



***TERMS OF REFERENCE FOR
EVALUATION OF POWER TRANSMISSION ENHANCEMENT
INVESTMENT PROGRAM
CPK 1036***

**Agence Française de Développement,
5, rue Roland Barthes,
75598 Paris Cedex 12- RCS PARIS B 775 665 599-
téléphone: 00 33 (0)1 53 44 31 31**

**Terms of reference for recruiting a consultant responsible for the
evaluation of the Power Transmission Enhancement Investment
Program in Pakistan**



Table of contents

Table of contents	2
1. Preamble/ Objectives of the evaluation	3
1. Expression of évaluation expectations	3
2. Context of the evaluation	4
3. Description of the project to be evaluated	5
2. Method and approach for the evaluation exercise	6
1. Structure the evaluation process	7
2. Conduct the evaluative analysis	8
a) Establish a detailed and analytical account of the evaluated project.	8
b) Answer the Evaluative Questions	8
3. Conclusions and recommendations.....	10
3. Evaluation organisation.....	10
1. Skills required for conducting the evaluation	10
2. Duration of the evaluation.....	11
3. Steering of the evaluation	11
4. Documents to be presented by the consultants.....	11
5. Deliverables and indicative calendar	12
4. Annexes.....	13
6. Annex 1– Logical framework of the project	13
7. Annex 2– Indicative list of documents to be consulted	14
8. Annex 3 – Indicative list of organizations to be met	15
9. Annex 5– Summary template.....	20
4.1 Annex 6 – Information sources	23
4.2 Annex 7 – DAC criteria	24



1. Preamble/ Objectives of the evaluation

As part of its ex-post evaluation system, the Agence Française de Développement (AFD) evaluates, after completion, the projects and programs it finances. This approach responds to AFD's policy to promote and enhance dialogue on the results with its partners, to learn from past interventions and to ensure significant information on the proper use of the public funds that it is responsible for.

These evaluations are managed and financed by AFD, generally entrusted to external consultants and involve, as closely as possible, its national partners, the contracting authorities for the projects and programs concerned. These evaluations can be also conducted in co-pilot mode with the contracting authority.

The main objective is to formulate a credible and independent assessment on the key issues achieved, on the implementation and impacts of the project. In some cases, they may focus on specific aspects that AFD and the contracting authority want to learn from, because they are of key importance for the future. They follow the principles and criteria set out in AFD's evaluation policy.

In this context, AFD is seeking to appoint a consultant to carry out the ex-post evaluation of the National Transmission and Despatch Company (NTDC) energy project in Pakistan and to contribute to a broader reflection on the contribution of this project to the performance of transmission and distribution of electricity. The consultant should give a fair representation of the different legitimate views that may be expressed and carry out the evaluation impartially. In order to take into account the plurality of views, the different project stakeholders must, whenever possible, be associated with the evaluation process.

In this respect, AFD is seeking in relation with National Transmission and Despatch Company (NTDC) to recruit a consultant to conduct the ex-post evaluation of works done under Tranche 4 co-financed with Asian Development Bank (ADB).

1. Expression of evaluation expectations

The evaluation will have to analyze the achievement of the project's objectives for the components financed by AFD in order to provide knowledge on the effectiveness as well as a critical look at the project operating mode, its governance, and the operator's capacity building. It will also pay particular attention to the implementation of the environmental and social measures planned in the framework of the project.

Moreover, the evaluation will serve a learning purpose for AFD, in the context of the ongoing implementation of a new project aiming at the construction and extension by NTDC of Sialkot, Vehari and Arifwala grid stations and the associated transmission lines.

The lessons learnt of this ex-post evaluation of NTDC I project, will enhance the dialogue between AFD and NTDC on the implementation of the new project (NTDC II), including technical and financial performance and shall provide information on results, outcomes and impacts against the set indicators.

2. Context of the evaluation

The energy sector in Pakistan is facing many challenges. The country manages to meet only half of the electricity needs. The frequent electricity outages affect the economy as well as industries and businesses. To address the shortage, AFD is particularly committed to financing energy efficiency and capitalizing on the country's enormous hydroelectric potential, which is still largely untapped.

AFD's intervention in Pakistan aims at resolving the energy crisis by developing low-carbon energy alternatives. Pakistan's water resources provide a great hydroelectric potential which led AFD to invest in the energy sector, particularly in the rehabilitation of hydroelectric power plants, to ensure access to reliable and environmentally friendly energy that will improve people's living conditions. AFD has committed more than € 930M in the energy sector since its establishment in Pakistan in 2006.

