REQUEST FOR PROPOSAL (RFP)
Proposal for Renewable Energy Challenge Fund (RECF) Mid-term Review

United Nations Capital Development Fund - CleanStart Programme

DATE: April 21, 2020
REF: 65206

Dear Sir / Madam:

We kindly request you to submit your Proposal for Renewable Energy Challenge Fund (RECF) project Mid-term review.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before Monday, May 11, 2020 and via email below:

email: Uncdf.procurement@uncdf.org

Your Proposal must be expressed in the English, and valid for a minimum period of 120 Days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNCDF after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNCDF requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNCDF, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNCDF’s re-computation and correction of errors, its Proposal will be rejected.
No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNCDF after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNCDF reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNCDF, herein attached as Annex 3.

Please be advised that UNCDF is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNCDF’s vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link: http://www.undp.org/procurement/protest.shtml.

UNCDF encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNCDF if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNCDF implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNCDF, as well as third parties involved in UNCDF activities. UNCDF expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

UNCDF Procurement
4/21/2020
## Description of Requirements

<table>
<thead>
<tr>
<th>Context of the Requirement</th>
<th>The mid-term review of the CleanStart Renewable Energy Challenge Fund in Uganda has been designed with the following overall objectives:</th>
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<tbody>
<tr>
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<td>i) to allow UNCDF and the donors to meet their accountability and learning objectives, but also</td>
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<td>ii) to ensure that the review can support the ongoing attempts by the programme and its funders to capture good practice and lessons to date in a sector which is still relatively new and innovative;</td>
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<td>The mid-Term review is expected to assess both the results to date (direct and indirect, whether intended or not) from the first years of implementation as well as the likelihood of the programme/ Renewable energy challenge fund meeting its end goals on the basis of current design, human resource structure, broad implementation strategy, etc. It will seek to build – where appropriate – on the lessons learnt and recommendations generated from the Mid-Term Evaluation conducted in the first half of 2017. It is expected that the review will follow a forward-looking approach and provide useful and actionable recommendations to increase the likelihood of success by the end of the programme.</td>
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<td>The specific objectives of the mid-term review are:</td>
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<td>• Assess the performance of the Renewable Energy Challenge Fund since its inception;</td>
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<td>• Validate strategic objectives, validate and/or re-define, if necessary, the accompanying RECF intervention logic identified in the project document;</td>
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<td>• Assess the appropriateness of the implementation mechanisms chosen to deliver the project’s objectives;</td>
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<td>• On the basis of the assessment and the current sector environment, where applicable, the review will explore and propose operational and strategic recommendations for the re-orientation of the RECF, if necessary, to ensure it will meet its broader objectives by 2020;</td>
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<tr>
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<td>• Review the progress of the RECF program towards achieving the strategic objectives;</td>
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<td>• After the review, objectives and results will be redefined and a new logical framework and budget proposed, if necessary.</td>
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<tr>
<td>Implementing Partner of UNCDF</td>
<td>Clean Energy companies and Receivables financial services provider.</td>
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<td>--------------------------------------------------</td>
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</table>
| **Brief Description of the Required Services**

**Inception phase:**

- Methodological briefing between the review team and the Evaluation Unit to ensure clear understanding of the review methodology, approach and main deliverables as per TOR;
- Inception meetings with Advisory Panel and key programme stakeholders to familiarize the Review Team with the programme objectives, results to date and expectations for this review.
- Provision of all relevant documents related to the implementation of RECF in Uganda.
- Stakeholder Mapping and stakeholder selection for data gathering.
- Finalization of the review methodology and tools, to include a sampling strategy for more in-depth analysis of various aspects of the performance of the programme as well as a strategy for collecting, analysing and aggregating different sources of data into the final review report.
- Finalization of the schedule for country visits and stakeholder interviews

**Mission phase:** In-depth data collection and research, including country and site visits and key informant interviews. De-briefing sessions will be held with key in-country stakeholders to present emerging trends/preliminary findings and to build ownership of the findings with programme management team. The Team Leader may be asked to debrief the Embassy of Sweden and Evaluation Unit at the end of the country visit. This with a view to provide a sense of the review team’s preliminary findings ahead of the draft reporting phase.

