
GEF Agency (Donor)	UNIDO	Grant	2,000,000
GEF Agency	UNIDO	Co-financing (Cash and In-kind)	300,000
National Government	AER	Co-financing (Cash)	10,000,000
Total			12,300,000

Source: CEO endorsement

Expenditures until the 15 December 2021 was the GEF grant, 2,000,000 USD, distributed among the components as presented below.

Table 3. Financing summary (by Outcome)²

Project outcomes	Amount	Co-Financing	Total (\$)	%/Total
Outcome 1	237,475.72	0	237,475.72	11.9%
Outcome 2	1,094,500.00	0	1,094,500.00	54.7%
Outcome 3	388,000.00	0	388,000.00	19.4%
Outcome 4	280,024.28	0	280,024.28	14.0%
Total (\$)	2,000,000.00	0	2,000,000.00	100.0%

Note: This distribution changed according to the plans defined during implementation.

¹ Source: Project document (CEO endorsement)

² Source: Budget vs. Commitment/Actual document, 20211215_Available_Budget_Project_ID_120335_CMR.xls.

Table 4. UNIDO Expenditure Items (US Dollars)

Item	2014	2015	2016	2017	2018	2019	2020	2021 ³	Total expenditure
Staff & Intern Consultants		5722.8	10736.6	68959.5	32863.2	50,205.0	83,086.4	108,268.6	359,842.1
Local travel	5,854.9	12455.7	8973.4	6396.3	5553.7		10,251.0	610.6	50,095.6
Staff Travel							17.9		17.9
Nat.Consultants/ Staff		19479.6	70316.5	60712.5	53,901.0	56,557.1	51,566.6	55,222.4	367,755.7
Contractual Services		823.0		212.7	346872.0	15,973.6	2,184.9	19,900.0	385,966.2
Train/Fellowship/ Study		2,681.4		46,130.8	22,729.9	34,422.9	1,380.2	113.9	107,459.1
International Meetings			13,968.5	3,997.0		3,241.6		-72.0	21,135.1
Premises			36.1		4,134.0			3,079.1	7,249.2
Equipment		153,164.6	617.3	1,965.8			534.0	21.8	156,303.5
Other Direct Costs	84.9	6,643.4	6,906.0	5,162.3	6,081.3	8,349.9	13,315.4	9,560.4	56,103.6
Support Cost IDC							4,777.0		4,777.0
Grand Total	5,939.8	200,970.5	111,554.4	193,537.0	472,135.1	168,750.0	167,113.4	196,704.7	1,516,704.7

Table 5. UNIDO Expenditure/Budget Items (US Dollars)

Item	Total expenditure ⁴	2021 Available funds ⁵	2022 Available funds	Available funds	Total Budget	%/Total
Staff & Intern Consultants	359,842.1	11,731.4	75,000.0	86,731.40	446,573.5	22.3%
Local travel	50,095.6	5,889.4	10,000.0	15,889.40	65,985.0	3.3%
Staff Travel	17.9	500.0	3,500.0	4,000.00	4,017.9	0.2%
Nat.Consult./Staff	367,755.7	14,777.6	112,000.0	126,777.60	494,533.3	24.7%
Contractual Services	385,966.2	20,100.0	77,500.0	97,600.00	483,566.2	24.2%
Train/Fellowship/ Study	107,459.1	5,386.1	29,000.0	34,386.10	141,845.2	7.1%
International Meetings	21,135.1	72.0	7,000.0	7,072.00	28,207.1	1.4%
Premises	7,249.2	421.0	10,000.0	10,421.00	17,670.2	0.9%
Equipment	156,303.5	5,978.2	65,000.0	70,978.20	227,281.7	11.4%

³ Budget planning and expenses on 15th December 2021

⁴ From Table 4. UNIDO Expenditure Items (US Dollars)

⁵ Budget planning and expenses on 15th December 2021

Item	Total expenditure ⁴	2021 Available funds ⁵	2022 Available funds	Available funds	Total Budget	%/Total
Other Direct Costs	56,103.6	2,439.6	7,338.1	9,777.70	65,881.3	3.3%
Contingencies		2,000.0	5,060.6	7,060.60	7,060.6	0.4%
Support Cost IDC	4,777.0		12,601.3	12601.3	17,378.3	0.9%
Grand Total	1,516,704.7	69,295.3	414,000.0	483,295.3	2,000,000.0	100%

II. Purpose and scope of the evaluation

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programs and projects. The terminal evaluation (TE) will cover the whole duration of the project, from its starting date in August 2014 to the estimated completion date in September 2022.

The evaluation has two specific objectives:

- i. Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact; and
- ii. Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. Evaluation criteria and key questions

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieving the project's long-term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long-term objectives?
- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) What have been the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent the achieved results will sustain after the completion of the project?
- (d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the sustainability of project results after the project completion. It will also assess key risks (e.g., in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 6 below provides the evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in annex 2.

Table 6. Evaluation criteria

	Evaluation criteria	Mandatory rating
A	Impact	Yes
B	Project design assessment	Yes
1	Project design	Yes
2	Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	Relevance	Yes
2	Effectiveness and progress towards expected results	Yes
3	Efficiency	Yes
4	Gender mainstreaming	Yes
5	Coherence	Yes
6	Sustainability	Yes
7	Remaining barriers for renewable energy in Cameroon	Yes
D	Project implementation management	Yes
1	Project management	Yes
2	Results-based work planning, monitoring and evaluation, reporting	Yes
3	Financial management and co-financing	Yes
4	Stakeholder engagement and communication	Yes
E	Performance of Partners	Yes
F	Environmental and Social Safeguards (ESS)	Yes
G	Overall Assessment	Yes

IV. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁶, the UNIDO Evaluation Manual (2018) and the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies.

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach, whereby all the key parties associated with the project will be informed and consulted throughout the evaluation. The evaluation team (ET) leader will liaise with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

⁶ UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to for the design of future projects.

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports such as progress and financial reports, mid-term review report, work plan in the shape of Gantt schedules, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence. A list of key documents will be provided by the UNIDO project team.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. A list of key contact will be provided by the UNIDO project team. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit** to project sites in Cameroon (ideally back-to-back to the final PSC meeting).

V. Time schedule and deliverables

The evaluation is scheduled to take place from June to September 2022. The evaluation field mission is tentatively planned for the end of July, beginning of August, 2022. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Cameroon. The tentative timelines are provided in Table 7.

After the field visit, the evaluation team leader will meet with UNIDO HQ in Vienna (or via virtual means) for debriefing and presentation of the preliminary findings of the terminal evaluation. The draft TE report will be submitted up to 6 weeks after the end of the mission.

