

Terms of Reference Near End Review (NER) of QZA-21/0341 - RAF-17/0047 Access to clean energy and support to humanitarian response

BACKGROUND:

The Norwegian Refugee Council (NRC) is an independent humanitarian organisation working to protect rights of displaced and affected people during crises. NRC is Norway's largest international humanitarian organisation, providing assistance to meet immediate humanitarian needs, prevent further displacement and provide durable solutions in more than 40 countries. NORCAP is part of NRC that provides humanitarian, development and peacebuilding expertise and solutions in collaboration with partners. It builds partnerships with international organisations and national actors to protect lives, rights and livelihoods. NORCAP collaborates with partners to identify needs and establish common goals and projects. It helps strengthen partner capacity and improve coordination and collaboration. NORCAP has a pool of more than 1,300 experts ready to be assigned to support the UN system, regional organisations, national and local actors.

About Norad and NORCAP Energy and Environment (E&E) partnership:

Since 2018, Norad and NORCAP have provided support and developed solutions in the field of humanitarian energy and environment. The current phase of the project, funded by Norad, commenced on 15 August 2022, and will continue until 15 August 2026. Norad is the largest donor supporting NORCAP's energy and environment portfolio, financing over 70% of its assignments.

The E&E work is organised across **three pillars, 1) Providing energy access for refugees and displaced populations, 2) Decarbonizing humanitarian operations, 3) Ensuring coordination across the sector, in close collaboration with the GPA.**

NORCAP works in **partnerships, and as such do not implement any projects individually, but support our partners' work, by providing humanitarian energy expertise and solutions development.** As of today, NORCAP's E&E Team collaborates with 11 partner agencies and NGOs, namely UNHCR, IOM, WFP, FAO, WHO, UNICEF, UNITAR, UN-Habitat, NRC, Mercy Corps and UNDP.

Through continued efforts since 2018, NORCAP has been able to play a key role in shaping partners' strategic approaches to integrating energy and environmental solutions into their strategies and operations, while also influencing policies to ensure the inclusion of refugees and displaced communities within broader development strategies in specific countries — an outcome that would not have been possible without Norad's support.

About NORCAP Energy & Environment Programme:

The NORCAPs E&E Programme hosts the largest pool of Energy Experts in the humanitarian sector. By end-2024, a total of 82 E&E Experts are members of the NORCAP Pool of Experts. Our Experts are supporting our partner agencies at all levels, in Global Headquarters, Regional Hubs, Country Operations, and field locations. Experts are assigned to assignments in African countries such as Kenya, South Sudan, Rwanda, Madagascar, Mauritania, Niger, Nigeria, Mozambique, Tanzania, Ethiopia, Zambia, and Burkina Faso, as well as partner headquarters in Europe.

NORCAP E & E Experts come from various nationalities and backgrounds, contributing to the contextual and national knowledge they bring. The experts' profiles include electrical engineers, environmental scientists, renewable energy developers, forestry and reforestation specialists, biogas production experts, waste management professionals, energy finance experts, architects, urban planners, civil engineers, and climate mitigation experts.

In 2024, NORCAP launched the Regional Roving Team to assess needs and develop roadmaps for East and West Africa, as well as providing backstopping services to our experts. Additionally, in 2024 a Clean Cooking Lead was appointed to drive global efforts within clean cooking, and an Innovative Finance Lead joined to support our experts with regards to development and utilization of innovative financing mechanisms in support of long-term sustainability and scaling of energy solutions in humanitarian settings.

Objective:

The overall objective¹ of the programme under the grant agreement, **QZA-21/0341 - RAF-17/0047 Access to clean energy and support to humanitarian response**, is that *‘NORCAP partners are better equipped to enhance energy access for displaced populations, green humanitarian operations, and drive systems change to improve the resilience of affected communities’*.

The specific objectives of programme:

1. Enhanced access to – and use of – solutions with a reduced climate and environmental impact;
2. Enhanced learning and knowledge sharing;
3. Enhanced community engagement and accountability;

¹ The initial overarching objective of the project stated that “NORCAP partners are better able to respond to climate change and support resilience efforts for the communities they serve.” This has since been updated to “NORCAP partners are better equipped to enhance energy access for displaced populations, green humanitarian operations, and drive systems change to improve the resilience of affected communities.” Approval for this change was granted to the Energy and Environment team in 2024.

These objectives are based on lessons learned from the initial phase of the project, which identified key gaps, including:

1. Low access to clean energy for households/end-users
2. Clean energy not prioritised in humanitarian settings
3. Humanitarian operations are highly dependent on diesel
4. Lack of private sector collaboration
5. Lack of gender balance in humanitarian energy sector
6. Low community engagement in energy sector
7. Partners' accountability towards existing frameworks and policies related to the green shift
8. Energy needs in urban settings
9. Lack of energy data
10. Electronic waste in humanitarian settings

PURPOSE AND INTENDED USE:

According to the grant agreement, a “Near End Review (NER)” focusing on the alignment between the objectives outlined in the results framework (RF) and the results achieved should be carried out by 30th November 2025. The purpose of the NER is to assess the outcomes and impacts of the programme based on the expected outcomes as outlined in the programmes' results framework.