Despite the huge potential of hydroelectric power in Pakistan, the constant growth of population and the surge of economy and technology, have increased the demand of energy for many decades. Although the policies adopted by the Government of Pakistan (GoP)¹ are enough ambitious to cover the needs, the energy sector is still facing several challenges which are:

- (i) Financial gap in power sector:
 - a. Cost of electricity > tariff
 - b. Inefficiencies in Discos
 - c. Expensive power production
- (ii) Power gap
 - a. Recent increase of power capacity to reduce the gap
 - b. Ambitious plan to increase renewable energy
- (iii) Transmission sector: a bottleneck of the power sector
 - a. Substations are overloaded
 - b. Investments are required
 - c. AFD committed €180M in December 2022 and would like to work on the long run with NTDC.

The gap between the demand and the electricity supply is constantly increasing. Electricity generation, transmission and distribution, are still subject of load shedding, technical difficulties and electricity losses.

The main source of energy remaining coal, the Government of Pakistan has set ambitious targets for decarbonization of the power sector and for the promotion of clean energy. By 2030, around 60% of electricity should be based on renewable energy.

In this perspective, a series of integrated activities in line with the power sector development strategy has been set in the Medium-Term Development Framework, 2005-2010. Subsequently, NTDC prepared the Power Transmission Sector Road Map, 2007-2016 in coordination with the Ministry of Water and Power. The road map recommended sequential projects and detailed investment needs to:

¹ "The National Power Policy 2013", "The Power Generation Policy 2015" and "Alternative and Renewable Energy Policy 2019".

- (i) urgently address the power shortage;
- (ii) evacuate power generated by additional power plants, and
- (iii) distribute electricity to end users. The total investment requirement for NTDC to execute the road map was estimated at \$3.9 billion.

Total installed generation capacity in the NTDC system was 38,375 megawatts (MW) as of June 2020. However, the available capacity was reported to be 28,600 MW and peak demand was 25,627 MW. The electricity generation mix in 2019-20 consisted of hydropower (30.9%), thermal (58.4%), nuclear (8.2%), and renewable energy (2.4%).

GoP installed nearly 13,000 MW of capacity during the three-year period FY2017-FY2019 to overcome the capacity shortages. NTDC generation expansion plan shows the capacity addition of 22,755 MW making it to reach at 55,300 MW against a forecasted demand of 35,422 MW by FY2025.

While these initiatives would result in a surplus of generation capacity for the future, on the contrary NTDC faces important monetary and physical challenges in providing interconnection services to more than 70 generation projects; system expansion to bring the generated power to load centers; and providing contingency cover in the transmission network. Lenders funding in this situation provides necessary funds to meet these challenges.

In the past few years, heavy reliance on fuel oil, combined with a shortage of inexpensive domestic gas supply, increased the cost of generation significantly. The lack of capacity and reliance on expensive fuels led to a significant shortage of power supply in Pakistan resulting in 10-12 hours of load shedding in the country. The installation plants of new energy projects would not only improve and diversify the energy mix of Pakistan but also bring the cost of generation down in the long run.

3. Description of the project to be evaluated

With the view to strengthen NTDC network, the Asian Development Bank (ADB) has approved a 10-year multi-tranche (4 tranches) financing facility for an amount of \$800 million (MFF) for the Power Transmission Enhancement Investment Program in 2006. ADB Financing for Tranche 4 has been approved on December 3rd 2014, but due to the deadline of disbursement, ADB requested AFD to take over the remaining projects of tranche 4.

In line with ADB, and regarding this specific financial gap, AFD agreed to fill the gap and provide the remaining budget and expenses in relation with the Tranche 4, while the management of project remained under the responsibility of ADB, who was in charge of, among others, monitoring contracts, overseeing project implementation and reviewing disbursement applications.

AFD approved a credit financing facility in 2016 up to €75 million. The financing facility aimed to increase transmission system capacity through subprojects to:

- (i) improve efficiency;
- (ii) enhance system reliability and stability;
- (iii) expand geographic coverage; and,
- (iv) improve availability and access to affordable electricity by transmitting green energy to load centres.