The draft TE report is to be shared with the UNIDO project management unit, UNIDO Independent Evaluation Division, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for receipt of comments. The ET (evaluation team) leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version of the TE report in accordance with UNIDO ODG/EIO/EID standards.

Table 7. Tentative schedule⁷

Activity	Tentative timing
Recruitment of the evaluation team	July-August 2022
Desk review	Mid-August 2022

⁷ These dates are subject to revision based on both UNIDO’s procedures during the COVID-19 crisis and existing regulations inside Cameroon on COVID-19

Activity	Tentative timing
Inception report (including updated TOC and evaluation matrix) Briefing with UNIDO headquarters	End August 2022
Data collection, including field visits, surveys, interviews, focus groups, etc.	Early September 2022
Presentation to national stakeholders	Mid-September 2022
Debriefing on preliminary findings for UNIDO HQ	Mid-September 2022
Preparation of the first draft of the report	September-Oct. 2022
First draft submitted to ODG/EIO/IED and thereafter to stakeholders for fact-checking	Mid-October 2022
Submission of final and revised Independent Evaluation Report	Early November 2022

The evaluation report will be done in English.

VI. Evaluation team composition

The evaluation team will be composed of one evaluation consultant acting as the team leader and one national evaluation consultant. The team members will possess relevant experience and skills in evaluation design and conduct with expertise and experience in innovative renewable energy technologies. Both consultants will be contracted by UNIDO. According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation. The tasks of each team member are specified in the job descriptions annexed to these terms reference.

The evaluation will be managed and supervised by an evaluation manager appointed by UNIDO ODG/EVQ/IEV. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

The UNIDO Project Manager and the project team in Cameroon will support the evaluation team. The UNIDO GEF Coordinator and GEF OFP(s) will be briefed on the evaluation and provide support to its conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

VII. Reporting

This Terms of Reference (ToR) provide some information on the evaluation methodology, but this is not exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the national evaluator, an inception report that will elaborate further on the evaluation questions, outline the data collection methods (qualitative and quantitative), draw up a theory of change to guide the evaluation's analysis and, thus, present the

evaluation methodology. It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO's Independent Evaluation Division (the suggested report outline is in Annex 4) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO's Independent Evaluation Division for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The ET will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

The TE report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 4. Afterwards the report will be translated to French. The latter is important for counterparts.

VIII. Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO's Independent Evaluation Division).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 5. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will submit

the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

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Annex 1: Current Project Results Framework and conclusions from the MTR, as of December 2021

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
Component 1 – Strengthening the policy and regulatory framework for renewable energy and its enforcement				
Outcome 1: A renewable energy policy and regulatory framework in place, supporting a vibrant renewable energy sector with enhanced private sector confidence and participation in renewable energy generation				
<p>Output 1.1: A renewable energy policy and regulatory framework in place, supporting a vibrant renewable energy sector with enhanced private sector confidence and participation in renewable energy generation</p>	<p>i. Appropriate policy and regulatory framework for renewable energy promotion in Cameroon is developed and enforced.</p> <p>ii. Biomass extraction and utilization policy and water use policy for power generation is developed and adopted.</p> <p>iii. System at local level developed to monitor the sustainability of biomass extraction</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ At present there is no specific policy and regulations on renewable energy. ▪ There is no policy for sustainable extraction and utilization of biomass or water use for power generation in the country. <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1) Policy and regulatory guidelines developed within 1 year of the project start 2) Policy adopted within 2 year of project approval (Q4, year 2). 3) Biomass extraction and utilization policy and water use policy developed and adopted by Q4 year2. 4) Local level monitoring tool and system to check biomass extraction sustainability and enforce restriction developed and enforced by Q4 year 2 	<ul style="list-style-type: none"> ▪ Policy and regulatory guidelines document. And its strategic implementation plan. ▪ Policy document on sustainable biomass extraction and utilization. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ Government of Cameroon remains committed to small hydro power to improve energy scenario in the country. ▪ Different government department and agencies appreciate, support and adapt the renewable energy development policy and regulations. ▪ Relevant government department, (specially the ministries handling forest, agriculture, energy and environment departments) agrees on the need for and importance of such policy.
<p>Output 1.2: Institutional capacity developed for the formulation and implementation of policy and regulations for promotion of biomass and small hydro projects for rural electrification and productive</p>	<p>i. Documented capacity building modules for government stakeholders related to policy, regulation and RE project implementation.</p> <p>ii. Number of capacity building programs conducted successfully on policy and regulations formulation for renewable energy systems and its implementation.</p> <p>iii. Number of government officers trained and given responsibility of preparation</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ Low capability and capacity of government institutions for formulating appropriate policy and regulatory guidelines for RE promotion in country. <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1) List of candidates received from each stakeholder by 1st year of the project. (Q2, Year1). 2) Capacity building modules developed within 1 year of project start (Q4, Year1). 3) Two to three capacity building programs for the government agencies conducted during the second to fourth year of the project. 	<ul style="list-style-type: none"> ▪ List of stakeholders. ▪ Note on stakeholders need assessment ▪ Proceedings of capacity building programs. ▪ List of government officers trained from each stakeholder organizations. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ Central government remains committed towards development of renewable energy in the country. ▪ Relevant stakeholders show interest and take part in the capacity building programs.

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
applications through private sector participation.	and implementation of RE related policies and regulations. iv.Number of stakeholders trained on sustainable biomass extraction policy and the biomass power projects following the guidelines of the policy.	4) Two capacity building programs on policy for sustainable extraction and utilization of biomass resources for power generation.		
<p>Conclusions from the MTR until December 2021</p> <p>A significant part of the activities undertaken in this component involved meetings with government stakeholders, urging the need to develop policies and a regulatory framework for renewable energy and providing recommendations for this purpose. Other reported activities are an improvement in the Policy framework on SHP, with alterations in Call for Tender's Documents, contributions to the development of guidelines for conducting feasibility studies of SHP, contributions for policy research on mini-grids, and training on EIA policy formulation and implementation. According to latest project implementation reports, no further progress has been made related to the development of renewable energy Policy and regulatory guidelines as well as capacity building.</p> <p>Limited funds and ineffective discussions with national stakeholders have led to renewable energy regulatory framework and policy development falling short of expectations. It is required a great government engagement developing and implementing this component (Strengthening the policy and regulatory framework for renewable energy).</p> <p>Lastly, an important activity of this component is a development and enforcement of Biomass extraction and utilization policy, and water use policy for power generation. This activity had no progress. More financial investment would be required for these activities.</p>				
<p>Component 2 – Developing mechanisms to promote and sustain private sector investments in renewable energy</p>				
<p>Outcome 2:</p> <p>1.1 Investment mechanism strengthened to support a viable renewable energy generation market</p> <p>1.2 National institutions and key private sector market players have the financial and technical capacities, tools and support base needed to effectively promote and sustain a renewable energy market.</p>				
<p>Output 2.1: Guidelines, best practices, investment incentives, standardized PPAs, tariffs, pricing mechanisms, risk management</p>	<p>i.Project developers and investors making use of experiences highlighted in the collected case studies and best practices of investment in renewable energy specially biomass and small hydropower projects.</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ At present the financing instruments and tariff structure for making renewable energy projects viable in country are not available. <p><u>Targets:</u></p> <p>1) Best practices prepared by end of 1 year from project start.</p>	<ul style="list-style-type: none"> ▪ Document on best practices. ▪ Incentive and tariff structures. ▪ PPA document. ▪ Project evaluation framework. ▪ Document on business models. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ The Cameroon government, MINEE and ARSEL cooperate in the formulation and adoption of the guidelines and various implementation mechanisms. ▪ Private sector finds the incentive structure defined attractive.

