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SEforALL Terms of Reference

Consultant Services for an Independent Country Evaluation of SEforALL Activities in Nigeria

19 | 04 | 2023

Context

SEforALL is widely acknowledged for its achievement in raising global awareness of the world's sustainable energy challenges, ensuring they were included in the UN's Sustainable Development Goals. Now an independent international organization, SEforALL is directed by its CEO as it works toward the achievement of SDG7. The organization also supports the work of the CEO in her additional roles as Special Representative of the United Nations Secretary-General (SRSG) for Sustainable Energy for All and as cochair of UN-Energy. These roles include advising the UN Secretary-General and his staff on issues relating to sustainable energy and the implementation of SDG7 and supporting the coordination of sustainable energy issues in the United Nations system.

The organization currently employs approximately 100+ full-time professionals and now operates out of its headquarters in Vienna and satellite offices in New York City and Washington DC USA; it also has a country office in Abuja, Nigeria. Additional team members are based in Freetown, Sierra Leone; Accra, Ghana; Nairobi, Kenya; and Jakarta, Indonesia, with an expectation of more country-based assignments to occur in the future.

SEforALL's history has been categorized internally into three phases, each designated by its CEO during that phase.

The first phase, referred to as SEforALL 1.0, covers the early years as a UN initiative from 2011 to 2015. The second phase (SEforALL 2.0) covers the years from 2015 to 2020 when SEforALL became an independent organization. The third phase (SEforALL 3.0) began in 2020 with the appointment of the current CEO. With progress continuing to be off track to meet SDG7 by 2030, SEforALL 3.0 has broadened its focus to cover high-level global advocacy and country-specific implementation.

SEforALL's key interventions over its three phases include interventions in the following areas:

- **High-level sustainable energy diplomacy** including the role of the Special Representative of the Secretary-General (SRSG);
- **Coalitions, collaborations and platforms** including accelerators and hubs that were developed during SEforALL 2.0;

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- **Global thought leadership** that includes SEforALL's focus on Powering Healthcare and Integrated Energy Planning, and publications including Energizing Finance and Chilling Prospects;
- **Compelling communications raising global awareness on SDG7** and the sustainable development agenda;
- **Direct support to specific countries**, which started in SEforALL 2.0 with Action Agendas (AAs) and Investment Prospectuses (IPs) and has been strengthened in SEforALL 3.0 through the country engagement approach.

As the organization reaches a key strategic moment at the end of the current Business Plan (2021-2023) and three years into SEforALL 3.0, this evaluation will provide data and evidence to support our further development and implementation of our country-specific programmes and interventions.

SEforALL Nigeria country engagement

As part of SEforALL 3.0, there has been a shift to increasing our country-level implementation. The country engagement approach has been developed since 2020, with a country presence established in Nigeria, Ghana, Kenya, Sierra Leone, Rwanda, and Indonesia. Underpinning the engagement in all countries are three main imperatives: the mutually reinforcing need for higher ambition, stronger policy frameworks and faster delivery on the ground.

- **Higher ambition** includes securing new commitments for energy transition solutions through raising political momentum, fostering collaboration, producing data intelligence and broad-based knowledge documents.
- **Stronger policy and planning** support focus on providing toolkits, solutions, data for decision-making and hands-on support to develop national policies, plans, and roadmaps, that can be adopted by countries to achieve sustainable energy and climate goals.
- **Faster results** are driven through the deployment of new clean energy connections (mini-grids and stand-alone solar systems for productive use) through a 'results-based financing' fund.

Underpinning the high-level imperatives, there is an emerging typology of three main country activities:

- Developing/improving Energy Plans, Roadmaps and Frameworks (that include access and low carbon development) that aim to improve policy and planning in the energy, climate and development nexus;
- Supporting the development of innovative frameworks for improved public, private and foreign investment that create the enabling environment for investments to support the energy, climate and development nexus;
- Supporting the development and implementation of sector-specific initiatives that combine energy-climate-development goals through developing and scaling up blueprints of success.

