



Terms of reference Lot 2
End Term Review

CB MIREME/ARENE: Capacity Development
of the Ministry of Mineral Resources and
Energy (MIREME) and Autoridade
Reguladora de Energia (ARENE)

MOZ1503411-10044 – Lot 2

Mozambique

July 2022

Table of contents

Table of contents	2
1 Mandate	4
2 Intervention	4
2.1 Indicative Cooperation Programme	4
2.2 Intervention form	4
2.3 Background and implementation strategy of the intervention	5
2.3.1 Technical & Financial File (TFF) 2016 and Baseline 2019	5
2.3.2 Evolution in context	7
2.3.2.1 Public sector management in the energy sector	7
2.3.2.2 Regulatory environment in the energy sector	9
2.3.2.3 Aid relations under strain	10
2.3.2.4 Increasingly manifest climate change vulnerability	11
2.3.3 Management context	11
2.3.3.1 General management	11
2.3.3.2 Mid-term Review	13
3 Objectives	14
4 Evaluation questions	16
4.1 Generic evaluation field	16
4.2 Specific evaluation questions	16
5 Methodology	17
5.1 Evaluability, Field and resources persons	17
5.2 Approach	18
5.3 Quality management	19
5.4 Ethical principles	19
6 Users concerned by the review	20
7 Organisation	20
7.1 Management and steering of the review	20
7.2 Evaluation team	21
7.3 Period, duration, deliverables	22
8 Annexes	24
Annex 1 – ‘Performance’ evaluation field	24
Annex 2 – Key resource persons	34

Annex 3 – List of users	35
Annex 4 – List of the intervention's key documents.....	36
Annex 5 – List of templates and of reference documents pertaining to the normative framework	36

1 Mandate

Pursuant to the commitments made with the partner and the Belgian State, the interventions implemented by the Belgian Development Cooperation are systematically evaluated on two occasions: at mid-term and at the end of the implementation phase. Evaluation is conducted by means of the "review" tool. The document before you constitutes the Terms of Reference for proceeding to the End-term Review of the intervention specified below as part of the development cooperation between Belgium and Mozambique.

The Terms of Reference (ToRs) are part of the Tender Specifications.

2 Intervention

2.1 Indicative Cooperation Programme

ICP	Year 2013 – Year 2017
Partner country	MOZAMBIQUE
Priority sector(s)	DAC code 23010 Energy policy and administrative management Energy – Environment – Institutional capacity building

2.2 Intervention form

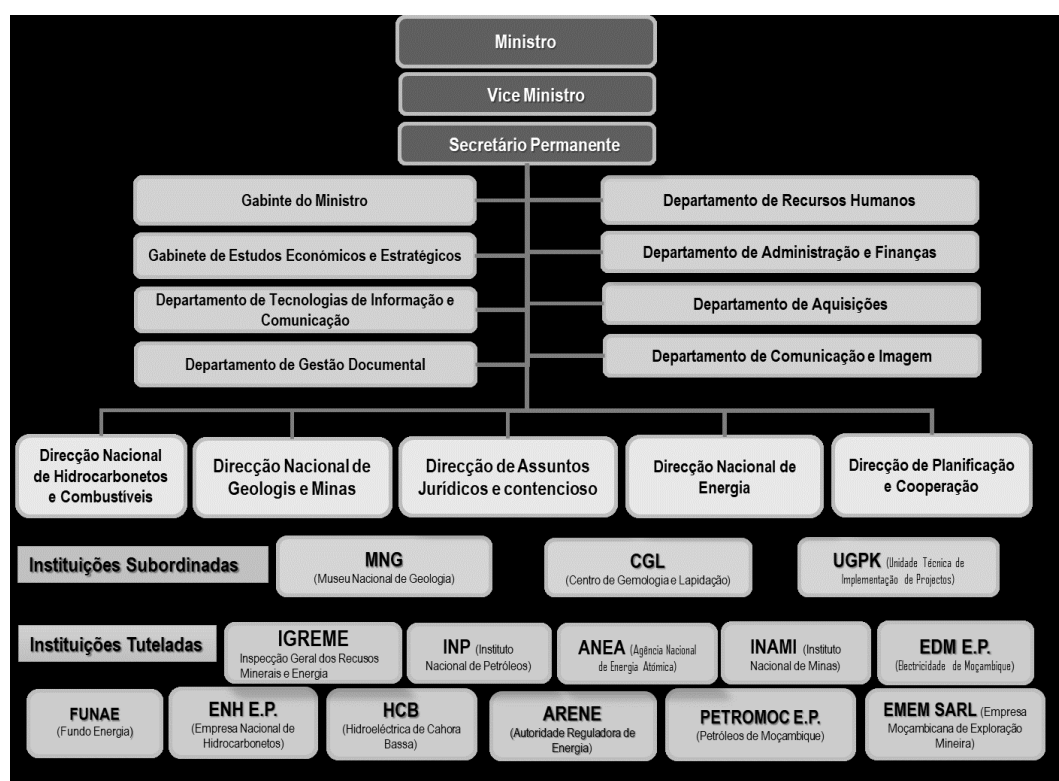
Title of the intervention	CB MIREME/ARENE : Capacity Development of the Ministry of Mineral Resources (MIREME) and Autoridade Reguladora de Energia (ARENE))
Navision code of the intervention	MOZ1403011
Intervention zone	Mozambique
Total budget	4,000,000.00
Partner institution	Ministry of Mineral Resources and Energy MIREME and Autoridade Reguladora de Energia (ARENE)
Starting date of the Specific Agreement	19 April 2017
Closing date of the Specific Agreement	19 April 2023
Starting date of intervention – Opening steering committee – SMCL o	1 July 2017

Duration of the intervention and expected closing date of the intervention (end of implantation)	31 December 2022
Impact	The development of the energy sector is enhanced in order to power the socioeconomic development of the country and to contribute to the welfare of its people
Outcome	The performance of MIREME and CNELEC (now ARENE) in advancing access to renewable electricity in rural areas is enhanced
Outputs	<p>R1: MIREME's capacities at the central level are strengthened to improve planning and policy-making in the energy sector</p> <p>R2: DIPREME's capacities are strengthened in order to improve the planning, coordination and M&E of the energy sector in the selected provinces (Zambezia, Sofala, Manica and Tete)</p> <p>R3: Capacities of ARENE are strengthened to become a strong and independent regulator able to regulate new and renewable off-grid electricity</p>

2.3 Background and implementation strategy of the intervention

2.3.1 Technical & Financial File (TFF) 2016 and Baseline 2019

CB MIREME/ARENE is a bilateral collaboration in Belgian execution, under the Specific Agreement of 19 April 2017 between the Governments of Mozambique and Belgium on “Capacity Development of the Ministry of (Mineral Resources and) Energy and of the Conselho Nacional de Electricidade (CNELEC) MOZAMBIQUE” (MOZ 14 030 11). This Agreement is based on the Belgian Development Agency’s (then BTC now ENABEL) Technical & Financial File (TFF), formulated in August 2016. This Agreement describes a capacity strengthening project to create enabling conditions for Mozambique’s energy sector to plan, manage, implement and monitor all sector activities. Specific attention goes out to strengthening the recently created Ministry of Mineral Resources and Energy (MIREME) and of the new multi-stakeholder regulator for the sector ARENE (previously CNELEC) (see organogram below).



The Capacity Building (CB) MIREME/ARENE project engaged in various consultations internally in MIREME, ARENE and the Energy Sector Working Group to update the (renewable) energy sector context and stakeholder analysis, review the assumptions of the project formulation and update the SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis. The project's SWOT analysis of the Mozambican energy sector bore out a critical lack of quality data for coordinated sector planning of energy needs and supply, a legal, fiscal and regulatory environment which requires adaptation to accommodate renewable energy and independent power producers, and undercapacity in terms of quality staff and operational resources within MIREME and ARENE to respond to the new challenges of universal energy access. It also elaborated the project's M&E framework and provided pointers for the subsequent operationalization of the M&E framework in terms of indicators, actual base line value measurement and M&E information gathering at a later phase.