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
instruments and viable renewable energy generation business models developed and put in place	ii. Project viability evaluation framework developed and adopted. iii. Number of projects availing financial/fiscal incentives set under this project. iv. Number of power purchase agreement signed as per the standard PPA and tariff rates for renewable energy Number of renewable energy projects being implemented as per developed viable business models under the project. v. Number of local banks that accepted guarantee schemes vi. Number of RE investments supported by local banks thanks to the loan guarantee scheme	2) Parameters for project evaluation identified and developed by end of 1st year of the project. 3) Incentive structure including tax benefit guidelines are developed by end of 1.5 year of project start and put in place by end of year 2016 4) PPA documents including tariff rates developed and adopted by at least 5 developers by end of 2nd year of the project. 5) Viable business models developed and explained to various stakeholders (at least 10 by end of 2nd year of the project start. 6) Identify partners with adequate experience in guaranteed schemes and banks interested in entering the scheme to lend to RE projects 7) Established guarantee schemes for banks interested to lend to RE projects 8) Start of implementation of at least 10 numbers of renewable energy projects utilizing the business model(s) developed and availing financial/ fiscal incentives by the end of the project		
Output 2.2: Training program implemented to strengthen the capacity of local banks and institutions in project finance and risk management instruments for renewable energy projects.	i. Financing risk reduction instruments which are available in the country are put in place for renewable energy project financing. ii. Number of private sector projects availing benefits of the developed financial risk management instruments and the amount of financing received by such projects. iii. Number of capacity building programs organized for financing institutions for	<u>Baseline:</u> At present financing institutions do not consider renewable energy projects in their priority. They also have less capacity in understanding the RE projects and risk mitigation options for financing. <u>Targets:</u> 1) At least 5 local banks and other financing institution's capacity assessed by end of the 1st year. 2) Financial risk management instrument identified and put in place for the RE projects in country by end of 1.5 year of the project.	<ul style="list-style-type: none"> ▪ List of financing institutions and their assessment findings. ▪ Information on financial risk management instrument. ▪ Proceedings of capacity building program. 	<u>Assumptions:</u> Financing institutions take interest in participation for capacity building on financing for renewable energy development

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
	sensitizing them about RE project viability and project risk management instruments are.	3) Two capacity building programs organized during year 2 and 3 of the project.		
Output 2.3: Renewable energy investment fora held to sensitize investors and promote investor confidence	i.Important stakeholders which include government bodies, industries, private sector investors and project developers, financing institutions including national banks and international funding agencies etc. giving commitments for RE financing. ii.Number of investment forums organized, and the funding committed by the stakeholders. iii.Amount of funding leveraged from various investors/financers.	<u>Baseline:</u> <ul style="list-style-type: none"> ▪ At present there is less awareness, confidence, and linkages among various stakeholders for renewable energy development and its benefits. ▪ There are no funding/investment commitments for renewable energy projects. <u>Targets:</u> <ol style="list-style-type: none"> 1) Candidate's list from identified stakeholders received within 6 months of the start of the project. 2) Agenda and discussion points for investment fora developed by end of 1.5 year of the project start 3) At least 2 numbers of investment fora organized during the year 2 and 3 of the project start. 	<ul style="list-style-type: none"> ▪ List of stakeholders. ▪ Proceedings of the investment fora. ▪ Funding declarations/MoU signed if any. 	<u>Assumptions:</u> <ul style="list-style-type: none"> ▪ Private entrepreneurs and local stakeholders are interested in the participation in such fora. ▪ Government of Cameroon remains committed for development of RE through private sector participation.
Output 2.4: Targeted technical capacities developed for the design, operation, and maintenance of integrated renewable energy systems.	i.Number of training programs organized on the design, operation and maintenance of integrated renewable energy systems and number of people trained. ii.Number of trained people engaged in different activities of RE project implementation, operation, and management. iii.Number of people making use of the training	<u>Baseline:</u> <ul style="list-style-type: none"> ▪ Lack of technical capacity for RE design, installation and operation. <u>Targets:</u> <ol style="list-style-type: none"> 1) Work plan developed by Q1 of the first year of the project start 2) Stakeholders' participant's list received within 6 months of project start. 3) Training modules developed within 1.5 year of the project start 4) 2 training programs for turbine manufacturers organized during 2nd and 3rd year of project and at least 5 number of people/prospective turbine manufacturers trained 5) 2 training programs on designing and implementation of renewable energy 	<ul style="list-style-type: none"> ▪ List of stakeholders which include the government institutions, agencies, private sector (manufacturers, project developers and service providers), technicians and engineers at private sector institutions and community level etc. trained for biomass and small hydropower plants. ▪ Training modules. ▪ Proceedings of training programs. 	<u>Assumptions:</u> <ul style="list-style-type: none"> ▪ Sufficient number of stakeholders exists in the country with interest in renewable energy sector. ▪ Good participation expected from all categories of the stakeholders.

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
		<p>projects for private sector organized during 2nd and 3rd year of the project. (Also, the in-plant training during commissioning of the plant) and at least 10 number of people trained</p> <p>6) 2-3 training programs organized for the operation and maintenance service providers during 3rd and 4th year of the project and at least 15-20 number of people/service providers trained</p> <p>7) Two training programs organized for the management of RE mini-grid distribution projects in rural areas by the Q2, Y4 and at least 15-20 number of people trained</p> <p>8) 30-40 People making use of the trainings</p> <p>9) Future training plan developed by the end of the project</p>		
<p>Output 2.5: An investment guide/toolkit on renewable energy investment potential in Cameroon published to support investors and project developers.</p>	<p>i.Developed toolkit for assessing benefits of investment in renewable energy.</p> <p>ii.Growth in number of interested private sector investors/financiers utilizing the toolkits to assess the investment potential in the country.</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ At present no such toolkit available in the country. <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1) Toolkit developed by end of 2nd year of the project (This will be based on the need assessment and various policy and incentive mechanisms developed under different output activities). 2) Dissemination of the toolkit through workshop to at least 10-15 persons by 2.5 to 3 years of the project. 3) At least 5-10 numbers of Private sector investors/financiers using the toolkit to assess the investment potential in renewable energy projects in Cameroon. 	<ul style="list-style-type: none"> ▪ Documentation on toolkit and toolkit itself. ▪ Proceedings of the dissemination workshop. ▪ List of interested private sector investors and financing agencies for renewable energy development in Cameroon. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ Private sector actively takes part and mentions their expectations from government and benefits from RE projects. ▪ Private sector finds the tool useful and takes part in its use effectively.
<p>Output 2.6: A special window dealing with renewable energy</p>	<p>i.Estimated amount of fund needed to support renewable energy projects to meet certain targets, and the amount of such</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ Present CREF have no specific arrangement or mechanism for long term financing resource for renewable energy projects. 	<ul style="list-style-type: none"> ▪ Assessment and fund estimation reports. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ All the ministries responsible for energy sector and financial