Since 2020, SEforALL has built a close partnership with the government of Nigeria, one of the most significant and rapidly growing economies in Africa, with the largest energy access gap. Nigeria is the first country that SEforALL has focussed on building a substantial in-country presence, building a strategic partnership with the government, and implementing a range of programmes. As such, SEforALL's work in Nigeria has been significant in 'piloting' the country's engagement model in terms of scope and level of advancement.

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The SEforALL approach has been to provide holistic support covering all three imperatives outlined above and is the first country to have established a significant in-country presence through an office in Abuja.

Our work in Nigeria since 2020 has included the following key initiatives[1].

1. **Energy Transition Plan (ETP) and Energy Transition Office (ETO)[2]:** The ETP is a data-backed strategy that sets out a timeline and framework for the attainment of emissions reductions in 5 key sectors: Power, Cooking, Oil and Gas, Transport, and Industry. SEforALL helped the government to develop and launch the detailed plan and established a dedicated unit of staff within the government to support the plan's implementation through leading a dedicated secretariat (ETO) for the Energy Transition Implementation working group (ETWG) chaired by H.E. Vice President Yemi Osinbajo and several key ministers (Environment, Finance, Power, Works & Housing, Petroleum, and Foreign Affairs). The ETO supports the ETWG to achieve the concrete objectives that have been set.
2. **Results-based Finance**[3]: The Universal Energy Facility (UEF) – a multi-donor facility managed by SEforALL – provides grants to stand-alone solar energy projects that power economic clusters and displace polluting fossil fuel generators in Nigeria. The objectives of the Stand-Alone Solar for Productive Use (SSPU) programme in Nigeria are to scale up electricity access for SMEs by supporting sustainable business models and de-risking investments in solar companies by providing grant payments to enable the expansion of operations.
3. **Nigeria Integrated Energy Planning Tool**[4]: The tool is an online, interactive data visualization platform that brings together data to support policy makers and practitioners to make more informed decisions about their strategies and operations to advance energy access in the country. The tool uses geospatial modelling to provide actionable intelligence for the private sector and government stakeholders.
4. **Powering Healthcare**[5]: The Powering Healthcare Nigeria Market Assessment and Roadmap provide analysis and practical recommendations for planning and coordination of electrifying Nigeria's underserved health facilities. The Roadmap has several objectives including i) Providing the government and development partners with market intelligence and the evidence base for advancing health facility electrification (HFE) in Nigeria; ii) Providing the strategic information and implementation guide needed by governments and their partners to increase investment in and the sustainability of HFE efforts, and; iii) Providing practical recommendations targeted at the government and its development partners in terms of planning and coordination of HFE efforts.
5. **Solar Power Naija Project**: SEforALL collaborated with the Rural Electrification Agency (REA) to support the implementation of the largest government-driven off-grid electrification project on the continent. SEforALL provided support to the Project Implementation Unit in shaping the implementation framework and rollout of the programme based on geospatial data and a value chain localization economic model.

[1] The Nigeria ETP/ETO has a specific Theory of Change. The results-based financing platform, integrated energy planning tool, powering healthcare and solar power implementation support are captured in separate programmatic Theories of Change that refer to global activities in these areas.
[2] https://www.energytransition.gov.ng/implementation/
[3] https://www.seforall.org/SSPU
[4] https://nigeria-iep.sdg7energyplanning.org/
[5] https://www.seforall.org/publications/powering-healthcare-nigeria-market-assessment-and-roadmap

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SEforALL's work in Nigeria is funded through several donors, including the Rockefeller Foundation, Global Energy Alliance for People and Planet (GEAPP), Bloomberg Philanthropies, and the IKEA Foundation.

Objective

The Nigeria Country Evaluation has the following main objectives and covers the main phases of the SEforALL country engagement, including the **design and planning stage**, **implementation phase**, and **expected results/impact** from implementation.

