

BRILHO

End of Term Evaluation Report Terms of Reference

Project Name: FCDO PO 8210 BRILHO - Energy Africa Mozambique

Implementing Organisation: SNV Netherlands Development Organisation

Donor: United Kingdom through its Foreign, Commonwealth and Development Office (FCDO) and Sweden through its Swedish International Development Cooperation Agency (Sida)

SNV is a non-profit international development organisation. Founded in the Netherlands 50 years ago, we have built a long-term local presence in 39 of the poorest countries in Asia, Africa and Latin America. We believe that nobody should live in poverty. We are dedicated to supporting a society in which all people, regardless of race, class or gender, have the freedom to pursue their sustainable development. Our focus is to increase people's income and employment opportunities in productive sectors, such as agriculture, as well as improving access to basic services, such as energy, water, sanitation, and hygiene.

BRILHO is a seven-year Programme, 2019 - 2026, with nationwide coverage to catalyse Mozambique's energy market of Improved Cooking Solutions, Solar Home Systems and Green Mini-grids to provide clean and affordable energy solutions to the off-grid population and businesses. The aim is to stimulate the private sector to focus their efforts, innovative ability, and resources to develop and invest in quality and affordable off-grid energy products, systems, and services, to improve the lives of low-income people in Mozambique, through money saving, better well-being, and livelihood opportunities, while delivering commercial benefits for the private sector.

BRILHO is financed by the British Government's Foreign, Commonwealth and Development Office (FCDO) and the Swedish International Development Cooperation Agency (Sida) and implemented by SNV Netherlands Development Organisation. This initiative is a direct contribution to support Mozambique to reach the sustainable development Goal 7 (SDG7), which call for universal access to sustainable energy by 2030.

Mozambique has a large potential off-grid energy market through access to electrification solutions and improved cooking solutions. This market remains virtually untapped, with a large share of the off-grid population being unaware of clean energy technologies and their social and economic benefits. Although Mozambique is making positive progress with the grid extension and densification, current projections indicate that affordable off-grid solutions are critical to achieve the universal energy access target by 2030.

The programme has been designed as a market-based approach, under the principle that the energy access challenge can also be addressed through innovative business initiatives that can deliver quality, affordable and sustainable off-grid energy products, and services. BRILHO offers selected businesses a unique mix of structured non-reimbursable funding and specialised support, to de-risk business initiatives that aim to achieve competitive commercial returns and provide off-grid energy

solutions to low-income markets. Alongside this, BRILHO supports the sector ecosystem development by improving access to information, setting quality benchmarks, and advocating for a better regulatory framework. BRILHO will focus its support on **i**. Off-grid Electrification including Solar Home Systems (SHS) and Green Mini-Grids (GMG), and **ii**. Improved Cooking Solutions, including improved cook stoves, biogas, LPG, ethanol and electric.

To deliver the above, BRILHO deploys its efforts through distinct components of action:

Component 1 (C1): Market Development Fund (MDF) and Technical Assistance (TA) to support businesses entering the market, as well as already established and expanding businesses.

Component 2 (C2): Demand Activation (DA) to create awareness amongst potential consumers on the benefits, alternatives, and quality standards of modern energy solutions.

Component 3 (C3): Research and dissemination (R&D) to improve the availability of relevant information to private and public sector decision-makers on the supply and demand of off-grid energy in Mozambique.

Component 4 (C4): Policy Reform and Institutional Strengthening (PRIS) to work with the Government of Mozambique in developing a regulatory framework that inspires confidence, clarity, and incentives for the off-grid energy sector to grow.

Communications, Monitoring, Evaluation and Learning (MEL) will be part of the cross-cutting work that will serve each component and the whole programme internally and externally.

1. Scope of work

SNV is seeking a qualified consultant (firm) to conduct the End Evaluation of BRILHO. This End Term Evaluation (ETE) will assess how the programme's activities influenced its intended outcomes, focusing on increased energy access for low-income people in Mozambique through innovative private sector investment in off-grid renewables, as guided by the Theory of Change (ToC).