**Post-mission phase:** analysis and synthesis stage, including a technical debrief with Cleanstart programme manager on initial findings and final questions ahead of drafting of the review report, as well as a HQ debrief of the final review report to senior managers.

<table>
<thead>
<tr>
<th>List and Description of Expected Outputs to be Delivered</th>
<th>The firm will be required to submit:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Inception Report and Data Collection Toolkit (including up to a maximum of three rounds of revisions)</td>
</tr>
<tr>
<td></td>
<td>2. Direct Observation and Interviews report (including up to a maximum of two rounds of revisions)</td>
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</table>

1 *A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.*
3. Draft Review Report including completed Review Matrix (including up to a maximum of three rounds of revisions)
4. Final Review Report

<table>
<thead>
<tr>
<th>Person to Supervise the Work/Performance of the Service Provider</th>
<th>Energy Access Coordinator and CleanStart Programme Manager</th>
</tr>
</thead>
</table>
| Frequency of Reporting | 1. At least once in two weeks or as requested by UNCDF. Communication via Skype or Email-Update UNCDF on the progress of activities, or as needed, in order to resolve concerns/issues in a timely manner.  
  2. Upon completion of each milestone activity and output tasks on the dates indicated in the TOR. |
| Progress Reporting Requirements | The service provider shall be required to submit the following:  
  1. Deliverables as indicated in sections under ‘List and Description of Expected Outputs to be Delivered’ and ‘Payment Terms’  
  2. Regular updates (email, calls, meetings) on progress of activities; |
| Location of work | ☐ Exact Address/ TBD based upon selected district for pilot  
  ☒ At Contractor’s Location and in Kampala, Uganda |
| Expected duration of work | 90 days |
| Target start date | June 2020 |
| Latest completion date | All activities must be completed before the end of August 2020 |

<table>
<thead>
<tr>
<th>Travels Expected</th>
<th>Destination/s</th>
<th>Estimated Duration</th>
<th>Brief Description of Purpose of the Travel</th>
<th>Target Date/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uganda (Kampala and other districts as selected in the inception phase)</td>
<td>At least 5 working days per trip</td>
<td>Meet with key stakeholders, interviews with partners / beneficiaries of the programme including government, visiting programme beneficiaries and interacting with the programme team.</td>
<td>June-July</td>
<td></td>
</tr>
</tbody>
</table>
| Special Security Requirements | ☐ Security Clearance from UN prior to travelling  
| ☐ Completion of UN's Basic and Advanced Security Training  
| ☒ Comprehensive Travel Insurance – to be included in the total fees of the consultant  
| ☐ Others [pls. specify] |
| Facilities to be Provided by UNCDF (i.e., must be excluded from Price Proposal) | ☐ Office space and facilities  
| ☐ Land Transportation  
| ☐ Others [pls. specify] |
| Implementation Schedule indicating breakdown and timing of activities/sub-activities | ☒ Required  
| ☐ Not Required |
| Names and curriculum vitae of individuals who will be involved in completing the services | ☒ Required  
| ☐ Not Required |
| Currency of Proposal | ☒ United States Dollars  
| ☐ Euro  
| ☐ Local Currency |
| Value Added Tax on Price Proposal | ☒ must be inclusive of VAT and other applicable indirect taxes  
| ☐ must be exclusive of VAT and other applicable indirect taxes |
| Validity Period of Proposals (Counting for the last day of submission of quotes) | ☐ 60 days  
| ☐ 90 days  
| ☒ 120 days |

In exceptional circumstances, UNCDF may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.