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
established and operational within CREF.	fund established within REF to support the RE projects. ii.Special window having dedicated fund for renewable energy investment in the Cameroon under REF is established and made operational. iii.Number of projects receiving support and services from the special window till the end of the GEF project period.	<u>Targets:</u> 1) Assessment of present CREF and interaction with relevant stakeholders completed within 6 months of the estimated within 1 year of project start. 2) Mechanism for special window under CREF developed within 1.5 Year of project start. 3) One training for the implementation of the mechanism of operation of special window under RE organized and at least 5 number of people trained by Q1 Year2. 4) Operation and services of the special window starts immediately after its establishment and at least 20-30 number of projects approach the window for support	<ul style="list-style-type: none"> ▪ Report on the mechanism for special window under CREF for RE funding. ▪ Existence of the special window. ▪ List of projects and services provided by the special window. 	arrangement work in coordination. <ul style="list-style-type: none"> ▪ Donor agencies accept the approach of routing RE financing through the single window. ▪ Private investor finds services of special window reliable within reasonable cost.
<p>Conclusions from the MTR until December 2021</p> <p>The developed activities include identification of stakeholders, several trainings, several sensibilization workshops held throughout the country, an international investment forum held to sensitize investors and promote the SHP potential in Cameroon, and a presentation of Manjo's DPRs were presented during the Hydro 2019 forum. Limited funds also affected the implementation of component 2 activities. The activities had to be adapted in order to obtain some achievement related to the expected outcomes. Because of these changes, the progress highlighted often does not correspond exactly to the established indicators and targeted results.</p> <p>This component aims to create standard tools and mechanisms to evaluate and promote development of renewable energy. Few of these elements were produced. Discussions on PPAs, tariffs, pricing took place, an investment toolkit in SHP was developed, but the intended development of guidelines, toolkits and mechanisms is yet to be achieved.</p> <p>Training activities had a significant emphasis during the implementation of the project. Most of the capacity building was related to the SHP: project appraisal, environmental and social impacts, identification of potential sites for SHP, planning of renewable energy projects, GIS applied to SHP projects. The biomass capacity building has not made the same progress, as its activities started later, in January 2020, so its development is yet to take place. The trainings for biomass are planned to take place after the start of the unit's installation.</p> <p>Regarding the involvement and capacity building of local banks and institutions, the stakeholders were identified. Some activities to sensitize the key players were carried out. The following activities have not been addressed due to financial constraints.</p>				
<p>Component 2 – Developing mechanisms to promote and sustain private sector investments in renewable energy</p>				
<p>Outcome 3:</p>				

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
3.1 Renewable energy mini grids are replicated and become an integral part of Cameroon's electrification program				
3.2 Installed capacity of renewable energy systems increased				
<p>Output 3.1: Four integrated electricity mini grids of a combined capacity of up to 2.825 MW and optimizing local renewable energy resources installed and operated to demonstrate the technical and commercial viability of renewable energy systems.</p>	<p>i.Functional commissioned demonstration projects. ii.Amount of financing or incentives utilized by the demonstration projects through the financing risk management instruments put in place under component 2 of this project.</p>	<p><u>Baseline:</u> ▪ NA. <u>Targets:</u> 1) Work plan developed by Q1 of year 1 of the project. 2) DPRs for all projects prepared within 9 months of the project start, with the identification of electricity distribution route and financial closure achieved clearly indicating the share of financing/investment by different stakeholders 3) Selection of all the vendors and technology providers completed within 1 year of the project start. 4) EPC contract awarded within 1 year of the project start. 5) Projects commissioning completed within 2 years of the EPC contract award. 6) Plant O&M training modules ready within 2 years of the project start. 7) Operation and management plan adapted within 2.5 year of the project start. 8) Operating parameters set by the time of the commissioning of the plants.</p>	<ul style="list-style-type: none"> ▪ Detailed Project Report. ▪ EPC contract. ▪ Project commissioning reports. ▪ O&M manuals. ▪ Management plans. ▪ Operating parameter guidelines. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ Best practices and standards are applied during preparation of DPRs. ▪ Global vendors and service providers take part interestingly in providing their technology and services for plant commission in Cameroon. ▪ Government of Cameroon as well as local authorities and villagers provide full support during the commissioning of the project. ▪ Local technicians and engineers get well trained for the operation and maintenance of the plant, by the time of plant commissioning.
<p>Output 3.2: Existing and new productive uses identified, and value chains promoted for renewable energy utilization.</p>	<p>i.Number of Identified productive applications being powered through the demo project. ii.Number of people sensitized and trained about productive applications of biomass and small hydroelectricity. iii.Number of entrepreneurs which would show their</p>	<p><u>Baseline:</u> ▪ NA. <u>Targets:</u> 1) Existing and future productive applications and interested users identified. Estimated target is - About 40 palm oil extraction units - About 5 cassava processing units - About 5 coffee processing units. 2) Two awareness and training programs for productive usage organized among villagers</p>	<ul style="list-style-type: none"> ▪ List of interested villagers for entering into micro enterprise business through biomass and small hydroelectricity. ▪ Proceedings of the awareness program. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ Enough number of villagers takes interest in productive use of electricity. ▪ Government support financing for the productive ventures such as machineries and other equipment.

