



## **Desert-to-Power West Africa Regional Energy Program-Phase 1**

Terms of Reference for:

### **PROJECT COMPLETION REPORT CONSULTANCY**

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**Applications must be submitted no later than 31 May 2026 at 23:59 (UTC)**

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## 1.0 PROJECT BACKGROUND

### 1.1 The Rationale for the Desert-to-Power Initiative

The Sahel is a vast semi-arid region that lies south of the Sahara Desert and stretches from Africa's Atlantic Coast to the Red Sea. It covers eleven (11) countries including Burkina Faso, Chad, Djibouti, Ethiopia, Eritrea, Mali, Mauritania, Niger, Nigeria, Senegal, and Sudan. These countries also face similar challenges such as rising insecurity, increasing poverty, high unemployment rates, and limited essential services such as water and electricity. Overall, the total installed capacity in the West Africa Sahel region is insufficient to meet the growing electricity demand.

**The Desert to Power initiative (DtP) is meant to harness the abundant solar energy in the Sahel to generate an additional 10 GW of capacity to provide clean electricity to 250 million people. This initiative is part of the African Development Bank's New Deal for Energy in Africa and a key pillar of the Great Green Wall initiative. Desert to Power is helping to build the world's largest solar zone.**

### 1.2 Main Components of DtP-WAREP

The WAREP aims to support studies that facilitate the regional integration of electricity networks across Sahel countries by promoting grid interconnectivity to integrate more solar generation capacity. The project comprises three components: (i) Pre-feasibility studies for the Sahel Backbone and associated solar parks to improve regional energy trade; (ii) Preparation activities for the ECREEE Regional Mini-Grid Program (ERMGP) to expand mini-grid investments and generate economies of scale; (iii) Project management to ensure quality control and supervision of the project.

**Component 1 is being implemented by the West African Power Pool (WAPP) and involves conducting pre-feasibility studies for the Sahel Backbone and regional solar parks.** This component aims at preparing pre-feasibility studies for the implementation, across the G5 Sahel countries (Mauritania, Mali, Burkina Faso, Niger and Chad), of the Sahel Backbone Interconnection Project, including the construction of regional solar parks, with the aim of increasing access to electricity for communities along the transmission lines. The project contributes significantly to a stronger interconnection of the WAPP network and the electricity trading market in the West African region.

**Component 2 is being implemented by ECREEE and involves the preparation activities for the ECREEE Regional Mini-Grid Program (ERMGP) and Capacity Building.** This component aims to develop a regional mini-grid program that offers economies of scale and clear, harmonized regulation, thereby de-risking projects and attracting competitive operators and lenders. There are two sub-components:

- *Sub-component 2.1 – Preparation of ERMGP mini-grids and Electrification of Health Centers:* This covers identification, selection, and conducting feasibility studies, technology selection, assessment of the demand centers, a business model based on the system design, installation, and commissioning.

- *Sub-component 2.2 – Capacity Building and Certification Program:* ECREEE’s regional capacity program is expected to target mass training and certification of technicians and artisans, who will be a critical support to the technical sustainability of the mini-grids and for job creation.

**Component 3 is Project Management. ECREEE and WAPP** focus on the coordination and implementation of all project activities.

## 2.0 PURPOSE AND SCOPE OF THE CONSULTANCY

### 2.1 Purpose

The Project Completion Report (PCR) is a self-assessment document that allows the Bank to justify its investments, capitalize on experience, and draw lessons from completed operations in order to guide its new programming. The preparation of the PCR is one of the important final steps in project execution and marks the end of the bank's regular supervision.

The assessment aims to support WAPP, ECREEE, and the African Development Bank (AfDB) in evaluating the performance of all components of WAREP-Phase 1. It will examine the effectiveness of the initiative by determining whether its stated objectives were successfully achieved. The evaluation will also assess efficiency, considering whether the allocated resources were appropriate and utilized in line with the budget. Additionally, it will explore the relevance of the activities undertaken, analyzing whether the right priorities were addressed. The assessment will further measure the impact of the program, focusing on the tangible differences made in the operations and livelihoods of the targeted beneficiaries. Finally, it will evaluate the sustainability of the results, particularly the likelihood that the benefits will be maintained over time.