| Partial Quotes | ☒ Not permitted  
| ☐ Permitted |
| Payment Terms | ☒ VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNCDF CO/BU requiring the service.  
<p>| ☐ UNCDF preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding $30,000, UNCDF shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNCDF, in the same amount as the payment advanced by UNCDF to the Service Provider. |</p>
<table>
<thead>
<tr>
<th>Outputs</th>
<th>Percentage</th>
<th>Indicative Timing</th>
<th>Condition for Payment Release</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output1:</strong> INCEPTION PHASE: Inception Report and Data Collection Toolkit (including up to a maximum of three rounds of revisions)</td>
<td>20%</td>
<td>By June 2020</td>
<td>Within thirty (30) days from the date of meeting the following conditions: a) UNCDF’s written approval and acceptance (i.e., not mere receipt) of the quality of the outputs; and b) Receipt of invoice from the Service Provider.</td>
</tr>
<tr>
<td><strong>Output2:</strong> IN-COUNTRY PHASE: Direct Observation and Interviews report (including up to a maximum of two rounds of revisions)</td>
<td>30%</td>
<td>By June-July 2020</td>
<td></td>
</tr>
<tr>
<td><strong>Output3:</strong> POST MISSION PHASE: Draft Evaluation Report including completed Evaluation Matrix (including up to a maximum of three rounds of revisions)</td>
<td>20%</td>
<td>By August 2020</td>
<td></td>
</tr>
<tr>
<td><strong>Output4:</strong> Final Evaluation Report</td>
<td>30%</td>
<td>By August 2020</td>
<td></td>
</tr>
</tbody>
</table>

Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment

- Energy Access Coordinator and CleanStart Programme Manager

**Type of Contract to be Signed**

- ☐ Purchase Order
- ☐ Institutional Contract
- ☑ Contract for Goods/and Services
- ☐ Long-Term Agreement⁴ (if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)
- ☐ Other Type of Contract [pls. specify]

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⁴ Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed $100,000.00.
Criteria for Contract Award

- ☐ Lowest Price Quote among technically responsive offers
- ☒ Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals, respectively, where the minimum passing score of technical proposal is 70%
- ☒ Full acceptance of the UNCDF Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.

Criteria for the Assessment of Proposal

**Technical Proposal 100 points (70%)**
- ☒ Expertise of the Firm 40 points
- ☒ Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 30 points
- ☒ Management Structure and Qualification of Key Personnel 30 points

**Financial Proposal (30%)**
In the second stage, the financial proposal of all bidders, who have attained the minimum 70% score in the technical evaluation, will be evaluated. The following formula will be used to evaluate financial proposal:

Lowest priced proposal/price of the proposal being evaluated x 30%.

The contract will be awarded based on the Cumulative analysis weighted-scoring method. The award of the contract will be made to the tenderer whose offer has been evaluated and determined as:

a) Responsive/ compliant/ acceptable with reference to this RFP, and;

b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation, with the ratio set at 70:30 respectively in technical and financial offer (this is to reflect the high-level skills mix required).

UNCDF will award the contract to:
- ☒ One and only one Service Provider
- ☐ One or more Service Providers, depending on the following factors:

Annexes to this RFP

- ☒ Form for Submission of Proposal (Annex 2)
- ☒ General Terms and Conditions / Special Conditions (Annex 3)
- ☒ Detailed TOR (Annex 4)
- ☐ Others  

\[\text{Annexes to this RFP}\]

5 Where the information is available in the web, a URL for the information may simply be provided.

6 Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

7 A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.
<table>
<thead>
<tr>
<th>Contact Person for Inquiries (Written inquiries only)⁸</th>
<th><a href="mailto:UnCDF.procurement@uncdf.org">UnCDF.procurement@uncdf.org</a> and CC to <a href="mailto:benjaporn.yenseranee@uncdf.org">benjaporn.yenseranee@uncdf.org</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Written inquiries must be submitted mentioning RFP Ref: 65206, on or before 5:00PM, May 5, 2020. UNCDF shall respond to the inquiries through email with the bidders. Inquiries received after the above date and time shall not be entertained. Any delay in UNCDF’s response shall be not used as a reason for extending the deadline for submission, unless UNCDF determines that such an extension is necessary and communicates a new deadline to the Proposers.</td>
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</tr>
</tbody>
</table>

| Other Information Aspects to be looked at in the Proposal | The Financial evaluation will be carried out only for the technically qualified submission that pass the minimum technical score of 70% (70 points) of the obtainable score of 100 points in the evaluation of the technical proposals. The Technical Proposal and the Financial Proposal MUST BE COMPLETELY SEPARATE and each of them must be submitted individually and clearly marked as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL” or as appropriate. Each document shall include the Proposer’s name and address. The file with the “FINANCIAL PROPOSAL” must be encrypted with a password so that it cannot be opened nor viewed until the proposal has been found to pass the technical evaluation stage. UNCDF shall request via email the proposer to submit the password to open the Financial Proposal. The proposers shall assume the responsibility for not encrypting financial proposal. IMPORTANT NOTE: The amount of the Financial proposal MUST NOT be mentioned anywhere in the submitted documents or in the email, other than the Financial Proposal. Failure in compliance with the mentioned condition shall result in rejection of the offer. |