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
	interest to get power from any such future mini grid project.	in the project area by the end of 2nd year of the project start.		
<p>Conclusions from the MTR until December 2021</p> <p><u>Mini-hydro projects</u></p> <p>The activities related to these projects had a significant advanced. Prefeasibility studies of several SHP sites were conducted. From this, the Mbakaou small hydropower project was successfully developed. This project is an indication that the program is boosting the market for SHP. Two sites were selected for the demonstration projects under this component, the Manjo and Bafang Small Hydro Project. And from 2018 to 2020, the Detailed Project Reports were prepared. Grid connections studies and EIA were also conducted, leading to the award of a legal permit. Negotiations for these projects are straightforward and do not appear to encounter many setbacks. The funds for these projects are not yet secured. Though, the lack of co-financing has impacted further development.</p> <p><u>Biomass projects</u></p> <p>Two sites were identified for the implementation of biomass demonstration projects, Foyemtcha Chefferie and Essekou. A “Feasibility and project design study” was produced for this two projects. The studies for these projects include the technologies assessment, recommendations and consumption and market estimation. The consumption estimate is relatively conservative.</p> <p>On the Foyemtcha Chefferie case, CBE report recommends the adoption of dual engines instead of the adoption of purely gas engines. The mandatory consumption of diesel raises some concerns on the GHG emissions, such as the risk that diesel will be always an alternative if the biomass is neglected. The project stakeholders acknowledge the risks associated with the combined systems, but explains that at this point this is the best economically feasible and reliable option, and the reduction of GHG emissions is ensured for the design operation of the system. Recommendations are considered for future scale-up.</p> <p>For the Essekou project, the gasification as the biomass conversion-to-power technology instead of AD solution was selected based on the availability of agriculture woody biomass.</p> <p>The plan is to install the biomass units by the end of the project with available funds and some financial support from MINEE.</p>				
<p>Component 4: Monitoring and evaluation</p>				
<p>Outcome 4:</p> <p>4.1 Project deliverables are tracked and achieved and</p> <p>4.2 Best practices learnt from this project prepared for future replication and scaling up of projects based on biomass and small hydropower.</p>				
<p>Output 4.1: Demonstration projects monitored throughout project cycle and</p>	<p>i. List of all the progress report prepared</p> <p>ii. Number of review meetings and steering committee meetings.</p>	<p><u>Baseline:</u></p> <ul style="list-style-type: none"> ▪ NA. <p><u>Targets:</u></p> <p>1) Project Management Unit Formed and operational within 1 month of the start of the project.</p>	<ul style="list-style-type: none"> ▪ PMU structure. ▪ M&E plan document. ▪ Quarterly Progress Reports. ▪ Mid Term Evaluation Report. ▪ Final Evaluation report. ▪ Project Terminal Report. 	<p><u>Assumptions:</u></p> <ul style="list-style-type: none"> ▪ Government of Cameroon provides full support in the immediate formation of the PMU. ▪ Appropriate capability of the Project Manager and Project

Expected results	Indicator	Baseline and Project Target	Means of verification	Assumptions
independently evaluated.		2) M&E plan ready within 3 months of the project start. 3) Mid-term evaluation completed by end of the year 2 of project start. 4) Final evaluation completed by end of project closing time. 5) Project Terminal Report completed by end of the project.		Directors exist for proper management and monitoring of the projects.
Output 4.2: Lessons learned are disseminated nationwide to relevant stakeholders to benefit further.	i.Number of dissemination materials (pamphlets, project success report, case study etc.) and it's printed for dissemination.	<u>Baseline:</u> ▪ NA. <u>Targets:</u> 1) Lessons learnt from the project drafted by the 3.5 years from project start. 2) Dissemination materials ready by the end of the project.	▪ Copies of dissemination material for lesson learnt. (About 500 copies)	▪ Project gets commissioned successfully and the expected outputs achieved sustainably. ▪ Government and private sector accept the facts and figures produced from this project's experience.
Conclusions from the MTR until December 2021 The designed monitoring and evaluation plan was well structured it defined activities to be performed, responsible parties, time frames, as well as the documents to be produced. Important document reports were frequently prepared such as Progress Implementation Report, Annual work plan, Progress report and Monitoring meetings minute. An effective communication plan exists. Regular report to MINEE and GEF regarding the project progress was made. A website was created for the project, reporting several activities undertaken. A project monitoring committee has been set up bringing together MINEE, the GEF focal point, AER, the Ministry of Forests and Wildlife, ENSP and UNIDO. A few changes occurred on the project M&E structure, as well as the management. A Monitoring Committee was created by UNIDO to replace (planned) the Steering Committee in August 2019, and the first Monitoring Committee meeting was held in September. The PMU was planned to be hosted by MINEE, which would appoint a National Project Director. Instead, the project management unit was set up at the beginning of 2015 with the recruitment of a National Coordinator, a Project Assistant and the designation of a focal point within the Ministry of Water and Energy. UNIDO field team held significant monitoring and managing activities.				

Annex 2: Detailed questions to assess evaluation criteria

(See [UNIDO Evaluation Manual Annex 2](#))

Annex 3: Job descriptions

The evaluation team will assess the project performance guided by the questions in the Annex 2.

The final evaluation must be conducted by a team of experts including between two to four staff covering the necessary fields of expertise.

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International Evaluator, Team Leader
Main Duty Station and Location:	Home-based
Mission/s to:	Missions to Vienna, Austria and Cameroon
Start of Contract (EOD):	August 2022 (or as soon as possible)
End of Contract (COB):	September 2022
Contract Type:	WAE
Number of Working Days:	35 days

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of the United Nations Industrial Development Organization (UNIDO), as described in the [Lima Declaration](#) adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the [Abu Dhabi Declaration](#) adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate [inclusive and sustainable industrial development \(ISID\)](#) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development in the next fifteen years. [UNIDO's mandate is fully recognized in SDG-9](#), which calls to “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization’s programmatic focus is structured in four strategic priorities: [Creating shared prosperity](#); [Advancing economic competitiveness](#); [Safeguarding the environment](#); and [Strengthening knowledge and institutions](#).

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO’s four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The Directorate of Environment and Energy (EAE), aims to integrate and scale-up the energy and environment activities focusing on supporting governments and industries to provide sustainable and resilient soft and hard infrastructure for industrial development, supporting industries to contribute to climate neutral circular economy, and supporting governments and industries in fulfilling national commitments under multinational climate and environmental agreements.

The Directorate consists of the Department of Environment (EAE/ENV) and the Department of Energy (EAE/ENE).

The Department of Energy (EAE/ENE) assists member countries in the transition to a sustainable energy future under the overarching mandate of inclusive and sustainable industrial development, through the application of renewable energy for productive uses, adoption of the efficient use of energy by industry and the introduction of low carbon technologies and processes. In transitioning to a sustainable energy future, the challenges of addressing energy poverty and climate change become an integral part of the Department activities.