The evaluation will analyse assumptions, context, and mechanisms affecting the programme's outcomes to confirm its effectiveness in different settings. By reviewing all outcomes, it will **i)** assess the validity of the Theory of Change; **ii)** evaluate the extent to which the Programme has addressed the needs identified in the Energy Africa Compact – Mozambique, which informed the programme's design and **iii)** review how recommendations and conclusions from the Mid-Term Review were applied in the programme's second half. The evaluation findings will also inform future programmatic strategies and establish an evidence base for comparable initiatives both within SNV and externally.

The principal recipients of these services are Foreign Commonwealth Development Office (FCDO) through British High Commission (BHC) Maputo, Swedish Development Corporation (Sida) and BRILHO/SNV.

Stakeholder involvement

The following stakeholders to be involved in the evaluation include:

- All the selected investees provide input for results assessment, program design and administrative issues.
- The Government of Mozambique through main programme interlocutors within MIREME: DNE, ARENE and FUNAE.
- Selected sample of end end-users and beneficiaries to relevant investees.
- The implementing organization (SNV) will be interviewed about results, programme strategy and administrative issues. This includes the independent verification agents/company.
- The sub-contractors will be interviewed about their roles and results. SNV will be available to provide access to relevant project documents.
- The programme donors (FCDO and Sida)

Evaluation questions

The evaluation should follow the OECD DAC recommended evaluation structure:

Relevance

- Were the activities and outputs of the programme consistent with the overall goal and attainment of its objectives?
- Were the activities and outputs of the programme consistent with the intended impact and effects? Assess whether the theory of change as initially proposed in the Business Case still holds in terms of the programme's related outputs leading to desired outcomes.
- Assess and score programme achievements by the end of the programme according to FCDO standard log-frame outputs, and also assess overall sustainability of the programme outputs.

Specific questions to address:

- Additionality: to what extent has BRILHO design and strategy covered the potential market demand for the sector and selected technologies?
- Were the assessment criteria for investee selection (business viability, scale-up possibilities, additionality, cost sharing, innovation, inclusiveness, sustainable development impact, strategic relevance) relevant?
- Were the MDF approach and instruments relevant to the off-grid market needs?
- Was the BRILHO portfolio balanced regarding geographical and technology focus, size of businesses?
- To what extent were the demand activation campaigns aligned with the MDF implementation and reaching the intended target?
- To what extent was the programme augmenting the existing evidence base on market-based approaches to energy access by undertaking studies in several areas, which include identifying options for improving the policy and regulatory framework and market?
- To what extent did the programme foster an enabling policy and institutional environment to facilitate the development of the off-grid technology market supported by BRILHO?
- To what extent did the programme explicitly address gender norms and practices and structural barriers to equality? To what extent is the approach of the intervention gender transformative?

- What were the strengths and weaknesses of the programme approach? What areas did it impact progress?

Coherence

- Was the programme compatible with other interventions in the country and sector?
- Did the programme genuinely deliver its desired outcomes? To what extent are the programme outputs likely to continue after the programme funding concludes? Are there any important considerations to make/propose to achieve or improve sustainability?

Specific questions to address:

- To what extent did BRILHO add value while avoiding duplication of efforts?
- Did BRILHO undermine or supplement the effects of any existing programmes and/or policies?
- To what extent did other interventions support or undermine BRILHO's implementation?

Effectiveness

- To what extent were the objectives achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- Has the governance structure facilitated strong coordination with the stakeholders and an effective organisation to deliver outputs/outcomes?

Specific questions to address:

- What are the concrete results of the BRILHO components following the programme Log frame?
- Did BRILHO contribute to the highest social and environmental impact possible?

Efficiency

- Were activities cost-efficient?
- Were objectives achieved on time within budget?
- What are the strengths and weaknesses of the management and implementation arrangements (e.g., coordination, decision making, monitoring)?
- Has BRILHO been implemented most efficiently when compared to similar programmes?