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⁸ This contact person and address is officially designated by UNCDF. If inquiries are sent to other person/s or address/es, even if they are UNCDF staff, UNCDF shall have no obligation to respond nor can UNCDF confirm that the query was received.
FORM FOR SUBMITTING SERVICE PROVIDER’S PROPOSAL

(This Form must be submitted only using the Service Provider’s Official Letterhead/Stationery)

[insert: Location]
[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNCDF in conformity with the requirements defined in the RFP 65206 dated 4/21/2020, and all of its attachments, as well as the provisions of the UNCDF General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNCDF by indicating the following:

a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;
b) Business Licenses – Registration Papers, Tax Payment Certification, etc.
c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;
d) Track Record – list of clients for similar services as those required by UNCDF, indicating description of contract scope, contract duration, contract value, contact references;
e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.
f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

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9 This serves as a guide to the Service Provider in preparing the Proposal.
10 Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes.
C. Qualifications of Key Personnel

The Service Provider must provide:

a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
b) CVs demonstrating qualifications must be submitted if required by the RFP; and
c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per Deliverable*

<table>
<thead>
<tr>
<th>Deliverables [list them as referred to in the RFP]</th>
<th>Percentage of Total Price (Weight for payment)</th>
<th>Price (Lump Sum, All Inclusive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Output1: INCEPTION PHASE: Inception Report and Data Collection Toolkit (including up to a maximum of three rounds of revisions)</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>2 Output2: IN-COUNTRY PHASE: Direct Observation and Interviews report (including up to a maximum of two rounds of revisions)</td>
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<td>3 Output3: POST MISSION PHASE: Draft Evaluation Report including completed Evaluation Matrix (including up to a maximum of three rounds of revisions)</td>
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<td></td>
</tr>
<tr>
<td>4 Output4: Final Evaluation Report</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

*This shall be the basis of the payment tranches

E. Cost Breakdown by Cost Component [This is only an Example]:

<table>
<thead>
<tr>
<th>Description of Activity</th>
<th>Remuneration per Unit of Time</th>
<th>Total Period of Engagement</th>
<th>No. of Personnel</th>
<th>Total Rate</th>
</tr>
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<tbody>
<tr>
<td>I. Personnel Services</td>
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</tr>
<tr>
<td>1. Services from Home Office</td>
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<tr>
<td>a. Expertise 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>b. Expertise 2</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
2. Services from Field Offices
   a. Expertise 1
   b. Expertise 2

3. Services from Overseas
   a. Expertise 1
   b. Expertise 2

II. Out of Pocket Expenses
   1. Travel Costs
   2. Daily Allowance
   3. Communications
   4. Reproduction
   5. Equipment Lease
   6. Others

III. Other Related Costs

[Name and Signature of the Service Provider’s Authorized Person]
[Designation]
[Date]
**General Terms and Conditions for Services**

1.0 **LEGAL STATUS:**

   The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Capital Development Fund (UNCDF). The Contractor’s personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNCDF or the United Nations.

2.0 **SOURCE OF INSTRUCTIONS:**

   The Contractor shall neither seek nor accept instructions from any authority external to UNCDF in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNCDF or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNCDF.

3.0 **CONTRACTOR’S RESPONSIBILITY FOR EMPLOYEES:**

   The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 **ASSIGNMENT:**

   The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor’s rights, claims or obligations under this Contract except with the prior written consent of UNCDF.