AFD's funded activities were the following:

Component 1 – construction of four new 220-kV grid stations and associated transmission lines

- Subproject No. 1 – Dara Ismail Khan: construction of 220/132 kV substation and approximately 100 km T-line at 220 kV
- Subproject No. 2 – Nowshera: construction of 220/132 kV substation construction and approximately 10 km T-line at 220 kV
- Subproject No. 3 – Lalian: Procurement of equipment for 220/132 kV substation and T-line at 220 kV
- Subproject No. 4 – Chakdara: construction of 220/132 kV substation and approximately 85 km T-line at 220 kV

Component 2 – extension or augmentation of three existing 500-kV grid stations;

- Subproject No. 5 – Jamshoro: extension of 500/220 kV substation
- Subproject No. 6 – Gujranwala: extension of 500/220 kV substation
- Subproject No. 7 – Rewat: extension of 500/220 kV substation

Component 3 – Procurement of operational equipment

- Subproject No.8: Procurement of telecom equipment

The counterparty of the project was the National Transmission and Despatch Company (NTDC), a state-owned electricity transmission company. NTDC seeks to be the best Transmission Company while adopting best utility practices, ensuring Transmission System Reliability & Safety and committed to become the best service provider to the power producers, distribution companies and bulk power consumers connected to its network.

2. Method and approach for the evaluation exercise

The evaluation exercise will be based on a three-stage approach:

- structure the evaluation process;
- conduct the evaluative analysis;
- present the conclusions of the evaluative research and recommendations.

The scope of the evaluation is limited to the components funded by AFD. The scope does not include the components funded solely by ADB or, more broadly, co-financing cooperation between AFD and ADB.

Throughout his/her work, the consultant(s) will clearly show and explain the progression of the stages between observations (raw data), findings (indicators developed, ratios), judgments made and lessons/recommendations.

The consultant(s) is/are asked to associate AFD closely with the construction of its reasoning, through regular links throughout the mission, from the scoping note to the presentation of the draft report. In particular, the findings and initial analysis must be shared at the end of the mission, before the draft report is completed.

1. Structure the evaluation process

During this preparatory phase, the consultant shall:

- Gather and consult all information and documentation relevant to the project being evaluated (appraisal, implementation, supervision) and necessary in order to provide an understanding of its context. The documents to be consulted will be available from the following entities²:
 - AFD Pakistan;
 - ADB;
 - NTDC;
 - Operational Management of grid stations.
- Identify all project stakeholders.
- Conduct interviews with those involved or who have been involved in the design, management and supervision of the project.
- Reconstruct the logic behind the project intervention by analyzing the logical framework of the project. The logic for the intervention is composed of all the activities implemented, resources mobilized, the adapted supervision method (including indicators), expected outcomes, as well as all hypotheses that explain how the activities have led to the outcomes in the context of the intervention. The reconstruction of the logic of the intervention must particularly allow the evaluator to: (i) clarify the objectives of the intervention and express them as a hierarchy of expected outcomes, and (ii) help to appreciate the internal coherence of the intervention. The consultant will reconstruct the logic of intervention mainly based on AFD documentation.
- Examine the framework of the evaluation in detail on the basis of the Terms of Reference, the documents collected and the reconstructed logic for the intervention. The aim will be: (i) to identify the main issues which will be used to focus the evaluation research on a limited number of key points in order to allow more targeted information to be collected during the field phase, a sharper analysis and a more useful report; (ii) to establish the stages in the reasoning process that will make it possible to come up with answers to the questions (assessment criteria); (iii) to specify the indicators to be used in order to answer the questions and the corresponding information sources.

The evaluation framework note will be shared with the members of the reference group for comments and adjustments. Sufficient time and exchanges should be planned by and with the consultant at this stage to ensure the scope of the evaluation and methodological approach are well understood and established to secure further analytical steps.

On the basis of this methodological research, the consultant shall provide a document (which should not exceed 30 pages, including the narrative of the project which must not exceed 10 pages) summarising the framework of the evaluation after the beginning of the research.

² The list may be completed by the consultants or by AFD later on if needed.

2. Conduct the evaluative analysis

The consultant shall conduct the evaluative analysis in two stages.

a) Establish a detailed and analytical account of the evaluated project.

The consultant(s) shall initially establish a detailed and analytical account of the project. He shall specifically trace the project history in order to report on how the different stages developed. In this framework, he shall make a distinction between the appraisal phase of the project (from identification to the allocation of AFD), the implementation phase (from the signing of the financing agreement to project completion) and, finally, any important occurrences between the project completion date and the evaluation date.