All three organizations will use the findings and recommendations to improve programming for the next phase of WAREP and to design related interventions.

The primary audience of the Project Completion Report is WAPP, ECREEE, AfDB, the Rural Electrification Agencies, and electricity companies of the beneficiary countries. Secondary audience includes the Office of the President of the ECOWAS Commission, the Commission’s Department of Infrastructure, Energy and Digitalization, and the Directorate for Strategic Planning, Monitoring and Evaluation under the Office of the Vice President of the Commission.

### 2.2 Scope of Service

The Individual Consultant's services consist of four main tasks -- Participation in an Inception Meeting, Literature Review, Collection and Analysis of data on key project aspects, and Report Writing. The details are as shown in the following table:

<b>Task</b>	<b>Description</b>	<b>Deliverable(s)</b>
1. Inception Meeting	The inception meeting will be held after the contract is signed.	Minutes of the Inception Meeting and an updated work plan
2. Literature Review	<ul style="list-style-type: none"> <li>Review and analysis of project documentation as well as other relevant texts to comprehend the scope and concept of the project and its development objective.</li> <li>Detailed verification of the physical execution of the project by examining the main activities and the degree of achievement of the expected outputs</li> </ul>	A report on documents reviewed and preliminary findings
3. Collection and Analysis of data on key project aspects	<p>Collection of primary data from targeted stakeholders using a mix of quantitative and qualitative methods on the following aspects:</p> <ul style="list-style-type: none"> <li>Main characteristics of project execution, in particular adherence to schedules, performance of contracted consultants/firms</li> <li>Financial situation of the project</li> <li>Status of implementation of all the Bank's recommendations following its supervisory missions during the project</li> <li>Extent to which the project met the needs of the participating countries and institutions</li> <li>Factors that will contribute to the sustainability of the results achieved</li> <li>Threats to the sustainability of results and benefits gained</li> <li>Impacts of the project on stakeholders</li> <li>Key lessons that the Bank, WAPP, and ECREEE can learn from the project design and implementation, and that can be used in designing future projects</li> </ul>	<ul style="list-style-type: none"> <li>Data Collection Methodology and Instruments</li> <li>Report outline</li> <li>Progress Report, illustrating findings</li> </ul>
4. PCR Writing	<ul style="list-style-type: none"> <li>Analysis of the data collected and elaboration of findings, conclusions, and recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>Draft Project Completion report in the Bank's format and</li> </ul>

- Contribution to the drafting of the completion mission aide-memoire accordance with the Bank's guidelines for the preparation of PCRs.
- Final Project Completion report (post-review)

### 3.0 METHODOLOGY FOR PREPARATION OF THE PROJECT COMPLETION REPORT

The criteria to guide the individual consultant are the globally-recognized evaluation criteria developed by the Organization for Economic Cooperation and Development (OECD): Effectiveness, Efficiency, Relevance, Impact, and Sustainability. While doing so, the individual consultant will also be expected to take into consideration the African Development Bank’s **Result Measurement Framework (RMF), which it uses to assess its contribution to the continent’s development, and apply the Bank’s “Development Impact Approach” to the assessment.** <sup>1</sup>.

#### 3.1 Questions

The following are questions to be considered at the design stage of the assessment, arranged in order of the OECD evaluation criteria:

##### West African Power Pool (WAPP)

Criterion	Issue(s) of interest	Questions
<b>Effectiveness</b>	Main characteristics of project execution, in particular adherence to schedules, performance of contracted consultants/firms, and effectiveness of Bank supervision	<ol style="list-style-type: none"> <li>1. Did WAPP adhere to the implementation schedule?</li> <li>2. Did the contracted consultants perform their assignments as expected?</li> <li>3. Did the participating countries, WAPP, find the feasibility studies for the Sahel Backbone and regional solar parks worthwhile?</li> <li>4. Did the Bank’s supervision missions help facilitate the implementation of the project?</li> </ol>
<b>Efficiency</b>	Financial situation of the project	<ol style="list-style-type: none"> <li>5. Were the financial resources allocated adequate for the implementation of the project?</li> <li>6. Was co-financing required from other donors or from the beneficiaries to support this project?</li> </ol>

<sup>1</sup> According to the RMF, Development Impact Approach allows the Bank to measure the number of direct and indirect jobs supported by its investments and the extent to which it contributes to economic growth.