The main strategic focus areas of EAE/ENE are: first, to provide integrated energy solutions to industry by promoting energy efficiency; secondly, to deliver renewable energy technologies as well as enhancing access to energy to promote productive activities as a major contribution to reducing rural poverty; and thirdly, to champion industrial energy perspectives in the global debates about sustainable industrial development and climate change mitigation and adaptation. In addition, the Department acts as the focal point within UNIDO for all strategic energy and climate change partnerships, networks and conventions including UN-Energy, Sustainable Energy for All (SE4All), and United Nations Framework Convention on Climate Change (UNFCCC). In discharging its responsibility, the Department cooperates with other relevant organizational units within UNIDO on strengthening strategic partnerships.

This position is located in the Energy Systems and Infrastructure Division (EAE/ENE/ESI), which focuses on promoting sustainable energy solutions and infrastructure for industrial development. The promotion of industrial decarbonization through crosscutting solutions, such as energy management systems and standards, energy systems optimization, and deployment of renewable energy technologies is one of the core functions of the Division. In addition, the Division supports Member States with the transition to sustainable energy systems for ISID. By bringing together supply and demand side perspectives, the focus of the Division is on system level changes and transformative solutions driven by the convergence of key technologies such as distributed generation, digitization and storage technologies as well as climate policies. The Division focuses on disruptive solutions, being they technological or business models. It is also responsible for coordinating policy engagement and dialogues, at national, regional and global levels, and through pursuing meaningful global partnerships in the field of sustainable energy and climate change. The Division positions UNIDO strategically in the global energy and climate change forums and coordinates the global network of regional centers and partnerships.

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. Through the conduct of independent evaluation, it supports learning and accountability, while providing evidence of project and programme results as well as good practices. The analyses aim to inform both programme development and strategic decision-making. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

This position will be managed by the Independent Evaluation Division (ODG/EIO/IED) in accordance with the UNIDO Evaluation Policy. For that purpose, and in conformity with the UNIDO Evaluation Manual, an Evaluation Manager has been assigned by ODG/EIO/IED, whose primary function is to ensure the quality of the evaluation process and products and thus, assure the independence of the evaluation.

PROJECT CONTEXT

The project was designed in line with the Cameroon's Growth and Employment Strategy Paper (GESP) document in 2009 (a reference framework for the government action over the period 2010-2020) and the Cameroon Vision 2035 (national long term development goals). It is also aligned with other national priorities, strategies, and plans: National Energy Action Plan for Poverty Reduction (PANERP), the Electricity Sector Development Plan 2035, the Intended Nationally Determined Contributions (INDC), the Rural Electrification Master Plan (PDER). In general, these national strategies share the project goals of increasing electricity coverage, reducing GHG emissions, and upscaling access to electricity for rural, remote areas. Specifically, the project has the goals of building national capacity and implementing renewable energy demonstration projects for future replication, a strategic area of the PANERP and a concern of the Rural Energy Fund (REF).

The appropriate exploitation of small hydro and biomass resources available in Cameroon is critical to increase generation of electricity and enable the transition towards a more reliable, cheaper, sustainable, and renewable energy sources. However, to maximize the benefits of the country's hydro power potential, significantly large investment is required, especially through public-private partnerships (PPP) as well as strong management systems for generation, transmission, and distribution. Realizing the importance of small hydro power and biomass resources in Cameroon, UNIDO conducted preliminary assessment in various parts of the country and identified various sites in the Littoral Region as having a good potential for SHP and Biomass power installations for rural electrification and productive applications development. This led to the design and preparation of a Project Information Form (PIF) and a Project Preparation Grant (PPG) for the project titled '*Promoting Integrated Biomass and Small Hydro Solutions for Productive Uses in Cameroon*', which was approved by GEF in April 2012 (GEF project ID 4785). The project proposal was discussed with and endorsed by the GEF operational focal point at Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED). The design and formulation of the project proposal was finalized through PPG resources made available by the GEF and additional co-financing through UNIDO resources.

The demonstration projects were identified after completion of the preliminary techno-economic feasibility studies in all the initially identified potential SHP and biomass project sites and by carrying out the socio-economic survey around the identified feasible project sites to understand the importance, willingness of the people and the sustainability aspects of the project. Based on the study of the resources, site conditions, development possibilities, approach roads, expected loads and other socio-economic parameters two SHP projects (1.2 MW Manjo SHP and 1.5 MW Mouankeu (Small Ekom-Nkam) and two Biomass projects (75 kW at Ekom-Nkam village and 50 kW at Foyemtcha Chefferie village) have been identified. During the implementation of the projects, the sites were changed for the two SHP projects, 4.6 MW Manjo SHP and 3.4 MW Bafang SHP, and two Biomass projects, at Essekou village and at Foyemtcha Chefferie village.

The project was approved by UNIDO on 7 June 2012 and had the CEO Endorsement/Approval on 4 August 2014. The actual implementation started on May 28th, 2015, with the expected duration of 48 months. After a couple extensions, the project is expected to end by September 30th, 2022.

The Evaluation Team (ET) will base their analysis on current official planning documentation related to the project's design and associated KPIs, as relevant, as well as data collected during the evaluation exercise itself.

FUNCTIONAL RESPONSIBILITIES

Main Duties	Deliverables	Percent time	Location
<p>1. Background: Review documentation and relevant background information the project's areas of intervention including national investment policies and strategies, relevant private sector development, investment promotion strategies and general economic data.</p>	<ul style="list-style-type: none"> • Draft evaluation matrix (framework) • Stakeholder list (including country representatives, business and industrial associations, companies, partner institutions, support institutions, etc.) 	5	Home-based
<p>2. Methodology: Outline the evaluation questions that will guide the evaluation throughout the data collection and analysis phase of the evaluation.</p> <ul style="list-style-type: none"> • Prepare an updated theory of change based on analysis of documentation and the logical framework. • Develop key survey questions and interview protocols, tailored to the project context. 	<ul style="list-style-type: none"> • Draft theory of change and Evaluation framework for submission to the Evaluation Manager for clearance • Data collection instruments for clearance by the Evaluation Manager • Division of labour within the Evaluation Team 	5	Home-based
<p>3. Mission Planning: Briefing with the UNIDO Independent Evaluation Division, project managers and selected key stakeholders at UNIDO HQ.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning. 	2	Home-based
<p>4. Data Collection: Conduct the interviews with key informants, administer the survey, and organize focus group meetings to gather data on project performance so far. This might take place in person or online, depending on travel regulations⁸.</p>	<ul style="list-style-type: none"> • Interview protocols and notes • Survey results • Emerging findings 	8	Cameroon
<p>5. Feedback: Discuss and share the evaluation's preliminary findings, conclusions, and recommendations to the national stakeholders.</p>	<ul style="list-style-type: none"> • Evaluation presentation of the evaluation's preliminary findings, conclusions, and recommendations to stakeholders in the country. 	2	
<p>6. Feedback: Present findings, lessons, good practices, strengths and weaknesses, and recommendations</p>	<ul style="list-style-type: none"> • PowerPoint presentation, incorporating feedback from national stakeholders 	1	Either Vienna,

⁸ The exact mission dates will be decided in agreement with the Consultant, the Project Management Team and the Evaluation Manager.