The consultant(s) shall formalize his observations (the raw data shall be presented in the report or in the appendices attached to it) and the observations from the facts, data, interpretations and analyses. This report shall specifically include:

- a presentation of the context and its developments,
- a description of the project (objectives, those involved, operating method, etc),
- an analytical summary of the development of the project from the identification date to the evaluation date highlighting the main events, presenting the allocation and the volume of the financing mobilized, recalling the main difficulties encountered and mentioning, where applicable, any reorientations that occurred

For this purpose, the consultant(s) shall complete the work conducted during the preparatory phase by conducting interviews with the people involved or having been involved in the design, management or supervision of the project.

b) Answer the Evaluative Questions

Analysis will particularly examine the project components financed by AFD. The analytical account of the project will be guided by the following evaluative questions:

1. To what extent has the operational implementation of the MFF component funded by AFD been effective? In view of AFD's next operation with NTDC, the consultant will be asked to focus, in a learning approach, on the following points:
 - Quality of the initial diagnosis in terms of operator's capacity to carry out the project (project management, operational execution, maintenance);
 - Involvement of the operator in the project, whether at the time of its design, implementation or infrastructure operation ;
 - Coordination between the operator's departments;

- Articulation between AFD-funded transmission projects and the distribution infrastructure that will be built afterwards. Notably, how long did it take to connect the substation to the distribution grid? ;Efficiency of the procurement process;
- Coordination between lots;
- Disbursement breakdown structure by project and its impact on project progress.
- Any other points that may be deemed of interest by the consultant(s) to question the operational implementation

2. What are the effects of the project in terms of capacity building and performance improvement of the NTDC operator, as well as in terms of quality of service?

- In this regard, would the operator be able to carry out a second operation of this scale?
- Did the project engineering (with PMU in support) ensure a sustainable strengthening of the operator's capacities? How the modus operandi influenced NTDC's capacity to manage large-scale projects?
- In view of the project's results, which operational and monitoring positions at NTDC should be given more support to improve the operator's performance?

To answer this question, the consultant will conduct a workshop involving all project stakeholders. It is expected to reach nuanced explanations and recommendations that would help AFD to have a better understanding of how to be of better support for NTDC.

3. To what extent have the project results been achieved? Are these results sustainable?

The consultant will be asked to assess the achievement of all project objectives as initially planned and to analyze whether the requirements for the sustainability of the results achieved are met.

- To what extent has the project improved the quality of the power system in the project's area? Using available data from NTDC, the consultant will analyze the following indicators: power quality, technical loss rate on the network overload and reliability indicators network disbursement rate, network development rate.
- To what extent has the project improved the connection rate and electrification of the final beneficiaries in the project's area? Based on statistical or geospatial data, the consultant will assess the possible impact of the transmission grid projects funded by AFD on the distribution grid and on the number of connections.
- Has the ESMPs and RAPs been implemented? Has it been monitored? To what extent were NTDC's E&S risk controls relevant and effective?
- Did the project meet its GHG emission reduction objectives through improved network quality, reduced load shedding and connection of renewable energy plants replacing the production of thermal power plants? If feasible, the consultant is expected to conduct an ex-post carbon assessment of the project.

3. Conclusions and recommendations

The consultant shall, once he has made his observations in a progressive manner, formulate his observations and judgments on the project on the basis of each evaluation criterion, and provide general conclusions in order to make an overall assessment of the intervention evaluated. This summary does not follow the order of the questions. These conclusions must be organized by order of importance. This exercise aims to bring out the messages of the evaluation that may be intended for AFD, the project contracting authority and all the stakeholders.

The consultant may identify the strategic, and operational lessons and recommendations. The latter must be linked to the conclusions and grouped together and organized by order of priority. It is expected that the consultant organize a workshop to co-construct those recommendations and lessons.

These lessons and/or possible recommendations may concern the intervention itself, the next cycles of the intervention, similar interventions in other contexts, the general practices of the AFD project cycles (appraisal, implementation, supervision, etc.) or the operating methods of NTDC. They may be intended for the AFD, NTDC, as well as all the stakeholders (operators, consultant engineer, beneficiaries, etc.). The consultant must mention for whom they are intended.

3. Evaluation organisation

1. Skills required for conducting the evaluation

The expertise required by the expert or the team of experts (including at least a local expert) to conduct this evaluation covers the following areas:

- Knowledge and professional experience in project evaluation;
- Experience in development cooperation;
- Technical and sectoral knowledge and expertise in the field of electricity/energy
- Expertise in carbon footprint assessment;
- Experience in the region of the partner country or in similar countries (West Africa);
- Adequate language skills.
- experience in facilitating participatory discussions would be highly appreciated in order to carry out :
 - o A meeting with all stakeholders at the beginning and end of the mission
 - o Interviews with companies and stakeholders
 - o A workshop to co-construct lessons learned and recommendations with stakeholder

The consultant and his or her experts should not have any ties to the counterparty that might interfere with the evaluation process and call into question the impartiality and objectivity of the conclusions.