		7. To what extent do the intervention objectives and design of Components 1 and 3 respond to the needs of the participating countries?
<b>Impact</b>	Potential impact of the project on stakeholders	8. To what extent have the pre-feasibility and feasibility studies influenced the Governments and the private sector stakeholders' decision to invest in clean mini-grids, the Sahel Backbone, and the regional solar parks?
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Factors that will contribute to the sustainability of the results achieved</li> <li>• Threats to the sustainability of results and benefits gained;</li> </ul>	9. How willing are the beneficiary countries to facilitate potential investment in clean mini grids by the private sector and funding partners, given the completion of the feasibility studies?
		10. To what extent are the WAPP and national electricity companies capable of carrying out similar pre-feasibility studies?

#### **ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE)**

<b>Criterion</b>	<b>Issue(s) of interest</b>	<b>Questions</b>
<b>Effectiveness</b>	Main characteristics of project execution, in particular adherence to schedules, performance of contracted consultants/firms, and effectiveness of Bank supervision	<ol style="list-style-type: none"> <li>1. Did ECREEE adhere to the implementation schedule?</li> <li>2. Did the contracted consultants perform their assignments as expected?</li> <li>3. Did the participating countries and ECREEE find the clean mini-grid studies worthwhile?</li> <li>4. Did the trainees of the regional training on clean mini grids design, installation, and inspection receive the optimal levels of knowledge and skills to be able to impart to other trainees?</li> <li>5. Did the Bank's supervision missions help facilitate the implementation of the project?</li> </ol>
<b>Efficiency</b>	Financial situation of the project	6. Were the financial resources allocated adequate for the implementation of the project

<b>Relevance</b>	Extent to which the project met the needs of the participating countries and institutions	7. Were the modules for clean mini-grid design, installation, and inspection adequately responsive to the needs of trainees?
		8. To what extent do the intervention objectives and design of Components 2 and 3 respond to the needs of the participating countries?
<b>Impact</b>	Potential impact of the project on stakeholders	9. To what extent have the feasibility studies influenced the Governments and the private sector stakeholders' decision to invest in clean mini-grids?
		10. Did the regional training in mini-grids design, installation, and inspection yield any significant positive, intended, or unintended effects on the institutions and the participants?
		11. Did the national-level training for mini-grid developers and experts from other ECREEE partner centres yield any significant positive intended or unintended effects on the institutions and the participants?
		12. To what extent did the implementation of the activities lead to the creation of direct and indirect jobs in the economies of the participating countries?
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>• Factors that will contribute to the sustainability of the results achieved</li> <li>• Threats to the sustainability of results and benefits gained;</li> </ul>	13. How willing are the beneficiary countries to facilitate potential investment in clean mini grids by the private sector and funding partners, given the completion of the feasibility studies?
		14. Is the requirement of institutions to run training programs and/or conduct examinations post the regional training likely to continue?

### 3.2 Methodology

Indicative methodological approaches to the assessment include, but are not limited to, the following:

### 3.2.1 Literature Review

The Individual Consultant will be provided with relevant project documents for desk review to enable them to appreciate the context, rationale, and approach to implementation. They may also seek relevant information from other sources to aid their analysis and judgment. Such materials must be appropriately referenced, and the authors duly acknowledged.

### 3.2.2 Key Informant Interviews and Focus Group Discussion

It is expected that the Individual Consultant will engage with stakeholders' representatives to verify project facts and/or seek their opinions on specific subjects. The Individual Consultant must therefore identify the types of stakeholders per the assessment questions and determine whether or where Key Informant Interviews or Focus Group Discussions might be necessary as methods of data collection. A combination of in-person and online stakeholder engagement is encouraged. The Individual Consultant may plan to visit selected countries to engage with stakeholders in person. The Individual Consultant is at liberty to propose more innovative or more appropriate methods. S/he will develop and test the design and data collection instruments before fieldwork. S/he must have a good Knowledge of ECOWAS energy policies or involvement in similar regional programs.

