

to the PMU, the IVA will send an electronic copy of all documents simultaneously to the Minister of Energy and Water for information. The official copy will be sent by the Minister to the World Bank with the request for withdrawal of the agreed amount set in the report. The IVA will produce two types of preparatory deliverable:

- Inception Report: The IVA will submit this to the PMU Manager within 30 days of contracting. The inception report will include
  1. The status of baseline data for all PBCs with recommendations on possible improvements.
  2. A clear plan and methodology for assessment and verifications including detailing the processes to be employed by the IVA for actual verification of agreed outputs.
  3. The proposed format for formal PBC verification reports over the lifetime of the project.
  
- Verification Tools: The IVA will submit its proposed verification tools to the PMU Manager, for onward presentation to the P177846 Steering Committee, and the PMU will send it to the World Bank to obtain a No Objection before carrying out assessments.

The IVA will produce monthly Results Verification Reports (RVRs) on progress made by all key agencies based on identified PBCs, to be submitted as set above (under deliverables). RVRs will consider progress on all PBCs against the planned schedule for P177846, and in accordance with the agreed verification protocols. The monthly reports will be required to verify the existence of a tracking mechanism to document issues as they arise, enable communication of issues for MEW to facilitate a mitigation strategy as appropriate especially when deliverables are in danger of not being achieved. All reports shall be provided to the World Bank and the MEW.

All reports will include:

- (i) An executive summary of key findings.
- (ii) Summary of progress for each PBC, including a comparison of achievements against scheduled targets.
- (iii) Outline of methodologies used for verification, and analysis of data collected.
- (iv) Summary of statistics for verification, including tables, figures and related written analysis.
- (v) Demonstration and assessment of the accuracy of information reported by stakeholders, using appropriate statistical tests.
- (vi) Projection of future achievements against PBCs, including any recommended adjustments to targets.
- (vii) Annexes to include copies of data collection tools, and complete, cleaned data presented in tab-delimited format.

The IVA will produce a Final Report at the end of P177846, as per the above-mentioned procedure. This should include a complete summative description of activities, and results achieved through Component 1 of the project through the achievement of PBCs, as well as lessons learned with clear recommendations to both parties.

## 5. Experience and Qualification of the Firm

To perform the required verification tasks, the IVA shall demonstrate the technical ability to review internal audit reports. More specifically, the IVA shall possess:

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- Verifiable and significant experience in Independent Verification and should have successfully delivered at least two similar assignments within the past 5 years.
- Proven experience in data collection, analysis, and research in the field of audit, project management, or any other relevant field.
- Proven experience in conducting physical checks, surveys, and interviews.
- Auditing and/or technical auditing expertise.
- At least three (3) years' experience working on similar assignments in the region.
- Experience in working with public sector.

It is expected that the proposed methodology of implementation will indicate the key staff required to complete the assignments. All proposed professional staff must work directly on the activity. Proposed staff for this activity must:

- Possess all the needed qualifications and experiences as specified above in the IVA requirements.
- Be fluent in English and Arabic, knowledge of French is a plus.
- Have excellent social and communication skills.

Proposals will include an outline of all staff who will be deployed as part of the IVA. At a minimum, the team must include the following:

**Team Leader:** A senior level professional with appropriate experience in the activities, and related project and financial management. The Team Leader will: (i) provide overall leadership and direction to the team; (ii) supervise the team and coordinate all work as specified in the scope outlined above; (iii) coordinate the work of the IVA with the PMU Manager, Electricite du Liban;; (iv) take responsibility for scheduling and planning of assignment implementation; (v) provide the team with quality assurance for all deliverables; and (vi) supervise the preparation and delivery of all capacity development for MEW including the PMU.

The Team Leader should possess the following.

- Hold an internationally recognized Master's degree or above in a relevant discipline;
- Managed at least two successful large-scale results monitoring projects.
- Have at least 7 years of professional experience in consultancy projects.
- Have at least 5 years of professional experience in project management with public sector clients.
- Experience in designing and conducting impact evaluation and assessment studies with experience in at least 2 similar assignments involving independent verification of results or performance.
- Experience in large scale data management and analysis.
- Have good knowledge of donor-financed projects and, preferably, of World Bank financed projects.
- Demonstrated experience in risk management and reporting processes.