2. Duration of the evaluation

The total consultancy budget for conducting this evaluation is estimated at maximum 50 000 euros. The service provision will begin after the contract between the consultancy and AFD has been signed. It includes a kick-off meeting, including representatives from AFD evaluation unit and onsite agency, followed by a structuring meeting, a field mission, and a feedback meeting to present the consultancy's conclusions attended by the partners involved in the project.

3. Steering of the evaluation

The Steering of the evaluation of the project will be under the responsibility of AFD. The evaluation will be coordinated by the evaluation and capitalization unit of AFD in headquarters, accompanied by a reference group.

The reference group will be composed of representatives of:

- AFD Operations staff
- AFD field office staff responsible for the follow-up of the project and/or energy sector portfolio
- NTDC staff responsible for the project

As far as possible, the reference group will include staff members who have been involved at the start of the project.

The reference group is consulted by the coordinator for discussion and validation of the deliverables: the evaluation framework note, the draft final report, the final report. In case of disagreement, the AFD Evaluation and Capitalization unit will make the necessary decisions, in its capacity of commissioner of the evaluation. Communication between the co-ordinator and the reference group will proceed by email, meetings and visioconference if required.

4. Documents to be presented by the consultants

The consultants invited to bid shall provide the following elements:

- a technical proposal including:
 - a note of understanding of the Terms of Reference (4 pages max) and a note presenting the methodology used (10 pages max)
 - the consultant's references and experience (10 pages maximum)
 - the team's composition, the assignment of responsibilities to each of its members and the proposed CVs

- the projected work plan, and an estimate of required staff time in working days, on the basis of the template provided in Annex 5.
- a financial proposal including the total budget (excluding and including tax) as well as detailed prices (fees, subsistence allowance, travel)

Part of documents, essential for the evaluation, is in French and English. The consultants are responsible for undertaking any necessary translation.

5. Deliverables and indicative calendar

Once the structuring phase of the evaluative process has been completed (cf. paragraph 2.1), the consultant shall produce an evaluation framework note. This note will (i) present the reconstructed logic of intervention of the project (ii) identify the main questions that will be used as a focus for the evaluation work on a limited number of key points in order to allow more targeted information to be collected during the field phase, as well as a sharper analysis and a more useful report; (iii) specify the indicators to be used to answer the questions and the corresponding information sources; and (iv) establish the stages of reasoning that will allow the consultant to answer the questions (judgment criteria).

A draft final report will be produced upon completion of the consultant's work, as well as a PowerPoint presentation. AFD will communicate this report to the beneficiary (NTDC) as well as the other members of the reference group, who can submit comments *via* AFD. AFD will consolidate and formulate remarks and observations to the consultant no later than the three weeks from the date of receipt of the draft report.

The final report, which will include these observations, shall be made available no later than two weeks from the date of receipt of the comments. If these observations express differences in appreciation which the consultants do not share, they may be annexed to the final report and commented by the consultants.

The evaluation report should not exceed 40 pages, excluding annexes (see annexes 4). A good report must be synthetic. All additional useful material may be annexed. AFD reserves the right to refuse a report if it proves indigestible.

This report will include a 2-page summary which will be published on AFD's website (see annex 5 for the template to be followed). This summary will include a presentation of the project (context, stakeholders, modalities, objectives, content) and will include the main conclusions, lessons and recommendations of the report. This summary note aims to promote the dissemination of evaluation lessons. It should assume that readers of this note will not necessarily read the full report. It must be both very operational and understandable by everyone.

The report will be set out following the model format annexed to the Terms of Reference. The draft and final reports shall be delivered in electronic form and 5 hard copies to the following address:

Agence Française de Développement.

C/o Embassy of France. Diplomatic Enclave. Sector G-5. Islamabad. Pakistan

The final report will remain the property of AFD, which will ensure its diffusion. Unless NTDC formally disagrees upfront, a summary of the evaluation report will be published.

The suggested calendar is as follows:

Phase	Deliverable	Meeting	Location*	Date
Launch		Kick-off meeting	Islamabad	D
Preparatory phase	Evaluation framework note	Structuring meeting	Lahore	D+20
Mission	Mission	Feedback meeting	Grid stations	D+ 2 M
Intermediary phase	Draft report		Islamabad	D+ 4 M
Final phase 1	Final report			D+30
Final phase 2		Final presentation	Islamabad	D+6M

4. Annexes

1. Logical framework of the project being evaluated
2. Indicative list of documents to be consulted
3. Indicative list of organisations to be met
4. Model format for the evaluation report
5. Summary template
6. Information sources
7. *CAD criteria*
8. *Identification of evaluative questions*
9. *Addressing gender, E&S risk management, climate and capacity building*