## 4.0 THE INDIVIDUAL CONSULTANT'S QUALIFICATION AND EXPERIENCE REQUIREMENTS

The Individual Consultant should meet the following qualifications and experience requirements:

Criterion	Requirement	Maximum Points
1. Education / Training Qualifications	A minimum of a Master's Degree in Project Management, Development Planning, Development Studies, Development Policy Management, Monitoring and Evaluation, or related field.	10
2. General Professional Experience	A minimum of 10 years of professional experience in conducting evaluations of development interventions/projects in fields such as energy, renewable energy, economic development, education, etc.	20
3. Specific Professional Experience	<ul style="list-style-type: none"><li>• Demonstrated application of the AfDB result measurement framework and the OECD Evaluation Criteria in evaluations.</li><li>• Relevant or similar work experience in projects financed by the Bank or other donors.</li><li>• Experience working on projects related to the relevant sector (e.g., renewable energy, sustainable development, infrastructure, and/or capacity building).</li><li>• Familiarity with regional development challenges, particularly in West Africa or Sub-Saharan Africa in the energy sector.</li><li>• Familiarity with AfDB project cycles and reporting formats is a strong asset.</li></ul>	40

	• Knowledge of ECOWAS energy policies or involvement in similar regional programs is beneficial.	
4. Regional Experience	Project evaluation experience in the ECOWAS region is a plus.	18
5. Languages	Good writing and speaking proficiency in English and French.	12

## 5.0 DELIVERABLES AND TIMELINES

The matrix below illustrates the expected deliverables per the various tasks:

Task	Deliverable	Estimated Timeline
1. Inception Meeting	Minutes of the Inception Meeting and an updated work plan	10 workdays
2. Literature Review	A report on documents reviewed and preliminary findings	15 workdays
3. Data Collection and Analysis	<ul style="list-style-type: none"> <li>• Data Collection methodology and Instruments</li> <li>• Report outline</li> <li>• Progress Report (Not the PCR Report)</li> </ul>	30 workdays
4. PCR Writing and translation (French, English and Portuguese)	<ul style="list-style-type: none"> <li>• Draft Project Completion report in the Bank's format and accordance with the Bank's guidelines for the preparation of PCRs.</li> <li>• Final Project Completion report (post-review)</li> </ul>	35 workdays

## 6.0 REPORT DISSEMINATION PLAN

The completion report will cover several aspects, with a focus on the project's performance and results. The Individual Consultant will work under the supervision of the WAPP and ECREEE's Task Managers.

The final report will be disseminated across key stakeholders, including:

- The Rural Electrification Agencies of the participating countries,
- The different electricity companies involved at the national level
- Training and Examination Centres with whom ECREEE has Memoranda of Understanding,
- The African Development Bank,
- Office of the President of the ECOWAS Commission,
- Office of the Vice President, ECOWAS Commission
- ECOWAS Department for Infrastructure, Energy, and Digitalization,

- Directorate of Strategic Planning, Monitoring and Evaluation of the ECOWAS Commission and
- The West African Power Pool and ECREEE

## 7.0 IMPLEMENTATION SCHEDULE AND LOGISTICS

ECREEE anticipates that the assignment can be carried out partly at the desk and partly in person during visits to WAPP, ECREEE, selected Rural Electrification Agencies, and electricity companies in the participating countries. The cost of travel should be included in the Individual Consultant's reimbursable expenses proposal. Translation/interpretation in Portuguese might be required in some of the countries.

The services will take place over an estimated 80 workdays, including 30 workdays in the field in Benin, Burkina Faso, Cabo Verde, Chad, The Gambia, Ghana, Guinea-Bissau, Liberia, Mali, Mauritania, Niger and Nigeria, Senegal, Sierra Leone, and Togo. The Individual consultant must, with their offer, provide a detailed chronogram of the activities.

## 8.0 BUDGET

Bidders are required to estimate the cost of undertaking the consultancy and propose their remuneration and reimbursable costs.

Fee days	Number of experts	Max Number of days per expert	Total days	Unit Price	Total
<b>Designation of Individual Consultant</b>					
Travel expenses	Quantity	Number per expert	Total		
<b>Per diem allowance in the country of assignment</b>					
<b>Overnight allowance in the country of assignment</b>					
Transport	Quantity	Number per expert	Total		

International flights					
Regional flights					
Other travel expenses					
Other costs (translation, interpretation, etc.)	Number	Price	Total		
Total					

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