1. Examine the extent to which SEforALL has been and is likely to be **effective**, **relevant**, and **coherent** in meeting the objectives for which it was set in the context of its core operational priorities and actions. This includes exploring whether SEforALL is doing the right things and whether it is doing things right with respect to its energy sector portfolio and how and to what extent these are validating our organizational and programmatic theories of change in Nigeria.
2. Understand the extent to which SEforALL has so far built successful country business models, the scale of country responses, and the extent to which it is attracting greater private and public energy sector investment.
3. Appraise to what degree SEforALL has been responsive to the country's needs and priorities and pursued innovative approaches in its operations.
4. Assess the **efficiency** of establishing operational capacity in Nigeria, benchmarking against peer organizations where feasible.
5. Examine what is working, how, and for whom, while identifying key bottlenecks in ensuring access and commitment to the guiding principles of just and equitable energy access and transition.
6. Identify **key lessons learned** and a set of **actionable recommendations** to support future implementation and increased impact and reach in Nigeria and additional focus countries of SEforALL in sub-Saharan Africa.

The independent evaluation will use several evaluation criteria including the relevance of the mandate; the effectiveness of the programme and processes; the efficiency of processes; sustained impact and coherence in energy sector delivery; gender equity and inclusiveness; innovation; country ownership; and potential for building scale. The evaluation will analyze these criteria customized to this evaluation.

These evaluation criteria will be finalized during the inception phase of this evaluation. Overall, the evaluation will contribute to accountability by reviewing emerging evidence on the performance and the impact and/or likelihood of impact of SEforALL activities in Nigeria.

Scope of Work

The evaluation will be conducted in close collaboration with SEforALL. The Monitoring, Evaluation and Learning (MEL) Department will manage the consultancy, with engagement with the Nigerian ETO and in-country team and programme teams implementing projects in Nigeria expected.

The selected team will be required to deliver outputs in a timely manner and undertake the following key activities.

- **Delivery of an Approach/Inception Paper**: The selected team will deliver a detailed Approach/Inception Paper (in line with the formatting guidelines provided by the SEforALL), that outlines the structure of the main report and the annexes, explains the conceptual framework,

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methodology, tools, instruments, protocols, and the expected process that the evaluation will follow within a detailed and time-intensive delivery timeline.

- **Attend key meetings and perform data collection in Nigeria, including interviews with key informants:** This meeting will take place in the third quarter of 2023 with analysis and writing, which will take place in August/September 2023.
- **Revise Approach/Inception Paper**: Once the initial groundwork has been undertaken, and comments received from SEforALL, the selected team will prepare and present a revised Approach/Inception Paper.
- **Submit final report**: The selected team shall draft the zero draft of the factual report, including all annexes and appendices as stipulated in the approach paper, and then, after comments have been received, submit the complete final report with key findings and actionable recommendations, including those that reflect key strategic and learning messages and inputs from SEforALL. The selected team is also expected to draft a PowerPoint presentation summarizing the key issues reflected in the final report.

Approach, Timeline, and Deliverables

Approach:
The evaluation approach will be guided by the following key elements: (1) a utilization-focused (i.e., utility and actual use) and participatory approach; and (2) a mixed-methods approach, guided by the evaluation matrix.

The evaluation will take a utilization-focused and participatory approach to the independent evaluation that focuses on the utility of both the evaluation process and evaluation products to key stakeholders, with the objectives of stimulating learning, informing decision-making, and improving overall SEforALL performance. In line with the overall utilization-focused framework, the selected team will work closely with relevant stakeholders to ensure the exercise is participatory, consultative, and engaging. The selected team will ensure that representatives of key stakeholders will participate in a diversity of ways throughout this evaluation to ensure that the insights and recommendations generated are useful to all and foster appropriation, ownership and buy-in. The selected team will need to align evaluation consultations and processes with broader SEforALL country engagements, where relevant and feasible. The selected team will prepare evaluation products with a view to their greatest possible utility and relevance for specific target audiences. Engagement and participation will require additional effort, time, and resources on all sides, and this should be factored into work planning and the timeline.