6. Annex 1– Logical framework of the project

Objectives	Indicators	Monitoring system	Critical assumptions
<i>Purpose</i> Contribute to sufficient, competitive and sustainable power generation in Pakistan	<ul style="list-style-type: none"> - Reserve margin of the electricity system - wholesale tariffs to distributors - Share of renewable energy in the electricity mix 	<ul style="list-style-type: none"> - State of Industry Report published annually by NEPRA; - NTDC annual reports. 	
<i>Project specific objectives</i> <ul style="list-style-type: none"> - Making the electricity transmission network more secure and reliable - Connecting power plants producing electricity from renewable energy sources. 	<ul style="list-style-type: none"> - Reduction in the cumulative duration of unplanned power cuts - Increased energy transported on the grid 	<ul style="list-style-type: none"> - NTDC Annual Reports 	<ul style="list-style-type: none"> - Implementation of transformer stations
<i>Achievements (effects)</i> <ul style="list-style-type: none"> - Component 1: excluded from the project - Component 2: Construction of 4 new transformer stations and associated power lines - Component 3: excluded from the project - Component 4: Extension of 3 new transformer stations and associated power lines - Component 5: Acquisition and installation of telecommunication equipment 	<ul style="list-style-type: none"> - All the lots of the different components are implemented 	<ul style="list-style-type: none"> - Project supervision reports 	<ul style="list-style-type: none"> - NTDC's ability to oversee the implementation of the project with the support of the consultant - Land required for the construction of the new transformer stations and power lines is available and adequate
<i>Activities et Means</i> <ul style="list-style-type: none"> - NTDC transmission lines and grid stations construction and upgradation - Trainings 	<ul style="list-style-type: none"> - Total project costs: €107.5m 		<ul style="list-style-type: none"> ➤ Significant degradation of security situation, prohibiting on field missions.

7. Annex 2– Indicative list of documents to be consulted

It is advisable the consultancy have access to:

- All important documents that retrace the appraisal, formalization and implementation monitoring of the project, in particular:
 - identification note or debriefing report of the identification mission
 - feasibility study
 - note to the Board of Directors or the Foreign States Committee
 - financing agreement together with any amendments
 - environmental and social management plan (ESMP), resettlement action plan (RAP) and environmental and social upgrading plan for financial intermediation projects;
 - operator contracts, contracts of assistance to the contracting authority or contracts with the management contractor
 - debriefing report for supervisory missions
 - summary table extracted from disbursement software
 - project completion report (1st part)
- Country strategy documents (Country Intervention Framework [Cadre d'intervention pays: CIP], Partnership Framework Document [Document cadre de partenariat: DCP]) and possibly sector strategy documents ;
- AFD project evaluations on similar projects;
- ADB Completion Report - Pakistan: Power Transmission Enhancement Investment Program;
- Counterparty presentation documents (master agreement, status, activity report, financial statements, organization chart, monitoring document, etc.);
- General and sectoral policy documents of the partner country (Poverty Reduction Strategy Document, sector policy letter, Medium-Term Expenditure Framework...);
- AFD Loan Agreement, (CFA), Project Agreement (PA), NTDC project completion report, ADB evaluation report, ADB aide-memoire and other reports.
- CIP, energy transition strategy, NCA, CFA, cofounding agreement), ADB documentation that can be shared (completion report, PAD), NTDC documentation (final evaluation report) and project documentation (ESMP, RAP)
- AFD Climate taxonomy.
- Contract documents signed by NTDC and other necessary contractual details.
- *Any other necessary information and required by the consultant's will also be given by AFD.*

8. Annex 3 – Indicative list of organizations to be met

AFD will provide any necessary information and required contact details to the consultant during kickoff meeting.

- NTDC:
 - Chief Engineer PMU- NTDC office Lahore.
 - Chief Engineer MP&M - NTDC office Lahore.
- AFD
 - Director / Dy. Director- AFD office Islamabad.
 - Team Leader- AFD office Islamabad.
- ADB
 - Sr. Project Officer Energy- ADB office Islamabad.
- Ministry of Energy (Power Division) Transmission wing
 - Deputy Secretary. Ministry of Energy office, Islamabad.
- (List of contractor, suppliers & consulting firms is given below. The contact details will be given by NTDC and consultant's and can meet the firms which are based in Pakistan)

Consultants:

- BARQAAB
- NESPAK
-

Commissioning of Grid station and Transmission lines Contractors:

- Pak Elektron Limited (PEL)
- Transmark-XIAN (JV)
- NEIE-Al-Hussain Traders JV

Equipment Suppliers:

- NEWAGE CABLES (PVT) LTD
- SHANDONG QIXING IRON TOWER CO LTD CHINA
- SHANDONG HIGH VOLTAGE INSULATOR CO LTD
- M.R. ELECTRIC CONCERN (PVT) LTD LAHORE
- A. SALVI & C.S.P.A.
- ICC (PVT) LTD
- SHANDONG HIGH VOLTAGE INSULATOR CO LTD
- SHANDONG QIXING IRON TOWER CO LTD CHINA
- NEIE-AL HUSSAIN TRADERS (JV)
- PAK ELEKTRON LIMITED (PEL) LAHORE
- PINGGAO GROUP CO LTD
- ARTECHE DYH ELECTRIC CO LTD
- HYOSUNG HEAVY INDUSTRIES CORPORATION KOREA
- SIEYUAN ELECTRIC CO. LTD
- NEWAGE CABLES (PVT) LIMITED LAHORE
- ALSTOM SUZHOU HIGH VOLTAGE SWITCHGEAR CO

-
- PAK ELEKTRON LIMITED
 - TRANSMARK INTL PVT LTD.
 - ISELF MORSETTERIA S.R.I. ITALY
 - FUJIKURA HENG TONG AERIAL CABLE SYSTEM LTD
 - SIEMENS (PAKISTAN) ENGINEERING CO. LTD.
 - SGWI PVT LTD. LAHORE
 - SELTA S.P.A.
 - SBI CONNECTORS ESPANA, SPAIN
 - ELECTROWAYS PAKISTAN, LAHORE
 - SA-RA ENERGY CONSTRUCTION TRADE AND INDUS
 - CHINA QIYUAN ENGINEERING CORPORATION
 - SIEMENS PAKISTAN ENGINEERING CO. LTD., KA
 - SA-RA ENERGY CONSTRUCTION TRADE AND INDUS
 - TBEA SHENYANG TRANSFORMER GROUP, CO. LTD.,
 - LORUNSER AUSTRIA GMBH
 - FUSHUN ELECTRIC PORCELAIN MANUFACTURING CO.,
 - ORIENT ENERGY SYSTEMS (PVT.) LTD., LAHORE
 - N.M. ENTERPRISES
 - TRANSFO POWER INDUSTRIES (PVT.) LTD.,
 - PIONEER CABLES LTD

8. Annex 4– Model format for the evaluation report

The evaluation report must not exceed **40 pages**, excluding annexes, (font size 12). Detailed information on the context, the project or the general aspects relating to the methodology and analytical approach must be included as annexes.

The report's cover page will include the following mention:

“The purpose of this ex-post evaluation is to formulate a reasoned opinion on the relevance, effectiveness, efficiency, impact and sustainability of the funded project with respect to the context, policy and procedures of AFD Group's intervention. The evaluator has examined the outcomes of the project in the light of the objectives fixed. He/she has also reviewed the execution and functioning of the project in its different phases of implementation and monitoring.

This evaluation has been financed by the Agence Française de Développement. The observations, assessments and recommendations expressed in this report are the sole responsibility of the authors.”

The report can be based on the following model format:

1. Table of contents and list of acronyms

2. Executive summary (see template in Annex 5)

The summary is a maximum of 2 pages long. It will be published on AFD's website.

On the first page: it recalls the key data (financial product and amount, date of signature of the agreement, completion date, and project duration) and describes the project: context, stakeholders and operating mode, objectives, content and expected achievements. The consultant will also indicate in 3 to 4 lines the main points of successes or failures to be retained (These lines will be used for an internal AFD presentation of the evaluation).

On the second page: the consultant will present the main conclusions on the project's performance, based on the evaluation questions or, to the extent possible, on the DAC evaluation criteria based on the reclassification of the evaluation questions. The consultant will present the overall conclusions and lessons learned from the evaluation on the right hand side of the second page.

3. Evaluation methodology (3 to 4 pages)

This section succinctly (if necessary, details may be annexed) describes the methodology used, the general implementation modalities of the evaluation assignment and any difficulties encountered.

The consultant shall ensure that the methods of investigation and analysis used and the procedures followed for collecting information and ensuring its quality and validity are clearly presented.

4. Detailed project narrative (5 to 10 pages)

If the narrative is too long (i.e. more than 5-10 pages), then it will be appended, and only a summary of the narrative will be included in the body of the report. This synthesis will emphasize the facts and factors that inform the evaluative analysis.