5.0 **SUB-CONTRACTING:**

   In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNCDF for all sub-contractors. The approval of UNCDF of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 **OFFICIALS NOT TO BENEFIT:**

   The Contractor warrants that no official of UNCDF or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 **INDEMNIFICATION:**

   The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNCDF, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor’s employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen’s compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other intellectual
property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

8.1 The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.

8.2 The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.

8.3 The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.

8.4 Except for the workmen's compensation insurance, the insurance policies under this Article shall:

8.4.1 Name UNCDF as additional insured;
8.4.2 Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNCDF;
8.4.3 Provide that the UNCDF shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

8.5 The Contractor shall, upon request, provide the UNCDF with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNCDF against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT:

Title to any equipment and supplies that may be furnished by UNCDF shall rest with UNCDF and any such equipment shall be returned to UNCDF at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNCDF, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNCDF for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

11.1 Except as is otherwise expressly provided in writing in the Contract, the UNCDF shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNCDF under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNCDF.
11.2 To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNCDF does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNCDF a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.

11.3 At the request of the UNCDF; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNCDF in compliance with the requirements of the applicable law and of the Contract.

11.4 Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNCDF, shall be made available for use or inspection by the UNCDF at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNCDF authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNCDF OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNCDF, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNCDF or THE United Nations, or any abbreviation of the name of UNCDF or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party (“Discloser”) to the other Party (“Recipient”) during the course of performance of the Contract, and that is designated as confidential (“Information”), shall be held in confidence by that Party and shall be handled as follows:

13.1 The recipient (“Recipient”) of such information shall:

13.1.1 use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser’s Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,

13.1.2 use the Discloser’s Information solely for the purpose for which it was disclosed.

13.2 Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:

13.2.1 any other party with the Discloser’s prior written consent; and,

13.2.2 the Recipient’s employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:
13.2.2.1 a corporate entity in which the Party owns or otherwise controls, whether directly
or indirectly, over fifty percent (50%) of voting shares thereof; or,
13.2.2.2 any entity over which the Party exercises effective managerial control; or,
13.2.2.3 for the UNCDF, an affiliated Fund such as UNCDF, UNIFEM and UNV.

13.3 The Contractor may disclose Information to the extent required by law, provided that, subject to
and without any waiver of the privileges and immunities of the United Nations, the Contractor will
give the UNCDF sufficient prior notice of a request for the disclosure of Information in order to allow
the UNCDF to have a reasonable opportunity to take protective measures or such other action as
may be appropriate before any such disclosure is made.

13.4 The UNCDF may disclose Information to the extent as required pursuant to the Charter of the UN,
resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.

13.5 The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient
from a third party without restriction, is disclosed by the Discloser to a third party without any
obligation of confidentiality, is previously known by the Recipient, or at any time is developed by
the Recipient completely independently of any disclosures hereunder.

13.6 These obligations and restrictions of confidentiality shall be effective during the term of the
Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall
remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

14.1 In the event of and as soon as possible after the occurrence of any cause constituting force majeure,
the Contractor shall give notice and full particulars in writing to the UNCDF, of such occurrence or
change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations
and meet its responsibilities under this Contract. The Contractor shall also notify the UNCDF of any
other changes in conditions or the occurrence of any event that interferes or threatens to interfere
with its performance of this Contract. On receipt of the notice required under this Article, the
UNCDF shall take such action as, in its sole discretion, it considers to be appropriate or necessary in
the circumstances, including the granting to the Contractor of a reasonable extension of time in
which to perform its obligations under this Contract.

14.2 If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to
perform its obligations and meet its responsibilities under this Contract, the UNCDF shall have the
right to suspend or terminate this Contract on the same terms and conditions as are provided for in
Article 15, “Termination”, except that the period of notice shall be seven (7) days instead of thirty
(30) days.

14.3 Force majeure as used in this Article means acts of God, war (whether declared or not), invasion,
revolution, insurrection, or other acts of a similar nature or force.

14.4 The Contractor acknowledges and agrees that, with respect to any obligations under the Contract
that the Contractor must perform in or for any areas in which the UNCDF is engaged in, preparing
to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays
or failure to perform such obligations arising from or relating to harsh conditions within such areas
or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force
majeure under the Contract.

15.0 TERMINATION
15.1 Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.

15.2 UNCDF reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNCDF shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

15.3 In the event of any termination by UNCDF under this Article, no payment shall be due from UNCDF to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.