The joint planning and baseline workshop brought together staff from MIREME at the central level and from the provinces of Sofala, Manica and Zambezia, from ARENE, FUNAE and Enabel to discuss and update the logical and M&E framework of the capacity building project. In a backstopping exercise on March 7th 2019, a group of 15 MIREME and ARENE staff members participated in a one-day workshop on CB MIREME/ARENE's theory of change on capacity building, M&E and indicators. This exercise led to the final refining of impact, outcome and output indicators for CB MIREME/ARENE, alignment to Government of Mozambique's macro indicators, and the presentation and approval at the Steering Committee of 20 March 2019. The Baseline Report dates from 08 May 2019, but during the first roll-out of PILOT some inconsistencies and incompatibilities surfaced in the use of the program monitoring tool for

reproducing the indicator matrix and operational plan correctly. Therefore, minor adjustments have been incorporated in the final September 2019 version.

Novel government planning and additional consultants' studies have since been completed within the context of the project in response to specific support needs. These will be highlighted in the paragraph below.

2.3.2 Evolution in context

2.3.2.1 Public sector management in the energy sector

About two-thirds of Mozambique's population of more than 29 million (2018) live and work in rural areas. The country is endowed with ample arable land, water, energy, as well as mineral resources and newly discovered natural gas offshore; three, deep seaports; and a relatively large potential pool of labour. It is also strategically located; four of the six countries it borders are landlocked, and hence dependent on Mozambique as a conduit to global markets. Mozambique's strong ties to the region's economic engine, South Africa, underscore the importance of its economic, political, and social development to the stability and growth of Southern Africa as a whole.

The country's main economic development challenges are to maintain macroeconomic stability, considering exposure to security risks for the megaprojects in the North and commodity price fluctuations, as well as to re-establish confidence through improved economic governance and increased transparency. Another major challenge is to diversify the economy away from the current focus on capital-intensive projects and low-productivity subsistence agriculture, and strengthen key drivers of inclusion.

In the energy sector, the Mozambican government has endorsed the Sustainable Energy for All (SEforALL) targets of Universal Energy Access by 2030, which intersects with the United Nations Sustainable Development Goals (e.g. SDG7) and the 2015 Paris Agreement on Climate Change. It launched for this purpose, the 'Energy for All' Programme. At the end of 2021, the grid connected electrification rate was 41%, according to the official sources. Projections show however that only 50 percent of the population can have access to the electricity grid by 2030. There remains therefore a huge challenge and opportunity in connecting the remaining half through off-grid and renewable energy. In addition, as much as 95 percent of households continue to use firewood or charcoal daily for cooking and heating. The project's aims to strengthen the capacities in MIREME and ARENE to plan, manage, implement and monitor all activities for the energy sector, with a specific focus on renewable off-grid electricity, remain therefore very relevant.

Mozambique has significant potential for renewable energy. The Mozambique Renewable Energy Atlas, published by FUNAE in 2014, states a total renewable potential of 23,026 GW which corresponds to 7,537 MW of priority projects, including 599 MW of solar power, 5,645 MW of hydro power and 1,146 MW of wind power. The hydro potential is the most used and

corresponds to 79% of the current total of 2,780 MW of installed capacity in Mozambique. It should be noted that, of this total, only 38% are in fact available for national consumption since part of it is destined for export or own consumption (see the case of HCB, in which, of the 2,075 MW installed, only 500 MW are available for EDM). The potential of renewables has only recently begun to be explored on a large scale. The capacity of on-grid renewables, currently only 41 MW solar, will increase in 10 years to 306 MW, both for solar and wind energy. Independent Power Producers (IPP) currently represent 17% of installed capacity but 35% of production, and their contribution is expected to continue to increase substantially over the next decade. The financial grid access rate will however have to increase in the coming years. Most consumption is still domestic, followed by industrial and then commercial consumption. Agricultural consumption is still marginal.

In December 2017, the Minister of Mineral Resources and Energy L. Klemens, who had been in function for only one year, was replaced by M.Tovela, with a background in the private energy sector. The effects of the amalgamation of the Ministry of Mineral Resources and Energy in 2015 and the change of Ministers has led to a situation in which the various Directorates and new cooperating teams needed to find their new role and coordination mechanisms. Political uncertainties surrounding the presidential elections and installation of a new government in early 2020, further affected the definition and alignment of higher-level indicators in the outcome sphere of the project. Especially as the new 5-year government programme (PQG) 2020-2024, released in March 2020, provided a few new indicative targets for energy access in the coming years.

Due to the stop on recruitment in the public sector and the rate of attrition among the present staff in search of greener pastures, the financing by Enabel of temporary human resources such as energy data management, international cooperation and IT assistants in DPC, has resulted in the preparation of an improved energy balance for the country, MIREME now having become a Delegated Organ of INE (National Institute of Statistics), as well as the preparation of a long outstanding sector review for the period 2011-2019, which will be published soon. The prepared energy balance and enhanced statistics can also form the basis for developing the 2015 Paris Agreement's Nationally Determined Contributions (NDCs) goals linked to energy production and use. In addition, improved energy data will help policy planning and establishing the NDC goals. These efforts have taken place with additional support from the International Renewable Energy Agency (IRENA), an intergovernmental organization mandated to facilitate cooperation, advance knowledge, and promote the adoption and sustainable use of renewable energy, and the African Energy Commission (AFREC), a specialized agency of the African Union, under the Commission for Infrastructure and Energy, in charge of coordinating, harmonizing, protecting, conserving, developing, rational exploitation, commercializing and integrating energy resources on the African continent.

2.3.2.2 Regulatory environment in the energy sector

The production of electricity from renewable sources in Mozambique is regulated by the Electricity Law (Law No. 21/91). The evolution of the national context required a revision of that law, taking into account aspects such as the technological development of renewable energy; increasing private sector participation; the redefinition of the role of state institutions that operate in the sector; the establishment of tariff mechanisms compatible with the cost structure of the projects; and the need for simplified mechanisms for small projects. The review process started in 2017, and was completed in the last quarter of 2021. This review process created a limbo in the institutional and regulatory environment, leading to uncertainty in the orientation of project activities. Similarly, the General Regulatory Framework for the off-grid sector, approved by Cabinet in June 2021, was approved by Parliament in the last quarter of 2021.

The National Electrification Strategy of 2018, set the goal of universal access by 2030. Within the SEA - Self Expansion Areas (within a radius less than 100m of an existing low voltage line), the national utility EDM is required to connect everyone requesting the service. The construction of off-grid systems is the responsibility of FUNAE, and the sale, operation and maintenance will be done by EDM, private operators or the communities involved. Both the FUNAE projects and EDM grid extension outside the SEA are subsidized by a new instrument, the Electrification Account, a revolving fund to be created by the Government with public resources, the Electrification Fee and the revenues from the concessions for power generation. The new approach of the strategy also provides for uniform and sustainable tariffs, which allow cost recovery, and which are periodically adjusted. In broader terms, the energy market is covered by the Energy Strategy approved in 2009, followed by the Strategy for the Development of New and Renewable Energy (2011). They also have to be adapted to the new context, and the Energy Strategy review process has already started.

Meanwhile, the need arose to create a more robust regulatory framework to accelerate private investment in renewable energy projects. In this regard, at the end of September 2020, the Government of Mozambique launched the first Renewable Energy Auctions Programme, PROLER. This unprecedented initiative proposes to make the renewable energy sector more attractive for private investment. In addition to PROLER, which will result in an additional 160 MW by 2025, other support programmes are under development. There are currently 275 MW of solar or wind energy projects with pre-feasibility studies. Along with the Electricity Law, the Public-Private Partnerships law, and regulations such as the electricity grid code, including provisions for renewable energy projects, are being reviewed. These revisions will also clarify the requirements for renewable energy projects.

The Law on the National Energy Regulatory Authority ARENE (the successor the National Electricity Council – CNELEC) is in force since December 2017. ARENE is responsible for the supervision, regulation, representation, taxation and sanctioning of the production, transport, distribution, commercialization and storage of electricity. However, the appointment of a new CEO was left until the end of 2019, which retained the new regulatory authority in limbo all this time. With ARENE now finally established, challenges are faced with operational and human resources as the organisation's financing modalities are still not fully deployed, and the

need to elaborate regulatory frameworks and guidelines is pressing. The project has therefore assisted the temporary deployment of additional technical staff in the area of tariff setting (2) and international contracting (1), and two in the area of renewable energy, as well as a consultancy to provide ARENE with an informed overview of challenges and priority needs with reference to the regulation of renewable off-grid electricity.