This section must include:

- a general presentation of the context and its developments occurring during project implementation;
- a description of the project (objectives, contents, amount, financial product, intervening parties, procedures);
- a summary of the project's progress since its inception (if necessary, include detailed figures and collected data in the annexes), highlighting the main events that affected the project, presenting allocation and volume of mobilised funds, pointing out the main difficulties encountered and mentioning, where appropriate, any realignments carried out.
- In this framework, the consultant will ensure a distinction is made between the project appraisal phase (from identification to the allocation of AFD's financing), its implementation phase (from the signing of the financing agreement to project completion) and, finally, the main events that occurred between the project completion date and the evaluation date.

5. Project performance (12 to 17 pages)

It is recommended that the evaluative analysis be organized by evaluative questions.

The consultant must clearly explain the progressive progression of the steps between observations (raw data), findings (developed indicators, ratios) and judgements made. [The consultant should ensure that the judgements on gender (*if the project's gender DAC rating is 1 or 2*) and E&S risk management (*if the project is rated A or B+*) or climate (*if the project has been rated as a climate co-benefit by CLI*) are taken into account.]

6. Conclusions (4 pages)

The evaluation should lead to a reasoned judgement and conclusions on the performance of the AFD-funded project. This section must summarise the consultant's overall assessment of the project's performance in the light of the evaluative analysis. The strengths and weaknesses of the project must be clearly described. This summary does not follow the order of the questions or that of the evaluation criteria.

The consultant will formulate a limited number of conclusions in order to guarantee their high standard of quality. He will clarify or omit any value judgement that is not sufficiently supported by facts. He will also make sure that the evaluation criteria are used in a balanced manner. The conclusions and any lessons learned are listed, categorised and prioritised in a few pages. The methodological limits will be mentioned, as will any differing opinions.

7. Lessons and/or recommendations: 2 pages

The consultant will present in this section the lessons learnt and his recommendations. He will seek to maintain a clear distinction between the conclusions that will not lead to any specific action and the lessons/recommendations. The latter must, however, stem from the conclusions. The lessons/recommendations must be grouped together and classified by order of priority.

Annexes to the report

The annexes can include:

- Terms of Reference
- list of people met
- assignment schedule
- field interviews report
- list of documents consulted
- list of activities specifically examined and the situation map of interventions
- eventual details on the chosen evaluation method
- logical framework of the intervention reconstituted ex-post
- tables on the funds mobilised, the results or the impacts

9. Annex 5– Summary template

- Project name.
- Project number.
- Total amount.
- Signature of financing agreement.
- Disbursement.
- Completion date.
- Total duration.
- Context.
- Objectives.
- Actors.
- Operating method.
- Expected Outcome.

Evaluation Summary

Project name

Country:

Sector:

Evaluator:

Date of the evaluation:

Key data on AFD's support

Projet numbers:
Amount:
Disbursement rate: %
Signature of financing agreement:
Completion date:
Total duration:



Context

Objectives

Actors and operating method

Expected outputs

Performance assessment (according to CAD criteria or evaluation questions)

Relevance

Effectiveness

Efficiency

Impact

Sustainability

Added value of AFD's contribution

Conclusions and lessons learnt

4.1 Annex 6 – Information sources

- **Document review:** indicate the list of documents that have actually consulted and specify to which they are referred when they provide important elements in the argument.

- **Semi-directive interviews:** specify how the interlocutors were selected, how the interviews were conducted and whether any could not be met. Refer as much as possible to the original comments by quoting the interlocutor who mentioned them. It is possible not to mention the names of the interlocutors if they raise sensitive issues, but it is then necessary to provide indications on their status and function to allow the reader to reposition the subject.

- **Focus groups:** encouraged from a learning perspective, but to be used with discernment, in addition to other methods. Ensure that the manner in which the work was carried out (who was invited and how, how the exchanges were conducted) is well documented

- **Existing data:** many sources can be mobilized: household surveys, satellite data, etc.

- **Ad hoc surveys:** Use only if other data sources are not available. Specify the sampling method, pay attention to the design of the questionnaire, ensure quality control during agent training, supervision during collection and at the time of entry.

- **Field observations:** The way in which the sites visited are selected, the duration and conditions of observation must be briefly described. It is recommended to take the GPS points of the locations and represent them on a map at the end of the mission. Taking pictures to illustrate the purpose is also recommended.

All the methods below must preserve the principle of informed consent (the interlocutor must be informed of the reason for which he or she is being questioned and explicitly express his or her agreement). Anonymity must also be preserved when dealing with sensitive subjects or when the environment raises security risks for partners and beneficiaries.

4.2 Annex 7 – DAC criteria

The evaluation is based on evaluative questions