15.4 Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNCDF may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNCDF of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

16.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.

16.2 Arbitration: Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party’s written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION
18.1 Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, interalia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNCDF to determine a mutually acceptable procedure.

18.2 Accordingly, the Contractor authorizes UNCDF to deduct from the Contractor’s invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNCDF before the payment thereof and the UNCDF has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNCDF with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

19.1 The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child’s education, or to be harmful to the child’s health or physical mental, spiritual, moral or social development.

19.2 Any breach of this representation and warranty shall entitle UNCDF to terminate this Contract immediately upon notice to the Contractor, at no cost to UNCDF.

20.0 MINES:

20.1 The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term “Mines” means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.

20.2 Any breach of this representation and warranty shall entitle UNCDF to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNCDF.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

22.1 The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or
activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNCDF to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

22.2 The UNCDF shall not apply the foregoing standard relating to age in any case in which the Contractor’s personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor’s personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNCDF, only the UNCDF Authorized Official possesses the authority to agree on behalf of UNCDF to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNCDF unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNCDF Authorized Official.
TERMS OF REFERENCE

Mid Term Review: CleanStart Renewable Energy Challenge Fund
Countries in which CleanStart RECF has been implemented: Uganda
Executing Agency: United Nations Capital Development Fund
Timeframe of programme implementation: 2016-2020
Total programme budgets: USD 5,598,618
Disbursement to date (31 Dec 2019): USD 2,785,094

• BACKGROUND

United Nations Capital Development Fund and its Inclusive Finance Practice Area:

The United Nations Capital Development Fund (UNCDF) is the UN’s capital investment agency for the world’s 48 Least Developed Countries (LDCs). UNCDF uses its capital mandate to help LDCs pursue inclusive growth. UNCDF uses ‘smart’ Official Development Assistance (ODA) to unlock and leverage public and private domestic resources; it promotes financial inclusion, including through digital finance, as a key enabler of poverty reduction and inclusive growth; and it demonstrates how localizing finance outside the capital cities can accelerate growth in local economies, promote sustainable and climate resilient infrastructure development, and empower local communities. Using capital grants, loans, and credit enhancements, UNCDF tests financial models in inclusive finance and local development finance; ‘de-risks’ the local investment space; and proves concept, paving the way for larger and more risk-averse investors to come in and scale up. Additional information on UNCDF may be found at www.uncdf.org.

UNCDF is supporting 33 LDCs and serving 8 million active clients through the Financial Service Providers (FSPs) in which it invests. Financial Inclusion Practice Area (FIPA) follows a sector-based approach and, more recently, has been implementing its programmes through a series of thematic initiatives. A detailed explanation of the approach of the Inclusive Finance Practice Area is described in: http://uncdf.org/en/our-approach-if.

UNCDF CleanStart Programme

UNCDF, through the CleanStart Programme (2012-2020), supports low-income consumers to transition to cleaner and more efficient energy. By 2020, CleanStart aims to have over 500,000 households and micro-entrepreneurs make the switch to clean energy, which translates into 2.5 million people benefitting altogether.

To this end, the CleanStart Programme promotes access to finance across the clean cooking and off-grid solar energy value chain from customer to enterprise by investing in early stage, innovative business ideas from SMEs that have the potential to make a step-change in improving the accessibility, affordability, and reliability of modern energy for people, especially those at the last-mile. Business ideas should have strong commercial-viability potential.

The initiative has four programme components. The (1) investment component as described above is complemented by three other components that centre around (2) providing technical advisory services to get concepts and business plans investment-ready by CleanStart, as well as general advice and linkages to non-financial resources such as experts and business development opportunities during the life of the
partnership; (3) knowledge and learning through customer insights research and Thinkshops to discuss trending market topics; and (4) advocacy and partnerships with strategic partners to jointly support the improvement of the energy access market ecosystem so that business models can scale.

CleanStart global is supported by the Austrian Development Cooperation, the Government of Andorra, the Government of Liechtenstein, the Norwegian Agency for Development Cooperation, and the Swedish International Development Agency.