Specific questions to address:

- Have the evaluation and selection methods of the investees been efficient?
- Has the budget (including private sector co-financing) versus business and social impact been reasonably estimated so that BRILHO funding support (value for money) was justified?
- Have resources been allocated to integrate gender equality in the intervention? How was the implementation process managed, and did it lead to more inclusive results?
- To what extent has risk mitigation management contributed to the efficiency of BRILHO implementation?
- Were the monitoring and reporting tools used suitable for efficient MLE?

Impact

- What measurable economic, social, policy, and environmental changes have occurred due to the programme?
- From a multi-dimensional poverty perspective, how can the main beneficiaries be described and what is their perspective on the positive/negative impacts of the programme on their life situation? Are there any lessons to be learnt on how to improve the effectiveness of programmes such as BRILHO from the perspective of the beneficiary?
- What difference did the programme make to the beneficiaries and end users?
- How many people (specify by gender and geography) have been affected, as customers but also in terms of jobs and income increase?
- What has been the impact of PUE¹?
- To what extent has the programme helped shift social and gender norms that hinder women's rights?

Sustainability

- To what extent will the systems in place due to the programme implementation are likely to continue with the end of the programme?
- What are the important elements to consider achieving and/or improve sustainability?
- Have local ownership and institutional capacity been developed sufficiently to continue sustain the market growth?
- Are there financial and policy mechanism in place to support the continuation of the programme's positive effects?

Recommendations and lessons

The evaluation team shall identify best practices, major challenges, and lessons learned that could be useful to other development interventions by the implementing organisation, SNV, or donors.

Methodology

The evaluation is expected to follow the [OECD DAC evaluation criteria guidelines](#). The proposal to be submitted should outline a mixed-methods approach—incorporating quantitative, qualitative, and (whenever possible) triangulation techniques — that aligns with these guidelines, addresses the evaluation questions, and supports the overall objectives of the evaluation.

The following methodologies are suggested to be used by the evaluator:

1. Desk research:

- Review FCDO's original Terms of Reference for BRILHO.
- Review the programme strategy and manuals.
- Review the programme quarterly & annual reports.
- Review Mid-Term Report
- Review selected investees Catalytic Grants milestone and RBF Claim reports.

¹ Productive Use of Energy

2. Field research:

- On-line interview with approximately **7** investees selected in cooperation with SNV.
- Interview **3** relevant institutions and organisations (government institutions, regulatory bodies, others) as indicated by the BRILHO team.
- Interview selected beneficiaries and end users including possible field assessment.
- Interview BRILHO team staff and representatives of FCDO and Sida.
- Interview direct partners and indirect partners such as local consultants.

If the evaluating team proposes additional innovative methodologies, SNV will welcome the opportunity to evaluate these. The final methodology will be described in the inception report of the consultancy assignment.

2. Deliverables

The following outputs are required to deliver because of the assignment:

- The inception report should: i) use an evaluation matrix to link questions with indicators, data collection tools, sources, and methods; ii) specify which sites to visit and allocate evaluators' time between fieldwork and reporting; iii) outline a data quality assurance plan for reliable findings; and iv) detail stakeholder feedback loops to promote learning and result utilization.
- Work plan and methodology - English
- Draft final report with interim findings – English
- On-line meeting to introduce the draft final report to all stakeholders
- Final report – English
- Final report, illustrated and designed for publishing, including a public 2-4 pages summary - English
- Summary - to be available for the public

The final report will consider clarifications and relevant additional information provided by the stakeholders, SNV and donors. The report will be approved by SNV and donors.