1. The selected team will use a **mixed-methods approach guided by an evaluation matrix**. The selected team will deploy several approaches, methods and tools to focus the evaluation on utilization and learning, to ensure participation at key steps in the process, and to deliver rigorous and credible findings. The evaluation will be using both qualitative and quantitative methods for data collection, the creation of datasets building and analysis. The approach will be guided by an **evaluation matrix that sets out the key questions, criteria, methods, and sources and types of data**. Key methods for data gathering will comprise of programme, policy and project document analyses, portfolio and sub-portfolio analyses, key informant interviews, focus group discussions (FGDs), on-the-ground verifications, surveys (including online) and analysis of secondary datasets. Each evaluation question will be answered through systematic and traceable use of all relevant information sources to maximize the triangulation of evidence.
2. The evaluation consists of three main parts, which also coincide with the three stages of the work plan. These are as follows:

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Stage 1: Inception, planning and (revised) approach paper along with an evaluability assessment;

Stage 2: Information and data collection and management; and

Stage 3: Analysis and reporting.

The following process summarizes and outlines preliminary expectations of how the review will proceed:

1. Finalization of a research study design, including an evaluation matrix and the data collection sources and methods and the synthesis and analysis approach in the inception report.
2. Desk review of SEforALL literature, reports, internal strategy documents, and other relevant materials related to the Nigeria country engagement.
3. Quantitative data collection using internal SEforALL datasets and identified external datasets.
4. Qualitative data collection through Key Informant Interviews of internal and external stakeholders (stakeholders, donors and beneficiaries) and an external stakeholder survey. Focus groups or workshops can also be considered.
5. Synthesis analysis of quantitative and qualitative data to generate findings and learnings.
6. Development of implementation-oriented recommendations for improving SEforALL country impact and reach.
7. Delivery of factual zero draft report including annexes
8. Delivery of a high-quality Final Report, Summary Brief Report and PowerPoint presentation.

The selected firm will maintain close contact with a designated SEforALL contact (Head of MEL) throughout the assignment to facilitate access to documentation, relevant SEforALL staff, and other partners as and if needed. All draft reports will be reviewed by SEforALL.

The selected firm(s) should make a concerted effort to mainstream gender considerations throughout this assignment. This includes following gender parity when looking for candidates. Furthermore, the firm is expected to implement a 40:60 female to male ratio in their team, and submit a copy of gender policies followed by the organization.

Deliverables and Timeline:
Timeline: The rapid review is expected to be completed within 4 months of the start date.

Deliverables: The following deliverables are expected from the rapid review:

Table1: Expected deliverables of this evaluation

Deliverable	Deliverable Details	Due Date
Inception report	The inception report (draft and final) must contain a work plan which indicates the phases of the review, evaluation matrix, methods, survey protocols, timing, key deliverables, and milestones.	May 2023
Draft Report	A draft report summarizing the findings of the review, including executive summary, methodology and approach, detailed assessment of all key evaluation areas included in the evaluation matrix, assessment of the validity of the theory of change, and key findings and recommendations.	July 2023

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Final Report and Summary Brief Report	including executive summary, methodology and approach, detailed assessment of all key evaluation areas included in the evaluation matrix, and key findings, conclusions, and recommendations.	September 2023
Final Presentation	An online presentation of the review findings and recommendations for internal SEforALL staff and external stakeholders.	September 2023

Travel

The selected vendor is expected to include at least one mission to Abuja, Nigeria for data collection in the proposed approach.