2.3.2.3 Aid relations under strain

Mozambique's traditionally strong relations with donors are under stress amid concerns over financial transparency. In 2018, some donors eased the freezing of budget support which was imposed as a result of the secret debt revelations. Furthermore, neither creditors nor debtor want to settle before 2022. Therefore, the European Union has agreed to release €290 million that it froze in 2016 to fund projects in Mozambique, while the World Bank announced an increase in funds of 50% (+\$158 million). However, the budget deficit further reduces the fiscal space to reward or even retain quality staff and to promote new energy interventions. And government's scrapping of subsidies on fuel and wheat, increases living costs for the poorest people still further, especially in the food and energy sector. It has also affected the public sector where a freeze on recruitment, wages and travel has been initiated.

In November 2017, under the Partnership Agreement between the governments of Mozambique and United Kingdom, the Energy Africa Mozambique Compact ('Compact') was published. The main strategic objective of the Compact is to develop a market for the new and renewable energy sector in Mozambique. Emphasis is put on an active supporting role of government, active private sector participation, and assistance of donors where relevant. The Compact sets out key actions for the further elaboration of such an approach, potential coordination initiatives, a first hint of prioritization and an implementation plan until mid-2019. Key actions where Belgium has committed in principle-support to are the elaboration of an off-grid policy, awareness raising among relevant ministries and institutions, strengthening of the institutional framework and coordination, the establishment of dedicated credit lines for off-grid renewable energy, specifying (voluntary) national and international quality standards, expansion of mobile money agents in rural areas, and the development of tailored training programs for consumers and agents.

However, the capacity in MIREME to coordinate international collaboration and development cooperation requires more technical know-how and staff. Enabel's support to the production of improved energy data bases (energy balance, statistical review...), development of a new website and a digitalized database system, try to address this constraint. Similarly, the evolution in the harmo-context has suffered from a dominance by big players such as World Bank, Norway, UK and EU in the Energy Sector Working Group (ESWG). This does not stand in the way, however, of Enabel participating in the ESWG when required, to link with other donors e.g., GIZ, DFID, SNV, EU, GGGI, as well as in internal Enabel coordination (e.g., RERD2+, Country Action Plan...) and reflection as an ongoing activity of networking and strategic orientation of the project.

2.3.2.4 Increasingly manifest climate change vulnerability

Cyclone Idai and the subsequent cyclone Kenneth of 2019 have shown that Mozambique and the Southern Africa region are not prepared for the consequences of climate change. In times where the consequences of climate change will become more prominent, alternative ways of electrification should be considered, particularly decentralised renewable energy systems. First of all, without this approach it is financially and logistically not feasible to secure access to energy for all Mozambicans by 2030. This is even more the case with the unexpected costs of rebuilding and making the infrastructure more climate-resilient in the affected areas. Secondly, decentralised systems will be easier restored and will create less of a domino effect than on-grid systems when disaster occurs. Lastly, for the recovery of electricity the private sector and Mozambican population can be involved more easily: decentralised systems are often smaller and function more autonomously, which can have an empowering impact on the population to participate in disaster relief efforts and pick up their lives again much faster. This in combination with using renewable energy to power the off-grid systems will only benefit a fast and cost-effective recovery in a climate-friendly way.

The UN and Mozambican initiatives on sustainable access to energy focus on three dimensions: modern, clean and efficient energy. In the context of climate change action, more emphasis needs to go out to these other dimensions in building the public sector's capacity to promote policies which expand, diversify and green the country's energy mix, especially for the rural areas. The project has started to focus on such clean energy initiatives of bio briquette manufacturing, by financing a consumer knowledge and preference study in the Central Region, and through a research initiative on Greening the Charcoal Value Chain in the Lower Zambezi River Basin, financed by Enabel's Study and Expertise Fund.

2.3.3 Management context

2.3.3.1 General management

The project aims to strengthen the partners' institutional, organisational and staff capacity at both the central level as well as in the Central Region (Manica, Sofala, Tete and Zambezia province). Main areas of intervention are data management and analysis, promotion of renewable off-grid energy, strategy development, organisational outreach and management, as well human resources development.

In principle, the modality of Regie proves to allow for a fairly fast and transparent identification of interventions, launching of tenders and flow of resources. The downside is lack of familiarity of Mozambican public and private actors with Belgian legislation pertaining to tenders. While in the beginning of the project, a more distant attitude of MIREME and ARENE was displayed, they are now more fully engaged in the process of drafting Terms of Reference, evaluation of bids, and follow-up of consultancies. This is because some of the requests are very technical (e.g., centralized IT platform for data storage and reporting MIREME; website MIREME or

national Energy Cadaster ARENE) or close to the management operations of the partner (e.g., database for cooperation MIREME, PME manual). However, this often leads to delays in the actual launching, granting or finalization of consultancies; similarly increased needs of technical control from HQ lead to delays in granting tenders. Partners' more active involvement in tender evaluation, monitoring and follow-up is a reassuring move towards mutual accountability and ownership, as well as part of capacity strengthening of middle-management staff.

A general hierarchical and formalistic government setup also requires more time for official decisions to be taken or to be monitored than originally assumed in the project's logic. However, increasingly successful attempts have been made by the partners to avoid such delays by means of informal working groups, internal meetings and consultation and communication with various other stakeholders involved at central and provincial level. For that purpose, the project's organizational setup within MIREME and ARENE has known a significant change in focal points. The former focal point in MIREME DPC moved to ARENE as a co-focal point, and is replaced by 2 core focal points in MIREME DPC. In addition, the different Directorates in MIREME involved in the project have dedicated focal points with the ambition to improve the implementation pace of the project as well as the integration of the various support interventions. This remains however a challenge, as demonstrated by for instance the difficulty in identifying an integrated annual training planning request for the project, rather than individual requests from the Directorates.

The recommendations of consultancies (e.g., gender, PME manual, IT platform...) are increasingly presented to the wider leadership of MIREME and ARENE at the Conselho Tecnico . This is deemed necessary to assure a better dissemination of information across the various Directorates supported, and should in principle lead to a better traction of the recommendations within the organisations. However, this has not always been the case in the past when priority areas of further support by the project were to be identified (e.g., human resources development plan and retention strategy).

Despite the challenges of the Covid19 pandemic, the project was able to proceed at a moderate pace. Due to the investment of the project in increased internet connectivity among the partners and a generalized shift in meeting culture, more meetings and international exchanges take place online. This has however necessitated to include the requirement of the presence of a strong Mozambican antenna in tenders for international expertise or consulting services. The coverage of the central provinces of Zambezia, Manica, Tete and Sofala provinces has suffered from the difficulty to find a good (inter)national technical assistant to act as provincial focal point and from the Covid 19 restrictions on travels and meetings. Therefore, coverage consists predominantly of training activities: on-line introduction to GIS, energy data management, and gender mainstreaming. In fact, for both the energy data management and gender training, other provincial key staff of MIREME is also included to assure consistency across the 10 provinces in terms of performance in integrated country-wide data collection and renewable energy promotion campaigns. In addition, other project activities such as statistical data collection by MIREME; consultancies on the design of IT platform; the planning, monitoring and evaluation manual and the pilot of a provincial Multi-Tier Framework survey with support from VITO; production and dissemination of specific, simplified information on

renewable energy for consumers, producers and investors in rural areas; and a consumer and market survey on eco-briquettes, are all also geared towards the central provinces.

2.3.3.2 Mid-term Review

The protracted Mid Term Review from mid to end 2021 - although not very satisfactory in terms of concrete guidance -, confirms that CB MIREME/ARENE is a highly relevant and ambitious capacity building and strengthening intervention. Its effectiveness, efficiency, sustainability and impact are considered satisfactory. However, the monitoring of effectiveness and sustainability of results require specific attention in the next years. The MTR points out that despite the positive contributions and pro-active adaptation to the fluctuating policy and staff context and delays in implementation, the ambitious project's outcome will not be fully achieved by 2022. A limitation and reworking of the outcome indicators is suggested, to better capture the already perceptible changes and contributions of CB MIREME/ARENE. However, the recommendations how to do this, remain very general (e.g., in a participatory manner and by focusing the indicators on the 3 specific objectives of the intervention).