3. Requirements for the proposal

Through this request SNV invites qualified firms to submit a concise, but complete proposal that:

- Expresses understanding of the purpose of the End Term Evaluation
- Proposes a broad outline of approach and methods to be employed
- Propose a broad timeline for the evaluation, including phases (inception/implementation, desk/field research)
- Proposes a framework for evaluating the questions set out in this ToR
- Provides daily consultancy fees and an overall budget on headlines
- Includes consultants' competencies and proof thereof (include 2 evaluation/research reports related to the subject), evaluators' CV, company profile
- Declares consultants' availability in the period March 26 – October 2026

- Includes a declaration of no conflict of interests by persons and organizations involved in the evaluation.
- Include declaration of commitment to adhere to the SNV code of Conduct and FCDO supply partner code of conduct (see Annex 2)

All complete proposals will be reviewed by SNV staff based on the following criteria. Only candidates meeting the mandatory requirements will advance to subsequent evaluation stages. Please note that proposal assessments are weighted at 70% for technical considerations and 30% for financial considerations.

Proposal	Criteria	Weight (%)
Mandatory Requirements	Registration document completeness as detailed in section 3. Inability to demonstrate and provide at this stage a valid required mandatory documentation will result in exclusion of the application from further consideration and will not be considered for the subsequent steps of evaluations.	Yes
Technical Evaluation		70%
Financial Evaluation		30%
Total (%)		100%

4. Composition and qualifications of the evaluation team

It is expected that the evaluation will be carried out by a small team of experienced evaluators. Qualifications of the evaluation team should minimally include:

- A strong background in evaluation and research.
- At least 10 years of broad knowledge of development cooperation.
- In-depth knowledge of private sector development and specifically in the following financial mechanisms: Results-Based Financing (RBF) and Catalytic Grants (CG).
- Knowledge of policy reform work in developing countries.
- Knowledge of the Technologies (SHS, ICS and GMG)² supported by the programme represented in the selected projects.
- Knowledge of gender-based development and multidimensional perspectives of poverty.
- Evaluation expertise, preferably with complex, theory-based programme evaluations involving multiple partners/grantees.
- Experience with in-depth analysis of the underlying assumptions, contextual factors, and mechanisms that can influence programme outcomes
- Very good language skills (English and preferably Portuguese).

² SHS – Solar Home Systems; ICS – Improved Cooking Solutions; GMG – Green Mini Grids

Moreover, knowledge of the local language (Portuguese) for interviews and local representation is appreciated and valued in the selection.

5. Timeline and Budget

Deadline of submission of proposals, including a technical and financial proposal, is **December 15th 2025**. Assessment of the proposals will take place immediately after submission. A maximum of three (3) firms will be invited for a 1-hour presentation and on-line interview in the week of the **January 19th**. The final selection will be communicated latest in the week of **February 9th**.

The assignment shall be carried out preferably in a 3-months period. A draft report needs to be available by end of August 2026, while a final report by September 18th, 2026. It is expected that most of the information can be obtained through available reports and documents combined with interviews.

The approach for collecting and analysing data should be based on the most cost-efficient combination of methods combining international and local staff. SNV will be looking for a high-quality process and end product at the keenest price.

6. Framework agreement

For this consultancy, the consultant will enter into a consultancy agreement with SNV office in Mozambique.

Data protection

The review and scoring are closed processes and are not open to the public. The data received shall be validated by SNV through remote and/or physical checks and processed following SNV's General Data Protection Regulation (GDPR) framework (which complies with the European Union's GDPR 2018), the electronic data you provide will be kept secure and will only be processed by SNV for procurement and project execution purposes. The data will be kept for 7 years, after which they will be destroyed by SNV. By submitting your proposal and participating in the SNV process, you agree with this data use, storage, and processing of the data provided.

Annex I - SNV Code of Conduct

The consultant commits to apply and enforce internally the following SNV Code of Conduct standards with its own employees, partners, suppliers, distributors, and other relevant stakeholders for the duration of this contract.



SNV Code of
Conduct-Ethical Stand

- Annex II - FCDO Supply Partner Code of Conduct

The consultant commits to apply and enforce internally the following FCDO Supply partner code of conduct with its own employees, partners, suppliers, distributors and other relevant stakeholders for the duration of this contract.



FCDO
Supply-Partner-Code-