Main Duties	Deliverables	Percent time	Location
to key stakeholders at UNIDO HQ for early feedback to finalise the evaluation report.			Austria, or online, TBC
<p>7. Report Writing: Analyse survey results and interview protocols to prepare the evaluation report according to TOR and as agreed with the Team Leader.</p> <p>Prepare the evaluation report in close collaboration with the National Evaluator and in consultation with the Evaluation Manager.</p> <p>Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.</p>	<ul style="list-style-type: none"> Draft evaluation report. 	8	Home-based
<p>8. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholder based on UNIDO standards.</p>	<ul style="list-style-type: none"> Final evaluation report submitted to the Evaluation Manager 	4	Home-based
		35	

REQUIRED COMPETENCIES

Core Values

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Key Competencies

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced degree in development studies or related areas

Technical and Functional Experience:

- Minimum of 15 years' experience in evaluation (of development projects)
- Knowledge of renewable energy technologies and their applications
- Experience in evaluating GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries.

Languages: Fluency in written and spoken English is required. All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest: According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of this contract.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National evaluation consultant
Main Duty Station and Location:	Cameroon (Home-based)
Mission/s to:	Travel to potential sites in Cameroon
Start of Contract (EOD):	August 2022
End of Contract (COB):	September 2022
Contract Type:	WAE
Number of Working Days:	35 days

ORGANIZATIONAL CONTEXT

The United Nations Industrial Development Organization (UNIDO) is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. The mission of the United Nations Industrial Development Organization (UNIDO), as described in the [Lima Declaration](#) adopted at the fifteenth session of the UNIDO General Conference in 2013 as well as the [Abu Dhabi Declaration](#) adopted at the eighteenth session of UNIDO General Conference in 2019, is to promote and accelerate [inclusive and sustainable industrial development \(ISID\)](#) in Member States. The relevance of ISID as an integrated approach to all three pillars of sustainable development is recognized by the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will frame United Nations and country efforts towards sustainable development in the next fifteen years. [UNIDO's mandate is fully recognized in SDG-9](#), which calls to "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation". The relevance of ISID, however, applies in greater or lesser extent to all SDGs. Accordingly, the Organization's programmatic focus is structured in four strategic priorities: [Creating shared prosperity](#); [Advancing economic competitiveness](#); [Safeguarding the environment](#); and [Strengthening knowledge and institutions](#).

Each of these programmatic fields of activity contains a number of individual programmes, which are implemented in a holistic manner to achieve effective outcomes and impacts through UNIDO's four enabling functions: (i) technical cooperation; (ii) analytical and research functions and policy advisory services; (iii) normative functions and standards and quality-related activities; and (iv) convening and partnerships for knowledge transfer, networking and industrial cooperation. Such core functions are carried out in Departments/Offices in its Headquarters, Regional Offices and Hubs and Country Offices.

The Directorate of Environment and Energy (EAE), headed by a Managing Director, aims to integrate and scale-up the energy and environment activities focusing on supporting governments and industries to provide sustainable and resilient soft and hard infrastructure for industrial development, supporting

industries to contribute to climate neutral circular economy, and supporting governments and industries in fulfilling national commitments under multinational climate and environmental agreements.

The Directorate consists of the Department of Environment (EAE/ENV) and the Department of Energy (EAE/ENE).

The Department of Energy (EAE/ENE) assists member countries in the transition to a sustainable energy future under the overarching mandate of inclusive and sustainable industrial development, through the application of renewable energy for productive uses, adoption of the efficient use of energy by industry and the introduction of low carbon technologies and processes. In transitioning to a sustainable energy future, the challenges of addressing energy poverty and climate change become an integral part of the Department activities.

The main strategic focus areas of EAE/ENE are: first, to provide integrated energy solutions to industry by promoting energy efficiency; secondly, to deliver renewable energy technologies as well as enhancing access to energy to promote productive activities as a major contribution to reducing rural poverty; and thirdly, to champion industrial energy perspectives in the global debates about sustainable industrial development and climate change mitigation and adaptation. In addition, the Department acts as the focal point within UNIDO for all strategic energy and climate change partnerships, networks and conventions including UN-Energy, Sustainable Energy for All (SE4All), and United Nations Framework Convention on Climate Change (UNFCCC). In discharging its responsibility, the Department cooperates with other relevant organizational units within UNIDO on strengthening strategic partnerships.

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The appropriate exploitation of small hydro and biomass resources available in Cameroon is critical to increase generation of electricity and enable the transition towards a more reliable, cheaper, sustainable, and renewable energy sources. However, to maximize the benefits of the country's hydro power potential, significantly large investment is required, especially through public-private partnerships (PPP) as well as strong management systems for generation, transmission, and distribution. Realizing the importance of small hydro power and biomass resources in Cameroon, UNIDO conducted preliminary assessment in various parts of the country and identified various sites in the Littoral Region as having a good potential for SHP and Biomass power installations for rural electrification and productive applications development. This led to the design and preparation of a Project Information Form (PIF) and a Project Preparation Grant (PPG) for the project titled '*Promoting Integrated Biomass and Small Hydro Solutions for Productive Uses in Cameroon*', which was approved by GEF in April 2012 (GEF project ID 4785). The project proposal was discussed with and endorsed by the GEF operational focal point at Ministry of Environment, Protection of Nature and Sustainable Development (MINEPDED). The design and formulation of the project proposal was finalized through PPG resources made available by the GEF and additional co-financing through UNIDO resources.

The demonstration projects were identified after completion of the preliminary techno-economic feasibility studies in all the initially identified potential SHP and biomass project sites and by carrying out the socio-economic survey around the identified feasible project sites to understand the importance, willingness of the people and the sustainability aspects of the project. Based on the study of the resources, site conditions, development possibilities, approach roads, expected loads and other socio-economic parameters two SHP projects (1.2 MW Manjo SHP and 1.5 MW Mouankeu (Small Ekom-Nkam) and two Biomass projects (75 kW at Ekom-Nkam village and 50 kW at Foyemtcha Chefferie village) have been identified. During the implementation of the projects, the sites were changed for the two SHP projects, 4.6 MW Manjo SHP and 3.4 MW Bafang SHP, and two Biomass projects, at Essekou village and at Foyemtcha Chefferie village.

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The Evaluation Team (ET) will base their analysis on current official planning documentation related to the project's design and associated KPIs, as relevant, as well as data collected during the evaluation exercise itself.