A limitation is indeed proposed and approved by the Steering Committee of March 2022. A number of indicators are removed that have been overtaken by events (e.g. delay in policy development, reduction of intended support outcomes as in the case of the PME manual or HR development plans), have no direct link with the agreed range of support activities, or for which the information is not as readily available as initially thought, and would require additional resources to research and produce such information, which is out of the scope of the project's present M&E capacity. A range of new indicators will be included that have a direct link with the interventions undertaken by the project.

Finally, this year a financial audit was successfully performed without major remarks.

3 Objectives

The Mid-term and End-term Reviews on the one hand and the monitoring tools on the other hand form an interdependent and complementary system that allows the implementation phase of an intervention to progress well. The Reviews differ because of the depth of analysis of the monitoring: As evaluation exercises, they provide answers to "how" and "why" questions and are essential for assessing the value of the results achieved and of the whole of the implementation process of an intervention.

Consequently, a Review's function is:

- i) To support **steering**. On the basis of in-depth analyses, the Reviews offer useful recommendations that are based on data (evidence-based). That way, the Reviews support the strategic and operational decision making, and consequently, the steering of the interventions.
- ii) To contribute to **learning**. By analysing the development process, the Review allows us to explain what works, what does not work and why, and to thus draw lessons for other interventions or for the elaboration of new policies, strategies and programmes.
- iii) **Accountability** to the donor, partner and other internal actors by supplying an external assessment of the progress made and the results achieved.

End-term Review: The learning requires a specific focus to draw useful lessons for other interventions or for new policies, strategies and programmes. To that effect, the most relevant lessons learnt and conclusions drawn in the Annual Results Report of 2021 (Annex 4), indicate that:

Lessons learned	Target group
Capacity strengthening requires an adaptive management approach of cooperation between partners. Especially given the many uncertainties in the policy context and the fact that many of the identified outputs refer to the integrated design or systematization of existing or new practices.	Enabel, MIREME, ARENE
The channels of simplification, strengthening of gender focal points and trainer of trainers-skills may address some of the identified inefficiencies in disseminating appropriate information on renewable energy for productive use among government actors and rural dwellers. Further investment in methodology, product development and dissemination is appropriate.	Enabel, MIREME and ARENE
Provincial outreach needs to cover both physical as well as digital dimensions, given the Covid19 pandemic, weather extremes, and terrorist attacks	MIREME and SPIs
Longer-term support is needed to assure the deployment of additional specialised human statistical resources who have contributed to MIREME becoming a delegated member of the national statistical network of INE.	MIREME

In response to the MTR, which suggests a limitation of the ambition and tuning down on the outcome indicators, a limitation is agreed by dropping a number of indicators, linked to the slow evolution in the policy environment and management delays. New indicators that have a more direct link to the funded activities are also included.	Enabel, MIREME and ARENE
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As highlighted above, capacity strengthening requires an adaptive management approach, especially given the many uncertainties in the policy context and the identified need for better informed, integrated and coordinated planning and implementation practices.

The ETR's specific learning is therefore proposed to focus on the 'footprint' of the supported capacity strengthening, both at present and in the future. The following specific areas of interest and concern in terms of footprint come to mind:

- The channels of production of simplified information and training of trainers-skills are intended to address some of the identified inefficiencies in disseminating appropriate information on renewable energy for productive use among government actors and rural dwellers. What has been the effect thus far and how will these initiatives continue to be implemented?
- Provincial outreach has consisted of training and training-of-trainers in gender, data management and renewable energy technologies. How effective are these initiatives and how will they continue to be implemented?
- The streamlining of collection, management and analysis data within MIREME: how effective will the developed centralised IT platform be in the last phase of the project and beyond?
- The deployment of additional specialised human statistical resources who have contributed to MIREME becoming a delegated member of the national statistical network of INE and NDC reporting, needs to be assured. How can this be secured?
- In response to the MTR, a limitation of the ambition and outcome indicators was implemented, focusing on a more direct link to the funded activities. This means that in the Theory of Change, the sphere of control and influence were brought down to a lower level in the logical framework. This implies that rather than trying to assess the effect of the elaboration and delivery of strategies and manuals such as HR (MIREME and ARENE), PM&E (MIREME), off-grid regulatory instruments (ARENE), strategic plan (ARENE), the project's M&E limits itself to the actual delivery of the said products. Some of these products have only been finalised in the last year (e.g. PM&E manual), while others have known very little traction during the project implementation period (e.g. HR Development Plan and Retention Strategy MIREME). The question then prevails how these instruments will most likely be used beyond the project's duration?

4 Evaluation questions

The Review will answer a generic evaluation field pertaining to performance. The Review will also answer 3 specific evaluation questions targeting the specific needs of the intervention.

4.1 Generic evaluation field

Assess the performance of the intervention

The evaluation field pertaining to the performance will be evaluated by means of the "Performance" evaluation grid, which is included in Annex 4 as a reference.

The Performance evaluation grid is used for every review of the bilateral development cooperation, hence its generic nature. The generic approach will allow easier exploitation of the information generated by this question and ensures an efficient follow-up of the performance of all interventions. The reporting modalities are described in the *Report* model in annex.

4.2 Specific evaluation questions

The specific questions are related to the present and future 'footprint' of the capacity strengthening in MIREME, the provincial SPIs and ARENE. The specific questions relate to the effects at present (effectiveness) and future feasibility of continued activities (sustainability) in the following areas: How effective (what effect at present) and how sustainable are the following issues? :

- Dissemination of appropriate information and training on renewable energy technologies and its regulation for household, social and productive use among government actors and rural dwellers
- The streamlining of collection, management and analysis of energy data by MIREME and the other actors in the sector
- Gender mainstreaming for the promotion of renewable energy for household, social and productive use
- Inclusion of provincial SPIs in the above

5 Methodology

5.1 Evaluability, Field and resources persons

The evaluation team will have adequate documentation of the intervention (see annexes).

The following existing data are available for the evaluation team:

- Baseline
 - Updated Monitoring Matrix with data available to measure indicators values (see Pilot)
 - Quarterly Operational and Monitoring reports and Annual results reports
 - Minutes of the Steering Committees
 - Mid-term Review Report (November 2022)
 - Technical reports (See list below)
-
1. Serviços de consultoria para a identificação e recomendação de requisitos profissionais e de pessoal para a Autoridade Reguladora da Energia (ARENE) 2018-2022 (19 Dec 2018)
 2. Memorando da visita do Estudo à Energy Regulatory Board – ERB da Zâmbia (Lusaka, 19-23 de Agosto) (L.Nhancale) (Agosto 2019)
 3. Elaboração de um Plano de Desenvolvimento de RH com uma Estratégia de Retenção para o Ministério da Energia e Recursos Minerais em Moçambique (27 Oct 2020)
 4. Concepção e implementação de uma plataforma integrada e centralizada de gestão de dados de energia digital para o Ministério dos Recursos (Relatório de desenho da plataforma (25/11/2020)
 5. Estudo de âmbito para a utilização de SIG para o planeamento, monitorização e avaliação do acesso à energia e requisitos de recursos humanos e operacionais relacionados em MIREME em Moçambique (I.Remane) (30 Nov 2020)
 6. Fornecimento e instalação de um sistema de fornecimento de energia fotovoltaica para acesso sustentável à electricidade na DIPREME da Zambézia, Moçambique (14 Dec 2020)
 7. Sistema de Informação Geoespacial (GIS) Uma Introdução teórica e prática (MIREME/ENABEL) (February 2021)
 8. Elaboração de uma visão geral das necessidades regulatórias prioritárias para o sector das energias renováveis fora da rede em Moçambique (8/03/2021)
 9. Formulação de pontos de entrada conceptuais e estratégicos para a integração do género na promoção do acesso sustentável à energia para todos em Moçambique (22 April 2021)
 10. Estratégias Para A Optimização Do Apoio Da Enabel Ao Mireme Na Recolha, Tratamento E Gestão De Dados Do Sector Energético (Prof. Cuamba) 07/06/2021
 11. Consultoria para a elaboração de um Manual de Planeamento, Monitorização e Avaliação para o Ministério dos Recursos Minerais e Energia em Moçambique (Diagnostic report: 22/07/2021 ; Solutions report: 19/11/2021)
 12. Relatório de capacitação sobre a abordagem ao planeamento energético no Mireme (Prof. G.Mahumane/T.Matandire) Oct 2021
 13. Consultoria para a concepção, desenvolvimento e manutenção do novo website do Ministério dos Recursos Minerais e Energia (MIREME) em Moçambique (Document Analysis and Requirements Website 8 Nov 2021)