According to the Agreement “The review shall, among other aspects, emphasis documentation of achievements according to the impact goal, preferably by examples”. **The NER should focus on results achieved, sustainability, exit strategies for the projects, synergies and coordination across countries as well as NORCAPs energy partners.** It will furthermore also serve the purpose as input to the dialogue on potential continued support to NORCAP and provide independent advice and recommendations with regards to the design of the next phase of the project, planned to be initiated in September 2026

SCOPE OF WORK:

The NER shall:

- Documents and assess key results/achievements of the Project. The assessment shall consider achievement of the agreed/original project goals and objectives. The OECD/DAC review criteria should be used in the assessment of achievements/key results:
 - Relevance
 - Coherence
 - Effectiveness
 - Efficiency

- Impact
- Sustainability
- Identify strengths and weaknesses of NORCAPs support to address these thematic challenges and gaps, document lessons learned from the current agreement period and suggest recommendations for adjustments to the current delivery model for a potential new phase of NORCAP support within humanitarian energy, as well as suggestions for future developments and investments to further strengthen the delivery model and impact in our partner agencies and for their end-users.
- Identify challenges and opportunities at program level and provide insights into the maneuvering in a landscape of fragile contexts and constant obstacles.
- Identification of challenges involving private sector within the humanitarian context.
- Assess the impact of NORCAPs Female Accelerator Program, with regards to effects to improve gender equality and empowering female engineers, both with regards to NORCAPs pool of energy experts, but also with regards to empowering women and strengthening the gender equality in the wider humanitarian energy sector. These results should be given more space in the gender section of the report.
- Review reporting and other requirements related to the Grant management and how these requirements are being met.
- Risk management and cross cutting issues:
 - Assess the risk management system designed for the project and how risks were handled during implementation.
 - Assess how cross cutting issues (impacts on environment/climate, gender and human rights as well as anti-corruption) were considered and managed during project planning and implementation.
 - Assess if there have been, or is likely to occur, any unexpected outcomes/impacts (positive or negative) of the project.

IMPLEMENTATION OF THE NER - METHODOLOGY:

The NER findings shall be based on the project grant application, project reports and other documentation, and discussions and interviews with stakeholders and collaborating partners.

The assignment shall be carried out in an interactive way and preferably include field visit(s) for interviews of end-users, partner organisations and assigned experts on mission. Remote/online interviews can also be done where necessary.

The consultant is responsible for the full implementation of the assignment, including (but not limited to) the following in order to reach the main objectives of the assignment:

- Meet with NORCAP to learn about NORCAPs unique delivery model and discuss the methodology for the mid-term review, and expectations for the assignment.
- Discuss the possibility of conducting field visits to meet with project partners, experts and end-users.
- Prepare an inception report (according to the requirements laid out below).
- Make all practical arrangements such as organising appointments for interviews with relevant stakeholders (including NORCAP in Oslo), selected experts, key personnel at hosting organisations.
- Lead the development and implementation of the NER, and review all technical documentation related to the project (i.e. Project Document, Agreement, Progress Reports, Work plans, M&E Framework, Formal Meeting Minutes, and technical outputs) as well as other relevant literature from related projects and financial documentation as required.
- Analyse and synthesize data/information and verify the findings.
- Prepare the draft and final reports (according to criteria listed below), incorporating the comments provided from stakeholders.
- Present the final report for Norad and NORCAP.

Norad and NORCAP will assist the consultant with getting access to all relevant reports and documents.

NORCAP shall also assist with providing a list of collaborating partners, and relevant persons and contact persons in partner organisations.

EXPECTED OUTPUTS AND TIMELINE:

1. Inception report

The Inception Report (not exceeding 5 pages) shall include preliminary findings from the NER of documentation and literature. The report shall also include a brief description of the approach and methodology outline of the NER. A list of research questions shall be included, and a stakeholder analysis as well as a plan for scheduled interviews. The inception report shall be presented and discussed with NORCAP and Norad.

2. Draft Report

The draft report shall be shared within 8 weeks after the Inception report and include:

- i. Introduction and background
- ii. Methodology
- iii. Analysis and Review Results
- iv. Conclusions and recommendations

3. Final Report

The final report shall be shared within two weeks after the consultant has received the comments to the draft report. The report shall not exceed 20 pages (excluding annexes).

The final report shall include the items listed above (i. to iv.) and in addition:

- An executive summary.
- Other relevant information in annexes (as deemed appropriate).
- Reference to literature and documentation used.

4. Presentation of the findings to NORCAP and Norad

All reports shall be written in English and be shared in electronic copies in both word and PDF formats.

Timeline:

The following table suggests a tentative schedule for carrying out the end-review and the various expected outputs:

The schedule will be agreed upon with the consultant. The timeframe for the work is between June – Mid November 2025. Estimated time for the work is 8-10 weeks.

The right is reserved by NORCAP and/Norad to make changes to the schedule.

Qualifications needed

The work shall be carried out by a consultant / team of consultants with some support from NORCAP. Some travel will be required for the NER. The consultant(s) shall possess documented skills in project/programme management and monitoring, and evaluations and reviews of humanitarian/development/nexus projects/programmes, report writing skills as well as excellent working skills in English.

Required qualifications for the consultant(s):

- Ability to professionally review the grant agreement
- A minimum of 7 years' experience.
- Experience in reviewing programmes and projects based on the Norwegian development assistance would be an asset.
- Strong analytical and communication skills.
- Advanced report writing skills.
- Competency in at least two of the areas mentioned below.

The consultant(s) shall possess expertise in the following areas:

- Experience with humanitarian operations.
- Knowledge of and experience with UN Humanitarian systems and organisations;
- Experience from the renewable energy sector, assessments of energy needs and delivery models, and decentralized energy solutions is an asset

Other requirements:

The consultant(s) will be required to provide at least two samples of reports from their previous work. To ensure confidentiality, selected excerpts or sections of these reports may be submitted instead of the full documents.