Clean energy access is a major constraint for the world’s poor. Over a quarter of the world’s population lacks access to electricity, while some 2 billion people are forced to spend disproportionate amounts of time and resources on traditional biomass for cooking and heating. Where modern energy services are unavailable, people resort to expensive and unsustainable systems, which can exacerbate energy insecurity and leave communities more vulnerable to the effects of climate change. In many countries however, thanks to recent technological developments, efforts to widen access to clean energy now depend less on technology and more on financing arrangements, backed by a policy environment that is focused on serving the poor.

Against this background, UNCDF developed in 2012 the CleanStart Programme whose intention is to support the transition of low-income consumers to cleaner and more efficient use of energy by providing them small loans through microfinance institutions. CleanStart has the objective of lifting at least 2.5 million people out of energy poverty by 2017. This will help contribute to achieving development goals on poverty and hunger, education, gender, health, and environmental sustainability.

CleanStart works by establishing partnerships between microfinance institutions and energy enterprises – offering seed capital and advice – to test scalable financing solutions in varying market conditions. Brokering risk-sharing partnerships, including investments, between downstream as well as upstream value chain actors (such as energy enterprises, financiers, governments, etc.) is key to the CleanStart approach. Of particular value to the approach is the idea of developing partnership and financing models that can be replicated and scaled-up by other public and private actors working towards a common vision of expanding energy access for the poor.

Programme Goal: Contribute to the achievement of Millennium Development Goals (MDGs) on poverty and hunger (MDG 1), education (MDG 2), gender (MDG 3), health (MDG 4, 5, 6) and environmental sustainability (MDG 7) and reduced carbon emissions. Since the development of the SDGs, CleanStart directly contributes to SDG 7 on energy and other SDGs indirectly related.

Programme Outcome: By end of the programme, increase sustainable access to clean and affordable energy for more than 2.5 million people (low-income households and micro-entrepreneurs) through microfinance.

Expected Programme Results

1. **Finance for Clean Energy** to strengthen capabilities of 18 MFIs in 6 countries to provide microfinance for clean energy to low-income households and micro-entrepreneurs;

2. **Technical Assistance for Clean Energy** to remove barriers to the successful deployment of those technologies and services for which the selected MFIs will provide microfinance;

3. **Global Knowledge and Learning** to enhance understanding and awareness globally of the potential for microfinance to scale-up access to clean energy and make available the tools and knowledge needed to scale-up access to clean energy beyond the project; and
4. **Advocacy and Partnerships** to create an enabling policy and business environment to expand microfinance for clean energy

**Shift in programme focus**

In July 2015, CleanStart completed a strategic programme review which led to a number of changes in the way the programmes is being implemented.

Originally, the CleanStart intervention was intended to work solely with microfinance institutions (MFIs) as the provider of energy finance to low-income consumers. However, since the start of the programme, a number of new providers of finance to energy markets have emerged, including not-for-profit organisations, non-regulated financial service providers and intermediaries, energy service companies themselves as well as non-financial intermediaries. This reflects broader developments in clean energy markets, through for example the development of digital finance options, such as ‘Pay as You Go’ and mobile money.

In response, in August 2015, CleanStart launched an *Energy Access Challenge Fund* with the aim to provide co-funding with enterprises (including financial service providers or energy service companies) that want to bring commercially-driven business ideas that can achieve breakthroughs in consumer financing and/or energy value chain financing (e.g. for distributors, manufacturers) in to the energy market. The Challenge was launched in Cambodia, Myanmar, and Uganda. See link to [Call for Expression of Interest](#) and [fact sheet](#).

CleanStart also adopted a lighter, investment-driven approach (quickly identifying and supporting new partners) in new countries where it is engaged/involved. This is in contrast to the original design, which foresaw a more comprehensive but time-consuming design and business planning process—with interventions sought at all levels and with different types of institutions—and assumed a strong implementation partnership with UNDP.

**Cleanstart Theory of change**
**UNCDF CleanStart Uganda and the Renewable Energy Challenge Fund**

To address the challenges in the Ugandan decentralized energy market and make use of new business/partnership opportunities and innovations emerging, the Embassy of Sweden in Uganda, with UNCDF CleanStart, launched the Renewable Energy Challenge Fund (RECF) by building on the successful result of UNCDF’s first Energy Access Challenge aimed at increasing affordability for clean energy. RECF is managed by the CleanStart programme from 2016-2020.