14. Consultoria para identificar, conceber e produzir informação de vulgarização sobre a utilização (produtiva) de energia renovável para o Ministério dos Recursos Minerais e Energia (MIREME) em Moçambique (Review report with recommendations on priority information and vulgarization needs for rural population: 19/11/2021)
15. Relatório Mid-Term Review 2021 (26/11/2021)
16. Relatório Formação de Formadores sobre a Integração de Género no Sector da Energia Moçambique: MOZ1403011-10012 De 22-26 de Novembro, 2021 – Macaneta (Greenlight) (14 Dec 2021)

The evaluation team has to take into account the following:

- The official and working language is Portuguese. Some documents are exclusively available in Portuguese
- The Intervention works with various units and departments and deals with a wide-ranging mandate of MIREME
- Understaffing of MIREME and Arene may affect the availability of some staff
- Virtual meetings are possible but do not suffice. However, some of the interactions require physical meetings or visits.

Fields

The whole of the intervention is to be assessed, but with a focus on the specific questions. With the MTR only finalised late last year 2021, the ETR should especially shed a light on the effectiveness of certain core areas and measures to assure their possible sustainability.

During the inception phase, exchanges between the ETR Team and Enabel will take place to best define the selection of provinces and places to be visited.

Since the review is limited in time and considering the extent of the program, choices need to be made in order to limit the field visits to realistic proportions.

Resource persons

The resource persons listed in Annex 2 are listed on an indicative basis. The final choice of the people to be met, falls under the full responsibility of the evaluation team in function of the needs of the review.

5.2 Approach

The evaluator proposes a methodology in function of the objective, evaluation questions and available means. The methodology chosen will help to meet the review's objective and to answer the evaluation questions, while keeping account of the evaluability constraints described above. Points of attention for the methodology proposed:

- It fosters triangulation of data and complements, in as far as possible,

qualitative with quantitative methods; It takes into account the collection methods used in monitoring processes;

- It allows to show the effect of the intervention on the beneficiaries (especially, in case of End-term Review) at the outcome level and its potential to contribute to the impact level;
- It allows answering all the evaluation questions.

The methodology proposed will be presented in the inception report, which is part of the technical tender.

The inception report will clarify the evaluation questions that will be analysed (both generic and specific questions), the methodology used for collecting data and a work plan as well as a detailed timing of the review mission.

5.3 Quality management

The outputs as well as the processes will respect the norms and standards of the OECD's DAC for evaluation as well as Enabel's normative framework (*MoRe Results Guidelines*). The contracting party is accountable to the Brussels Operations department for the quality of the outputs delivered and for the evaluation process.

Any methodological issues that appear during implementation and that have had an effect on the analysis and conclusions will be mentioned in the 'methodology' chapter of the report. However, any element that could jeopardize the quality of the review or the principles of independence, transparency or impartiality must be brought to the attention of the review manager during the review implementation process in order to be able to proactively remedy it and limit its impact on the review's quality.

5.4 Ethical principles

The evaluation respects the DAC (OECD) Quality Standards for Development Evaluation and more in particular the deontological standards

Evaluation abides by relevant professional and ethical guidelines and codes of conduct for individual evaluators. Commissioners, evaluation managers and evaluators respect human rights and differences in culture, customs, religious beliefs and practices of all stakeholders.

Evaluators are mindful of gender roles, ethnicity, ability, age, sexual orientation, language and other differences when designing and carrying out the evaluation. In situations of a sensitive political or security nature, the evaluators shall take all necessary dispositions not to compromise the security of the stakeholders and key information providers, whilst guaranteeing confidentiality.

Enabel has an Integrity desk where issues pertaining to independence, impartiality or transparency can be filed by the contractor, see <https://www.enabelintegrity.be/>.

6 Users concerned by the review

The review will focus on the users in order to meet their needs. The role of the various users and their interest in the review are included in annex.

7 Organisation

7.1 Management and steering of the review

Review manager

Mrs Laetitia de Radigues, Operations Advisor, is the manager of the review. She ensures all coordination activities and manages the whole of the "review" process. Thus, she will ensure that the planning is complied with, that the expected deliverables are submitted, that a briefing meeting is organised at contract start-up as well as a debriefing meeting before the final report is submitted. She will do the necessary for experts to have access to the documents and other relevant sources of information and he/she is the focal point when any difficulties arise during the evaluation process (see Quality management).

As a manager, the Operations Advisor:

- Is the contact person for the "lead expert" evaluator;
- Grants positive advice or negative advice to modification requests pertaining to the ToR of this review;
- Compiles the information received by the various actors about the reports elaborated by the evaluators and forwards them to the evaluation team;
- Is responsible for the quality control of the deliverables submitted.

Reference team

The Operations Advisor will chair a reference team that is composed of the following members:

Enabel Head office

- Operations Advisor: Laetitia de RADIGUES
- Sector expert: Sophie Bénédicte JACQUES

Enabel Field

- Resident Representative: Laurence JANSSENS
- Intervention Manager : Evert WAETERLOOS
- MIREME and Arene Focal Points of the intervention

The reference team is to:

- If applicable, validate the evaluation sub-questions and the methodology proposed by the lead expert;
- Provide comments to ToR modification requests, findings, analyses, conclusions, recommendations and lessons learned of the evaluators.

7.2 Evaluation team

The evaluation team consists of the following members:

- A lead evaluator (head of team)
- A National expert (based in Mozambique)

Description of the profile and responsibilities of the lead evaluator – head of team

The Team Leader must be a senior professional who combines substantial and relevant international experience in public sector support, with high level expertise in the energy sector (sector planning, governance, policy & strategy and renewable energy) . He/She must have a demonstrated capacity and experience in strategic thinking, and in the management and evaluation of complex projects.

The lead expert shall have the following profile:

- 1) Qualifications:
 - a) Advanced university degree in public sector administration, economics or another relevant subject.
- 2) General experience:
 - a) At least 10 years' experience in the international development sector, demonstrated by a track record of assignments with reputable organizations
Extensive expertise in the energy sector (especially on renewable energies and off-grid solutions), demonstrated by a track record of assignments (as TL or evaluator) in complex projects
 - b) Good knowledge about the linkage between policy formulation and implementation (public sector)
 - c) Documented significant experience with bilateral aid projects (as manager, expert or evaluator)
 - d) Excellent analytical and writing skills demonstrated by a track record of accessible publications and reports
 - e) In depth familiarity with evaluation methods and approaches, demonstrated by evaluation assignments
 - f) Good knowledge of Portuguese (at least listening and reading, preferably also speaking skills)
- 3) Specific experience:
 - a) At least 2 evaluation assignments as Team Leader in the Energy sector, at policy and institutional level, in projects funded by bilateral or multilateral agencies

- b) Demonstrated extensive experience in Africa

The lead expert is responsible for the proper performance of the review and for the deliverables.

Description of the profile and responsibilities of the National expert

- 1) A university degree in public administration, engineering, economics, or relevant development studies
- 2) At least 5 years of professional experience the energy sector, preferably in the space of monitoring and evaluation of the projects/programmes financed by bilateral/multilateral institutions and the likes
- 3) Fluent Portuguese speaker
- 3) Good knowledge of the energy situation and policy discourse in Mozambique, institutional set up of Mozambican energy institutions, the relevant stakeholders.