Eligibility Criteria

Interested firms must submit the following documents for SEforALL to consider their bid; failure to provide any of these documents may lead to the rejection of their submission:

- Certificate of Incorporation of the firm(s) submitting a proposal
- Bank account details (of an account eligible to receive international transactions) including a letter from the bank certifying the details
- Tax Certificate of the firm(s) submitting a proposal

Qualification and Experience requirements for the team

Firms submitting a proposal should:

- Registered company/legal entity with a minimum of 5 years of experience in the subject area (scanned copy of the Certificate of Incorporation to be submitted)
- Must have a team of 2 or 3 members with a minimum of an MSc degree in relevant fields.
- Extensive knowledge of evaluating country-based strategies and project implementation of international organizations in sub-Saharan Africa, preferably in a field related to sustainable energy.
- Demonstrable experience in using mixed methods approaches in previous relevant evaluation exercises.
- Clear knowledge and awareness of the political, socio-economic and development aid landscape in Nigeria.
- Strong analytical and writing skills, with the ability to present complex information in a clear and concise manner
- Strong communication and stakeholder engagement skills, with the ability to work effectively with diverse stakeholders.

Bidding Process

Proposals can also be submitted as a single entity and consortiums. General instructions to bidders are attached as Annex I

Technical and Financial proposal are meant to be submitted as separate documents. Proposals must include the following (in either PDF or PPT format):

Technical Proposal

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- Brief background about your organization and the year it was founded.
- The organization's experience in carrying out similar work including relevant skills, qualifications, and knowledge*. (organizations are requested share the scale and number of projects undertaken for each requirement mentioned above)*
- Your understanding of the assignment and a work approach/methodology including any proposed changes to the scope of work
- Timing of activities, and a work plan of the main and sub activities to be carried out.
- Three (3) relevant organizational/client references from the last three years
- CVs of key personnel

Financial Proposal, outlining the costs associated with carrying out the scope of work, including:

  - Labour costs (personnel, daily rates, LOE)
  - Equipment costs (if any)
  - Other costs
  - *All costs must be in USD and inclusive of all taxes*

Evaluation, Conflict of Interest, and Terms of Payment

- Bidders are requested to disclose and explain any potential conflicts of interest.
- Terms of payment at SEforALL follow a deliverable based framework. The breakdown of the milestones-payments will be communicated to the selected company.
- The evaluation of proposals will be based on a 70 – 30 split for technical proposal and financial proposal, respectively. Details of the evaluation criteria are attached as Annex II

How to Apply and Deadline

Please submit your proposal to procurement@seforall.org by 10 May 2023, 17:00 Central European Summer Time. In case of questions or queries contact SEforALL at procurement@seforall.org

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Annex I – General Instructions to Bidders

Consultant Services for an Independent Country Evaluation of SEforALL Activities in Nigeria

General

Scope of Bid

1.1 Sustainable Energy for All (SEforALL) issues these Bidding Documents for the consultancy services as specified in the Terms of Reference (TOR).

1.2 SEforALL invites bidders to submit bids for all services required

Eligible Bidders

1.3 In order to be eligible for this project, the bidder(s) must:

1.3.1 Submit a copy of their Certificate of Incorporation

1.3.2 Submit a copy of their bank account details (of a bank eligible to receive international transactions) and a letter from their bank certifying the details

1.3.3 Submit the latest copy of their Tax Compliance Certificate

1.3.4 Submit a copy of their gender policy

1.4 Bidders shall provide such evidence of their continued eligibility satisfactory to SEforALL, as SEforALL shall reasonably request.

Contents of Bidding Documents

Sections of Bidding Documents

1.5 The Bidding Documents refer to all documents provided to the interested bidders to facilitate them in the preparation of their bids.
1.6 SEforALL is not responsible for the completeness of the Bidding Documents and any addenda if they were not obtained directly from SEforALL.
1.7 The bidder is expected to examine all instructions, terms, and specifications in the Bidding Documents. Failure to furnish all information or documentation required by the Bidding Documents may result in the rejection of the bid.