FUNCTIONAL RESPONSIBILITIES

Main Duties	Deliverables	Percent Time	Location
<p>1. Preparation: Review documentation and relevant background information on the project's areas of intervention including national investment policies and strategies, relevant private sector development, investment promotion strategies and general economic data. Prepare data collection instruments.</p>	<ul style="list-style-type: none"> • Draft evaluation matrix (framework) • Stakeholder list (including country representatives, business and industrial associations, companies, partner institutions, support institutions, etc.). 	4	Home-based
<p>2. Methodology: Outline the evaluation questions that will guide the evaluation throughout the data collection and analysis phase of the evaluation.</p> <ul style="list-style-type: none"> • Prepare an updated theory of change based on analysis of documentation and the logical framework. • Develop survey questions and interview protocols, tailored to the project context. 	<ul style="list-style-type: none"> • Draft theory of change and Evaluation framework for submission to the Evaluation Manager for clearance • Data collection instruments for clearance by the Evaluation Manager • Division of labour within the Evaluation Team. 	4	Home-based
<p>3. Mission Planning. Briefing with the UNIDO Independent Evaluation Division, project managers and selected key stakeholders at UNIDO HQ.</p> <p>Project sites to be selected in collaboration with the project management team.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. stakeholder list and site visits) 	5	Online
<p>4. Data Collection: Conduct the interviews with key informants, administer the survey, and organize focus group meetings to gather data on project performance so far. This might take place in person or online, depending on travel</p>	<ul style="list-style-type: none"> • Interview protocols and notes • Survey results • Emerging findings 	7	Cameroon

Main Duties	Deliverables	Percent Time	Location
regulations ⁹ .			
5. Feedback: Discuss and share the evaluation's preliminary findings, conclusions, and recommendations to the national stakeholders.	Evaluation presentation of the evaluation's preliminary findings, conclusions, and recommendations to stakeholders in the country.	1	On-line
6. Feedback: Present findings, lessons, good practices, strengths and weaknesses, and recommendations to key stakeholders at UNIDO HQ for early feedback to finalise the evaluation report.	PowerPoint presentation, incorporating feedback from national stakeholders	1	On-line
7. Report Writing: Analyse survey results and interview protocols to prepare the evaluation report according to TOR and as agreed with the Team Leader. Prepare the evaluation report in close collaboration with the Evaluation Team Leader and in consultation with the Evaluation Manager. Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments	Draft and final evaluation report.	6	Home-based
8. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and submit the final version to the Evaluation Manager.	<ul style="list-style-type: none"> Final evaluation report submitted to the Evaluation Manager 	7	Home-based
TOTAL		35	

REQUIRED COMPETENCIES

Core Values

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

⁹ The exact mission dates will be decided in agreement with the Consultant, ITPO Japan and the Evaluation Manager.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Key Competencies

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in economics, development studies or other relevant discipline like business administration.

Technical and Functional Experience:

- Minimum of 10 years' experience in renewable energy technologies and their applications in Central Africa. Minimum 3 years' experience in evaluation of development projects
- Exposure to the energy challenges in developing countries.
- Experience in the evaluation of development cooperation in developing countries is an asset

Languages: Fluency in written and spoken French and English is required.

Absence of conflict of interest: According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract.

Annex 4 – Independent Evaluation Report Outline

Executive summary (maximum 5 pages)

Evaluation purpose and methodology

Key findings

Conclusions and recommendations

Project ratings

Tabular overview of key findings – conclusions – recommendations

1. Introduction

1.1. Evaluation objectives and scope

1.2. Overview of the Project Context

1.3. Overview of the Project

1.4. Theory of Change

1.5. Evaluation Methodology

1.6. Limitations of the Evaluation

2. Project's contribution to Development Results - Effectiveness and Impact

2.1. Project's achieved results and overall effectiveness

2.2. Progress towards impact

2.2.1. Behavioral change

2.2.1.1. Economically competitive - Advancing economic competitiveness

2.2.1.2. Environmentally sound – Safeguarding environment

2.2.1.3. Socially inclusive – Creating shared prosperity

2.2.2. Broader adoption

2.2.2.1. Mainstreaming

2.2.2.2. Replication

2.2.2.3. Scaling-up

3. Project's quality and performance

3.1. Design

3.2. Relevance

3.3. Efficiency

3.4. Sustainability

3.5. Gender mainstreaming

4. Performance of Partners

4.1. UNIDO

4.2. National counterparts

4.3. Donor

5. Factors facilitating or limiting the achievement of results

5.1. Monitoring & evaluation

5.2. Results-Based Management

5.3. Other factors

5.4. Overarching assessment and rating table

6. Conclusions, recommendations and lessons learned

- 6.1. Conclusions
- 6.2. Recommendations
- 6.3. Lessons learned
- 6.4. Good practices

Annexes (to be put online separately later)

- Evaluation Terms of Reference
- Evaluation framework
- List of documentation reviewed
- List of stakeholders consulted
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis

DRAFT

Annex 5: Report Quality Checklist

Project Title:

UNIDO SAP ID:

Evaluation team:

Quality review done by:

Date:

Report quality criteria	Quality Assessment	Rating
a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
b. Was the evaluation objective clearly stated and the methodology appropriately defined?		
c. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
d. Was the report consistent with the ToR and was the evidence complete and convincing?		
e. Did the report present a sound assessment of sustainability of outcomes, or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
g. Did the report include the actual project costs (total, per activity, per source)?		
h. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
j. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'What?' 'Where?' 'When?'). Can these be immediately implemented with current resources?		
k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
l. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports

A rating scale of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.

Score		Definition	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

Annex 6: Guidance on Gender-Responsive Evaluation

A. Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The UNIDO Policy on gender equality and the empowerment of women and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the UNIDO Policy on gender equality and the empowerment of women:

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become 'the same' but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a 'women's issue'. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.

Empowerment of women signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.

Gender parity signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

The UNIDO projects/programs can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/program; and 2) those where there is limited or no attempted integration of gender. Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

B. Gender responsive evaluation questions

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

B.1. Design

- Is the project/program in line with the UNIDO and national policies on gender equality and the empowerment of women?
- Were gender issues identified at the design stage?
- Did the project/program design adequately consider the gender dimensions in its interventions? If so, how?
- Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?
- To what extent were the needs and priorities of women, girls, boys and men reflected in the design?

- Was a gender analysis included in a baseline study or needs assessment (if any)?
- If the project/program is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- If the project/program promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

B.2. Implementation management

- Did project monitoring and self-evaluation collect and analyze gender disaggregated data?
- Were decisions and recommendations based on the analyses? If so, how?
- Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- If the project/program promotes gender equality and/or women's empowerment, did the project/program monitor, assess and report on its gender related objective/s?

B.3. Results

- Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labor, decision making authority)?
- In the case of a project/program with gender related objective/s, to what extent has the project/program achieved the objective/s? To what extent has the project/program reduced gender disparities and enhanced women's empowerment?