7.3 Period, duration, deliverables

This review process will start the latest in October 2022 and the final report will be submitted at the latest on 15 December 2022. The definitive dates will be fixed in common agreement.

A partial payment up to 50%, following the end of the field mission, can be made upon submission of the PowerPoint presentation summarizing the main findings and recommendations of the review.

Number of man days:

Steps	Lead expert	National expert	Back office
	Indicative Nb Days	Indicative Nb days	
Documentary analysis (Home)	3	3	
Briefing at Enabel – head office (Brussels)/ field (visio)	0,5	0	
Briefing in partner country	0,5	0,5	
Collection and analysis of data in the field	8	8	
Debriefing Representation	0,5	0,5	
Drawing up of report (domicile)	5	3	
Debriefing Enabel head office (Brussels)/field (visio)	0,5	0	
Finalisation of report (domicile)	2	2	
Total number of days	20	19	

Deliverables

After the evaluation mission:

- A **‘final draft’ review report version**: The evaluation report in its final draft version will first pass a quality control of the service provider to guarantee the required quality see annex – template report review .

- An **Executive summary of the review** – max. 4 pages: The Executive summary is based on the template provided and can be read separately from the evaluation report. As it is to be used for dissemination purposes to a broad audience, it will be written in a consistent, clear & concise manner, so that it is easily understood by non-experts.
- A PowerPoint **presentation** of the evaluation (for oral debriefing at the Enabel head office) summarising the first results and key recommendations of the evaluation team.
- **Final version of the review report** after debriefing and reception of the comments on the final draft version – max.60 pages (see Template of the Review report in annex).

8 Annexes

Annex 1 – ‘Performance’ evaluation field

Annex 1 – Evaluation grid "Performance"

Part A – Evaluation criteria of the OECD's DAC

How to use this evaluation grid?

This evaluation grid is developed to evaluate the performance of an intervention. The 5 DAC (OECD) evaluation criteria constitute the cornerstone of the evaluation process. Since they can be interpreted differently, their definition is clarified as follows:

- A narrative ‘interpretation’ of the definition of each DAC criterion (How MoRe Results interprets the definition);
- A limited set of sub-criteria, highlighting aspects of the DAC criterion considered important for the reviews of the interventions;
- Questions allowing to clarify the interpretation of each of the sub-criteria.

The evaluation grid must be attached to the Review report. The analysis and global score are included in the body of the Report. The report template contains tips on how to deal with the grid in the report.

1. Global evaluation score of each DAC criterion.

The evaluators must grade each criterion and include the global score in the main body of the Rapport. Given that scores might lead to an over-simplification of a complex reality, with complex problems related to a given context, the scores are to be seen as a synthesis of the answers, and not the vice versa: An analysis is not a justification for a given score.

2. Analysis of the DAC criteria.

Each criterion is analysed by the evaluator. A limited set of sub-criteria is given, in view of highlighting the criterion's aspects that need to be addressed in the report. The analysis of the DAC criterion in question must reflect these sub-criteria. It is the evaluator who has to decide how (s)he will proceed: by analysing each sub-criterion in a different sub-chapter, or by choosing for a global narrative. The evaluator shall NOT provide the scores of the sub-criteria in the body of the Review report. If so desired, the scores of said sub-criteria can be included in the evaluation grid attached to the Review report.

The questions provided under each sub-criterion are given indicatively: They clarify the meaning of each sub-criterion.

The quality of the analysis matters, first and foremost. Also, the evaluator shall not limit the analysis to just the sub-criteria given in the table: If important elements arise, which are not covered by these sub-criteria, but which do relate to the DAC criterion in general, the evaluators must report on them. If these elements would have an impact on the score, the evaluators will clearly mention this in the report.

1. RELEVANCE: The extent to which the objectives of a development intervention are consistent with beneficiaries' requirement, country needs, global priorities and partners' and donors' policies. (DAC-OECD)				
Interpretation of the DAC definition:				
Relevance relates to the question of needs of the intervention. It analyses the intervention from the point of view of the issues and needs of the beneficiaries, and of their priorities. It furthermore examines whether the intervention is coherent with the partner and donor country policies.				
As such, relevance evaluates the value and usefulness of the intervention as perceived by the key stakeholders, the extent to which the 'answer' of the intervention is technically suitable to fulfil the needs and priorities, and the extent to which the intervention is an answer to a genuine need of the partner country or rather or instead an adaptation to the donor's preferences. For innovative interventions, which allow for established interests and existing practices to be challenged, relevance pertains also to understanding the extent to which they are embedded in the genuine priorities and interests and will offer a potential of replication or possibilities to influence policies, i.e. the extent to which the two-tier approach is relevant.				
RELEVANCE:	A	B	C	D
global evaluation				

SUBCRITERIA OF ANALYSIS ¹

1.1. Meets the issues, needs and priorities of the beneficiaries	A	B	C	D
Is the intervention aligned with the issues, needs and priorities of the beneficiaries? Does the strategy of the intervention appropriately address the needs and reality/living conditions of the beneficiaries? If the intervention is an experimental one, is it part of the needs of the beneficiaries and really in their interests and among their priorities?				
1.2. Consistent with the partner's priorities and policies	A	B	C	D
Is the intervention aligned with the development priorities and policies of the partner country at all levels (national and local), including the transversal themes? Is it consistent with an approach fostering complementarity with the other relevant actors working on the same topic? If the intervention is an experimental one, are its results likely to be relevant for influencing the policies and for adapting the existing system, and are they likely to be replicated?				
1.3. Consistency with the donor's priorities and policies	A	B	C	D
Is the intervention aligned with the relevant policies of Belgium?				

¹ It is not obligatory to award a score to the subcriteria. It is the evaluator's decision whether to do so or not.

2. COHERENCE: How well does the intervention fit?

The compatibility of the intervention with other interventions in a country, sector or institution (OECD-DAC)

Interpretation of the DAC definition:

Coherence concerns the extent to which the intervention is compatible with other interventions in a country, sector or institution and how they support or undermine the intervention. Internal coherence addresses the synergies and interlinkages between the interventions carried out by Enabel, under the framework of bilateral cooperation or third-party assignments. External coherence considers the consistency with other (Belgian or international) actors in the same context, particularly regarding complementarity and coordination while avoiding duplication of efforts.

COHERENCE:	A	B	C	D
global evaluation				

SUBCRITERIA OF ANALYSIS ²

2.1 Coherence with other Enabel interventions	A	B	C	D
Is the intervention aligned with other Enabel interventions in the sector and/or country? Which are possible synergies and interlinkages between Enabel interventions?				
2.2 Coherence with interventions/policies of other Belgian actors	A	B	C	D
Is the intervention consistent with the interventions/strategies of other Belgian actors?				
2.3 Coherence with other TFPs	A	B	C	D
Is the intervention harmonised with the interventions and/or strategies of other development cooperation actors? Is the risk of duplication of efforts by interventions minimised?				

² It is not obligatory to award a score to the subcriteria. It is the evaluator's decision whether to do so or not.

3. EFFICIENCY: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to – qualitative or quantitative – results. It is an economic concept used to indicate to what extent an aid activity uses the cheapest resources possible for producing the desired results. This usually implies the comparison of different approaches used to achieve the same results, so as to determine whether the most efficient process was used.

Interpretation of the DAC definition:

Efficiency primarily pertains to the transformation efficiency of the intervention: How are 'inputs' transformed into 'outputs' (delivery of goods and services)? The efficiency compares this ratio to alternative scenarios: Considering the output to be produced, were there alternative approaches that would have required fewer resources without diminishing the quality and quantity of the results? Would an alternative approach have allowed for more results to be produced with the same resources? Efficiency also pertains to the implementation of activities within the deadlines set: (Were the inputs delivered on time?) Have the activities been implemented as planned (on time) and have the outputs, consequently, been delivered on time? Efficiency also pertains to the delivery and the quality of the products and services, as well as to the contribution/involvement of the partner.