Functional Experts

**Results Monitoring and Measurement Expert:** A professional with good experience and a proven track record in delivering Monitoring and Measurement projects in Lebanon or a similar country context, including overseeing field data collection and developing surveys. The Monitoring and Measurement Expert will (i) provide direction and leadership for all fieldwork; (ii) supervise fieldwork and quality assure all instruments, activities, and outputs; (iii) lead on data collection and



processing protocols; (iv) lead on development of all RVRs; and (v) provide capacity development and training to the PMU and others.

The Results Monitoring and Measurement Expert should possess the minimum following qualifications:

- Hold a recognized university degree or above.
- Have at least 4 years professional experience in public sector projects related to results monitoring and evaluation.
- Demonstrate a strong command of all forms of communication and delivers messages in a consistently effective, timely and engaging manner.
- Have excellent English writing and oral communication skills.

**Data Analysts:** Technical staff with a proven track record in processing and analyzing quantitative and qualitative data. Data Analysts will: (i) prepare datasets; and (ii) produce analytical outputs for progress updates and RVRs.

The Data Analysts should possess the minimum following qualifications:

- Hold a recognized university degree or above.
- Have at least 4 years of professional experience in public sector projects related to government finance and auditing.
- Demonstrate a strong command of all forms of communication and delivers messages in a consistently effective, timely and engaging manner.
- Have excellent English writing and oral communication skills.

**Internal Audit Specialist:** This part time team member will review quarterly reports produced by the internal audit function in MEW for compliance against agreed standards and principles.

The Internal Audit Specialist should possess the minimum following qualifications:

- Hold a recognized university degree.
- Have at least 4. years technical experience in public sector projects.
- Have experience in results monitoring and accountability of donor funded projects with result-based milestones.
- Excellent English writing and oral communication skills.

The team may also include other specialists as required to: (i) provide technical and expert advice; (ii) support data and document gathering and analysis for RVRs in accordance with the verification protocol; (iii) support preparation of progress updates and RVRs; and (iv) support capacity development and training activities.

## 6. Reporting Obligations

The IVA will work under the overall guidance of the MEW. The IVA will also work closely with relevant Power Sector agencies and stakeholders throughout the duration of the assignment.

## 7. Duration

The duration of this assignment is expected to be for 3 years but with an initial contract for 1 year. The estimated effort level for the initial contract is 45 days.

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First 3 weeks (15 days) after IVA is engaged will be spent as follows.

Week 1: Orientation

Week 2: Document(s) review

Week 3: Development of monitoring templates, inception report, scheduling submissions for next 4 quarters as mentioned in bullets 1&2 (**Baseline Verification and Develop a process**) in item 3 - Scope of Work.

At the ends of the 15 days, the IVA shall be required to work for 5 days (1 week) each quarter as mentioned in bullets 3&4 (**Scheduled Reviews and carrying out all other actions**) in item 3 - Scope of Work.

The IVA is expected to start the assignment by Feb 2022.

#### **8. IVAs' Conduct**

The IVA will, always be expected to:

1. Carry out the assignment with the highest degree of professionalism and integrity
2. Conduct its duties in an open and transparent manner.

#### **9. Ownership and Confidentiality of Data**

All information, reports, and plans, both print and electronic will belong to the MEW and will be strictly confidential. The IVA may not use any data obtained from this assignment for their own purpose, nor license/authorize the data to be used by others directly or indirectly. At the completion of this assignment, the IVA will hand over all data used in carrying out the assignment to the appointed person(s). A Non-Disclosure Agreement (NDA) shall be signed between the MEW and IVA and between EDL and IVA.

#### **10. Selection Method**

The Consultant(s) shall be selected under the Quality and Cost Based Selection set out in the Procurement Regulations for IPF Borrowers dated *July 2016 Revised November 2020* available on [www.worldbank.org](http://www.worldbank.org)

### **Inputs into the Assignment**

Financing and Grant Agreements

Disbursement guidelines for WB Loans/Grants

PBC Verification Protocol Table

Cash Waterfall and Liquidity Support Mechanism – Legal and Financial Support  
Terms of Reference (TOR)

Any other relevant program documents, studies, assessments