Amendment of Bidding Documents

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1.8 At any time prior to the deadline for submission of bids, SEforALL may amend the Bidding Documents by issuing an addendum.
1.9 Any addendum issued shall be part of the Bidding Documents and shall be communicated in writing on SEforALL procurement's webpage.
1.10 To give prospective bidders reasonable time in which to take an addendum into account in preparing their bids, SEforALL may, at its sole discretion, extend the deadline for the submission of bids.

Clarification/ Question on Bidding Documents

1.11 Bidders may contact SEforALL at procurement@seforall.org in case of any questions and/or queries.

Preparation of Bids

Cost of Bidding

1.12 The bidder shall bear all costs associated with the preparation and submission of its bid, and SEforALL shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

Language of Bid

1.13 The bid, as well as all correspondence and documents relating to the bid exchanged by the bidder and SEforALL, shall be written in English.

Contents of Bid

1.14 The bid should include at a minimum a technical and a financial proposal, in addition to any necessary supporting documents. The technical proposal should include, at a minimum, responses, and information relevant to those topics referenced in the TOR file.
1.15 Technical and Financial proposals are meant to be submitted as separate documents. Proposals must include the following (in either PDF or PPT format):

1.15.1 Technical Proposal
- 1.15.1.1 Brief background about your organization and the year it was founded.
- 1.15.1.2 The organization's experience in carrying out similar work including relevant skills, qualifications, and knowledge. (Organizations are requested share the scale and number of projects undertaken for each requirement mentioned above)
- 1.15.1.3 Your understanding of the assignment and a work approach/methodology including any proposed changes to the scope of work
- 1.15.1.4 Timing of activities, and a work plan of the main and sub activities to be carried out.
- 1.15.1.5 Three (3) relevant organizational/client references from the last three years
- 1.15.1.6 CVs of key personnel
- 1.15.1.7 Copy of Certificate of Incorporation

1.15.2 Financial Proposal outlining the costs associated with carrying out the scope of work.
- 1.15.2.1 Labour costs (personnel, daily rates, LOE)
- 1.15.2.2 Equipment costs (if any)
- 1.15.2.3 Other costs
- 1.15.2.4 All costs must be inclusive of all taxes.
- 1.15.2.5 Bank Account Details, including a letter from the bank certifying the details.
- 1.15.2.6 Latest copy of Tax Certificate/Tax Compliance Certificate

1.16 The bid should also clearly include disclosure and explain any potential conflicts of interest.

Currencies of Bid

1.17 The bidder shall quote all prices in U.S. Dollars.

Bid Prices

1.18 Bids shall present prices as a single quote. (i.e., budget) Bidders are encouraged to provide a budget breakdown for each country and workstream. Bidders are also instructed to share a quote inclusive of all and any taxes, and delineate the applicable tax rate.

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Submission of Bids

1.19 Bids should be submitted to SEforALL in electronic format (PDF file) via e-mail to procurement@seforall.org Hand-written submissions are not eligible.

Deadline for Submission of Bids

1.20 The deadline for submissions of bids is 17:00 PM CEST time, 10 May 2023 as mentioned in the TOR above
1.21 SEforALL may, at its sole discretion, extend the deadline for the submission of bids, in which case all rights and obligations of SEforALL and bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.
1.22 Any bid submitted after the deadline will automatically be rejected unless otherwise noted by SEforALL.

Evaluation and Comparison of Bids

Confidentiality

1.23 Any effort by a bidder to influence SEforALL in the examination, evaluation and comparison of the bids or contract award decisions may result in the rejection of its bid.

Clarification of Bids

1.24 To assist in the examination, evaluation, and comparison of the bids, SEforALL may, at its discretion, ask any bidder for a clarification of their bid.

Preliminary Examination of Bids

1.25 SEforALL may examine the bids to confirm that all documents and technical documentation requested have been provided, and to determine the completeness of each document submitted. If any of the requested documents or information is missing, SEforALL may reject the bid.

Evaluation and Comparison of Bids

1.26 SEforALL shall evaluate each bid that has been determined, up to this stage of the evaluation, to be complete.
1.27 To evaluate a bid, SEforALL will follow the guidelines and criteria set forth in the TOR above and Annex II.
1.28 SEforALL reserves the right to evaluate bids with the possible assistance of external assessors.