EFFICIENCY:	A	B	C	D
global evaluation				

SUBCRITERIA OF ANALYSIS ³

3.1 Have the inputs been managed taking efficiency reasonably into account?	A	B	C	D
Considering the output to be produced, were there alternative approaches that would have required fewer resources without diminishing the quality and quantity of the results? Is the intervention managed in an economic and rational manner, whilst optimising the quality and quantity of the outputs? Is the input-output ratio good?				
3.2 To what extent are the outputs achieved?	A	B	C	D
Are all outputs delivered or likely to be delivered by the deadline set (and will they consequently allow for timely implementation of the activities)? In case of delays, are appropriate measures taken? On time? Are all outputs of good quality?(Do they, to the extent possible, meet the predefined quality criteria?) If problems have occurred with quality or the monitoring of quality, have corrective measures been taken?				
3.3 To what extent is the partner's contribution correct?	A	B	C	D
Does the (financial/material/HR) contribution of the partner correspond with previsions?				
3.4 Efficiency of execution modalities?	A	B	C	D
Do the execution modalities encourage an efficient use of resources available to the intervention? Have the execution modalities been elaborated so as to foster a ration economic transformation of inputs in outputs?				

³ It is not obligatory to award a score to the subcriteria. It is the evaluator's decision whether to do so or not.

4. EFFECTIVENESS TO DATE: The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.				
Interpretation of the DAC definition: Effectiveness pertains to the use of the outputs and to the likely realisation of the outcome of the intervention. The use of the outputs is the missing link between the delivery of products and services (outputs) and the outcome. It examines not just the realisation of the outcome, but also the relevance of the outputs: Are these (products and services) used as planned? Do they also contribute to the realisation of the outcome as stipulated in the intervention strategy? (Does the latter supply the desired outputs?) ? An evaluation of these various aspects provides a more complete image of the effectiveness of the interventions.				
EFFECTIVENESS: global evaluation	A	B	C	D

SUBCRITERIA OF ANALYSIS ⁴

4.1 To what extent are the outputs used and do they contribute to the outcome?	A	B	C	D
Do all target groups have access to the available outputs to date? Do all target groups use the outputs as planned? Are there any factors that hinder the use of the outputs? Does the use of the available outputs contribute to the outcome as planned?				
4.2 At the current stage of implementation, how likely is the outcome to be realised?	A	B	C	D
Realisation in terms of coverage and quality? Has the intervention adapted its strategy in function of the changes in the context (hypotheses and risks) each time it appeared needed for realising the outcome? Are negative effects mitigated? Are there any unexpected positive effects? Have these positive effects contributed to the results of the intervention?				

⁴ It is not obligatory to award a score to the subcriteria. It is the evaluator's decision whether to do so or not.

5. IMPACT: Positive and negative, primary and secondary effects produced by a development intervention either directly or indirectly, or intentionally or unintentionally. (DAC/OECD)

Interpretation of the DAC definition:

The concept of impact is interpreted differently. A *review* evaluates the likely contribution to the impact level of the intervention (the general objective of the logical framework). The result at the impact level is – unless in exceptional cases – one of the results of the strategic framework of the partner government. Thus defined, impact focuses on the question whether the intervention contributes to the strategic result which the partner government aims to achieve. It also analyses the relation between the outcome and impact levels of the results framework. This is a first interpretation of the ‘impact’ criterion.

A *review* must also take account of a second interpretation of the concept, namely the whole set of effects generated by the intervention on the longer run. Such effects may be expected or unexpected, and affect individuals, organisations, businesses and the physical environment outside the initially targeted group of persons or organisations. The difference with the effectiveness criterion lies in the fact that impact exceeds the ‘narrow’ concern of realising the results of the results framework and that it also examines whether and how the intervention affects – positively or negatively – the situation of the target group and other stakeholders.

As such, the impact criterion addresses the question ‘Was the intervention worthwhile?’ by examining its contribution to the best result at the impact level, as well as its important consequences, both negative and positive, even if they are not directly linked to the ‘impact level’ of the results framework.

IMPACT:	A	B	C	D
global evaluation				

SUBCRITERIA OF ANALYSIS ⁵

5.1 What are the direct perspectives of the intervention at the impact level?	A	B	C	D
What changes at the impact level are visible or are likely to become visible? To what extent can the changes at the impact level be identified and measured, and attributed to the intervention? What are, from the viewpoint of perception, the effects of the intervention according to the perception of the beneficiaries? Will the intervention contribute to the partner country’s objectives such as mentioned in the results at the impact level? Are any outside factors likely to compromise the contribution to the partner results?				
5.2 Does the intervention have or will it have any unexpected positive or negative effects for the targeted beneficiaries or non-targeted individuals or groups?	A	B	C	D
Have there been or will there be unexpected positive or negative (environmental, social, cultural, economic or gender-specific) effects for the targeted beneficiaries or non-targeted individuals or groups? How will these affect the results at the output – outcome and impact levels? If these effects are negative, has the intervention taken mitigating measures on time? What were the results?				

⁵ It is not obligatory to award a score to the subcriteria. It is the evaluator’s decision whether to do so or not.

6. SUSTAINABILITY: The continuation of benefits from a development intervention after major development assistance has been completed; the probability of long-term benefits; the resilience to risk of the net benefit flows over time. (DAC/OECD)

Interpretation of the DAC definition:

For a review process, sustainability is the likelihood that the results and benefits from an intervention are maintained at the appropriate level and for a reasonable time after the intervention has been completed. For reviews, the potential of sustainability is evaluated and hence the likelihood that the impact will last.

The potential of sustainability is intervention-specific. As such, sustainability of the results will be on another basis for post-crisis development interventions and for interventions in a 3rd phase of a long-term sector approach.

Among the various factors pertaining to sustainability are the anchorage of the intervention in the partner country's strategic framework, ownership by the partner and its involvement in formulation and implementation, the integration of the intervention in the institutional and cultural setting, the relevance of the technologies considering the specifics of the partner country, the influence of environmental factors on the intervention and the impact of the intervention on the environment, the partner country's capacities to further guarantee the financial results, the partner institution's governance, and the relevance of the existing strategy of the intervention (non-exhaustive list). It is very important that the evaluator analyses this criterion in a broad perspective, taking into account the specifics of the intervention.

SUSTAINABILITY:	A	B	C	D
global evaluation				

SUBCRITERIA OF ANALYSIS ⁶

○ Financial/economic viability?	A	B	C	D
<p>Do the partners have the required financial capacity to continue benefitting from the intervention after support is stopped? Is there a progressive financial/economic exit strategy, which, if yes, is likely to be implemented?</p> <p>Are means available to the beneficiaries/partner institution to pay for the maintenance or replacement of services /goods /infrastructure put in place by the intervention? Can the beneficiaries afford the results/benefits at the end of the intervention?</p>				
6.2 Are the local ownership requirements fulfilled and will they continue to be so after the end of the intervention?	A	B	C	D
<p>Were the partner and local stakeholders been involved in the planning and implementation process? To what extent have the beneficiaries been involved in the decision making concerning the benefits of the intervention? Is the intervention aligned with a support approach to ownership by the partner government?</p> <p>How likely are the beneficiaries to continue to use the outputs and the outcomes? Have the beneficiaries already planned how to continue to ensure the flow of benefits and, if such is the case, how likely are they to make these plans work?</p>				

⁶ It is not obligatory to award a score to the subcriteria. It is the evaluator's decision whether to do so or not.