SEforALL's Right to Accept Any Bid, and to Reject Any or All Bids

1.29 SEforALL reserves the right to accept or reject any bid, and to annul the bidding process and reject all bids at any time prior to contract award, without thereby incurring any liability to bidders.

Award of Contract

Award Criteria

1.30 SEforALL shall award a contract to the bidder whose offer has been determined to have the highest score as outlined in Section II, provided further that the bidder passes SEforALL Eligibility Criteria. SEforALL will award one contract to a single bidder/ consortium

SEforALL's Right to Vary Quantities at Time of Award

1.31 At the time the contract is awarded, SEforALL reserves the right to change the Scope of Work originally specified in the Terms of Reference

Contract

1.32 The contract will be a fixed price contract denominated in U.S. Dollars or EUR
1.33 Terms of payment at SEforALL follow a deliverable-based framework. The breakdown of the milestones-payments will be communicated to the selected company.

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Annex II – Evaluation Criteria

Consultant Services for an Independent Country Evaluation of SEforALL Activities in Nigeria

Compliance with eligibility criteria: **Pass/Fail**

Table 2. Technical assessment criteria (TAC) for country evaluation

	Criteria	Sub-score	Score	MOV
1	**Technical**		20	
	Expertise and experience to deliver a comprehensive country evaluation of an international organization, with a focus on supporting learning, organizational reviews and policy assessments, and a focus on arriving at strategic lessons, conclusions and recommendations to inform future implementation.	10		Team leader with a minimum of 10 years of experience in delivering comprehensive evaluations or reviews of the type specified in the ToR, with a special emphasis on the energy and climate change sectors (10)
	Experience and expertise of the team in evaluations of similar scope and size, in the context of the energy sector, climate change, and with relevance to developing countries and international settings.	10		Team experience in delivering evaluations at scale demonstrated in CVs (4) Team members can demonstrate individual experience of delivering evaluations at scale demonstrated in CVs (3) Team experience of working in international and developing countries settings demonstrated in CVs (3)
2	**Methodology and Workplan**		30	
	The scope and key components of the overall task are fully understood and reflected in the technical proposal, and which provides further detail on the implementation approach and understanding beyond the ToR.	30		The technical proposal demonstrates an elaborated version of the ToR with a nuanced understanding of the SEforALL initiatives and country work, the evaluation scope and objectives (15) The evaluation matrix developed by the team is high quality and demonstrates clarity on the types of data used and methods of data analysis including specific quantitative methods (15)
3	**Personnel**		20	
	A strong and proven team leader with the capacity to directly, energetically and creatively lead and organize the process under tight time constraints and manage complex teams and evaluations. This includes extensive evaluation	5		Experience of the team leader in the energy and climate change sector within an international setting demonstrated within CVs (5)

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	experience, academic and implementation experiences, capacity, time availability, and demonstrable ability to motivate all members proposed as part of the team			
	Demonstrated excellent communication skills, ability to work to tight deadlines and history of timely delivery of practical, strategic documents that add value	5		Team members have worked together before or Team members have worked with diverse institutions in a diverse environment (5)
	Demonstrated appropriate team members and arrangements: - The proposed team is appropriately composed, including the expertise and experience of key team members, the structure of the team, including gender balance, and relevant academic qualifications; - Demonstrated ability of key staff to work and analyze quantitative and qualitative data by using well-recognized methods, especially as related to statistical methods, process tracing, theories of change, logic models, survey design, interview techniques including for focus groups that recognize biases and include behavioural science methods.	10		Data analysis skills of team members particularly in mixed methods shown in CVs (4) Publications of team members on the energy sector and climate change with a focus on developing countries (3) Political economy understanding and ability to think innovatively for the energy sector as shown in CVs (3).
	TOTAL		70	

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