6.3 To what extent do the policies sustainably support the intervention?	A	B	C	D
<p>Have the national, sector (and possibly local) policies and the budget policies supported the intervention? Have they had a positive or negative influence on the intervention? Are these policies likely to continue supporting the intervention after its completion?</p> <p>Where relevant, what input can the intervention provide to the policy level? To what extent are the experiences and the lessons learned in the field used in the policy agenda? Have changes in policies and priorities impacted the intervention? Does the intervention succeed in adapting to these changes?</p>				
6.4 Does governance support the potential sustainability of the benefits and outcomes?	A	B	C	D
<p>To what extent is the intervention set in the institutional structures that are likely to subsist after the end of the intervention? Does such institutional setting contribute to the intervention's sustainability? Is the mandate of the organisation that is responsible for implementation compatible with its assigned role?</p> <p>Do(es) the relevant partner institution(s) display the required governance capacity, including management and efficient organisation capacity, to ensure sustainability of benefits and of the outcome?</p> <p>Where a new institution must be established, to what extent have good relations been established with the existing institutions? To what extent will this institution be able to continue and ensure the flow of benefits after the end of the intervention?</p>				
6.5 To what extent are the conditions fulfilled that should allow for capacity development contributing to sustainable development?	A	B	C	D
<p>Have the capacities been evaluated when implementation was launched? Do the partner institutions benefit from appropriate support in view of their capacity development to fulfil their duty of continuing to ensure the benefits and outcomes of the intervention after its completion? Do the other relevant stakeholders benefit from appropriate support in view of their capacity development to continue to ensure the benefits and outcomes of the intervention after its completion?</p> <p>Will sufficient appropriate and qualified human resources be available to continue to ensure the flow of benefits and of the outcomes when the implementation of the intervention ends?</p> <p>Has the intervention adopted a capacity development approach to allow beneficiaries and partner institutions to continue to ensure the benefits and results once the intervention is closed? Have these beneficiaries and partner institutions been prepared to take over the intervention on both the technical and financial and the management level?</p>				
6.6 Social and cultural sustainability	A	B	C	D
<p>Is the intervention aligned with the local perceptions of needs and means of producing and sharing the benefits?</p> <p>If the intervention aimed to induce change in the local power structures, beliefs and existing statuses, to what extent is its strategy based on an analysis of these factors, including the participation of the beneficiaries to its implementation? What is the quality of the relations between the intervention team and the local communities?</p>				

Part B – Transversal themes and horizontal aspects

Transversal themes - How to use the grid?

Formulate the answers to the relevant questions for the intervention. Discuss, where appropriate, the lessons learned.

The questions below are to assist evaluators in the gender analysis. The questions address four dimensions: the intervention's design, the resources allocated, the results achieved and gender sustainability. The evaluators should not answer each dimension question by question, but rather use the table as guidance to better target and improve the gender analysis. The table does not exclude further analyses: If important elements arise, which are not covered by these questions, but which do relate to gender, the evaluators must mention them.

GENDER
<ol style="list-style-type: none"> Design dimension: Is the planning and design of the intervention guided by a gender analysis of the programme? If yes, did it include a gender transformative approach or perspective? If no gender analysis was carried out, why and because of what constraints? In the absence of such analysis, what objectives have been identified or formulated in relation to gender equality? Is there an outcome or activity specifically targeting gender equality/women's empowerment (OECD gender marker)? To what extent does the design reflect feedback from final beneficiaries, in particular women's and girls' associations (or others, if any)? Does the intervention have a strategy to address potential gender equality gaps (participation, access to resources and services, etc.)? Allocated resources dimension: What proportion of the total programme budget was allocated to activities specifically targeting gender equality and women's/girls' empowerment? What percentage of staff, and at what level, received gender equality training during implementation and used it effectively? Achieved results dimension: Did the intervention achieve its objectives and expected results in a way that contributed to gender equality? If yes, how? Are the data and indicators disaggregated by gender (if applicable)? Are different approaches needed to reach men and women? (What approaches have been developed?) What monitoring and analysis method was used to measure gender mainstreaming efforts? Sustainability dimension: Will the gender equality achievements be sustained after the intervention ends? Are there internal mechanisms in place to support the achievement of gender equality in the longer term? What are the contextual factors that will support the impact of the gender results achieved? <p>Recommendations: In conclusion, based on the analysis made, what strategic and operational recommendations would you make to accelerate and/or consolidate the programme's gender equality efforts?</p>

ENVIRONMENT
<ol style="list-style-type: none"> Have the environmental constraints and opportunities been duly taken into account in the strategy of the intervention? Has the environmental dimension received sufficient attention when the intervention was planned? Has the intervention implemented environmental good practices? Does the intervention respect effective traditional environmental practices? Has the intervention caused or risked causing environmental damage? What environment impact mitigating measures were taken?

4. Is the achievement of the results of the intervention likely to increase pressure on fragile ecosystems and rare natural resources?

Horizontal aspects - How to use the grid?

Formulate the answers to the relevant questions for the intervention. Discuss, where appropriate, the lessons learned.

Results-oriented steering

1. Does the intervention at least once per year analyse the progress made in view of realising the outcome and likely contribution to the impact?
2. Does the intervention follow the recommendations of the backstopping missions?
3. Does the intervention use the data of progress made to report to the Steering committee and propose decisions that are needed to reorient, where applicable, the intervention at the strategic level?
4. Does the Steering committee steer the intervention at the strategic level?
5. Does the intervention implement the decisions taken by the Steering committee?

MONITORING

1. Is the Baseline report complete and are the monitoring data collected as planned?
2. Is the Results framework of the intervention of good quality? Are the levels of results clear and in compliance with the MoRe Results guide? Can the outcome be realised at the end of the intervention?
3. Is the operational monitoring tool up to date?
4. Does the intervention regularly meet with the RR to discuss the progress made? Does upstream reporting follow the 'management by exception' principle?
5. Has the results framework been adapted following annual reporting exercises, where needed? If so, does the report clearly explain why these adaptations were required? Do the minutes of the Steering committee meetings confirm the adaptation decisions?
6. Does the results framework reflect the strategy of the intervention and does it allow to measure progress towards the achievement of the results as well as the results achieved at the outcome level? And also the results achieved at the output level? Is it necessary to change certain aspects of this results framework at this stage?

Annex 2 – Key resource persons

Name	Organisation and function	Contact details
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Annex 3 – List of users

User	Role	Interest in the review	Communication and feedback mechanisms
Steering committee	Steer the intervention towards the achievement of development results (outcome) by taking strategic decisions based on sound data (<i>evidence-based decision making</i>). Collect lessons learned that can be used for policies and strategies.	Steering, learning, accountability Clear conclusions on the progress made, the results achieved and the challenges of the intervention. Clear and realistic recommendations that are based on a solid analysis of the intervention. Ensure that the measures proposed will have a positive impact on the performance of the intervention and on the contribution of the intervention to the sector results (impact level). Relevant lessons learned for the policies and strategies.	The Steering committee provides input for the Terms of Reference, accepts or rejects each of the recommendations and gives its final approval for the implementation of the actions proposed for each of the withheld recommendations addressed to the intervention. Committee members are invited to the briefing and debriefing that will take place in the field and they will provide comments about the aide-mémoire and the draft version of the report.
Intervention team	Responsible for the implementation. Take operational decisions and implement the strategic decisions taken by the Steering committee. Be accountable for progress made and for the results achieved (accountability to Enabel's head office).	Steering, learning, accountability Clear and realistic recommendations that can be made operational. Relevant lessons learned to support the sector strategies.	<i>Idem Steering committee</i>
Enabel Head office and Representation	Responsible for the follow-up of implementation (RR), support to implementation. The head office is accountable to the donor for the implementation and the results achieved.	Steering, learning, accountability Clear conclusions about performance. Clear and realistic recommendations that can be made operational. Relevant lessons learned for the next ICP or upcoming formulations of interventions. Identify additional support measures.	The Enabel head office organises the elaboration of the ToR (OPS) and ensures that the various internal and external stakeholders provide input. The Representation organises the briefing and debriefing in the field, participates to it and gives comments on the aide-mémoire and the draft version of the report.

User	Role	Interest in the review	Communication and feedback mechanisms
Donor	Follow up the implementation of the indicative cooperation programme (ICP) and its contribution to the partner's national strategies, ensure the policy dialogue, prepare a new ICP.	Accountability, steering, learning Conclusions and lessons learned can influence the content of the policy dialogue as well as the elaboration of a new ICP. Conclusions can help following up the potential contribution of the intervention to the results of the partner's sector strategy.	The Attaché and the head office of DGD receive the final versions of the review report.
Beneficiaries	Follow the changes made/supported by the intervention.	Accountability Information about the results achieved.	The summary of the report can be used for communication with the beneficiaries.

Annex 4 – List of the intervention's key documents

1. Intervention Technical and Financial File (TFF)
2. Baseline Report
3. Last Results Reports 2021
4. Steering Committee Minutes
5. Consultancy reports (see table above)

Annex 5 – List of templates and of reference documents pertaining to the normative framework

1. MoRe Results Guide
2. Template Review report