The RECF aims to fill a “missing middle” in renewable energy SME financing, as well as facilitate access to additional, more commercial financing. RECF will be managed based on the principles of additionality, sustainability, inclusiveness, results-orientation, and co-creation. In this case, missing middle means the lack of appropriate investment capital targeted at financing energy SMEs.

By end of 2020, RECF aims to support 155,000 low-income customers transition to renewable energy, of which at least 50 percent are women and 50 percent are youth (the two groups can overlap). RECF further aims to create 1,300 new jobs, of which at least 60 percent of these jobs are for women and 40 percent are for youth (the women and youth groups may overlap e.g. female youth sales agent). This will be done through the energy enterprises and also through new livelihood opportunities with renewable energy. Up to 190,000 tonnes of CO2 emissions is expected to be off-set as a result. In terms of market development, RECF aims to support a target of 20 renewable energy SMEs which will continue to serve the community after the project period ends and demonstrate the viability of clean energy companies.

The long-term vision for RECF is to become a stand-alone facility for development partners to provide coordinated, market-catalyzing support to energy SMEs in Uganda, and contribute to one of Government of Uganda’s energy sector priorities which is to increase access to modern energy services through rural electrification and renewable energy development.

*RECF Theory of change*

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11 Decentralised energy is energy produced closer to where it is being utilised, rather than energy produced and transmitted through the grid.

12 The RECF theory of change is an integral part of the CleanStart theory of change.
Overview of current implementation status in RECF Uganda

In 2017, UNCDF launched the RECF: Clean Cooking Window and Solar window aiming to co-invest in commercially driven business ideas that can achieve breakthroughs in the uptake of clean, affordable and high-quality clean cooking and solar PV solutions for households, businesses and communities across Uganda.

UNCDF has invested in 11 partners selling a range of clean cooking solutions to households, schools and other institutions, and refugees under the clean cooking window. The solar window has investments in 11 partners deploying decentralised solar energy solutions such as off-grid solar PV and solar mini-grids in Uganda. Most of the projects supported incorporate an element of consumer finance through PayGo or other instruments, and one partner provides receivables financing for solar companies. The RECF portfolio now consists of 22 diverse partners in terms of the renewable energy solutions and the maturity of the companies. The portfolio now includes:

- Clean cooking solutions (including improved cookstoves for households and institutions such as schools, biogas, briquettes)
- Solar home systems for home lighting, phone charging, and home entertainment such as radio and TV (pico lanterns, large and small solar home systems)
- Solar-powered productive use technology such as water pump solutions, refrigerators, milling and drying machines
- Solar-powered mini-grid
- Special purpose vehicle financier for solar PayGo receivables.
• **SCOPE OF SERVICES, OBJECTIVES OF THE MID-TERM REVIEW AND TARGET COMPLETION**

The mid-term review of the CleanStart Renewable Energy Challenge Fund in Uganda should follow the broader evaluation policy guiding principles, norms and criteria\(^\text{13}\).

Amongst the norms that the mid-term review seeks to uphold, the most important is that review exercises should be independent, impartial and of appropriate quality but also that they should be intentional and designed with utility in mind; in other words, that reviews should generate relevant and useful information to support evidence-based decision making.

With this in mind, the review has been designed with the following overall objectives:

i) to allow UNCDF and the donors to meet their accountability and learning objectives, but also

ii) to ensure that the review can support the ongoing attempts by the programme and its funders to capture good practice and lessons to date in a sector which is still relatively new and innovative;

The mid-Term review is expected to assess both the results to date (direct and indirect, whether intended or not) from the first years of implementation as well as the likelihood of the programme/ Renewable energy challenge fund meeting, its end goals on the basis of current design, human resource structure, broad implementation strategy, etc. It will seek to build – where appropriate – on the lessons learnt and recommendations generated from the Mid-Term Evaluation conducted in the first half of 2017. It is expected that the review will follow a forward-looking approach and provide useful and actionable recommendations to increase the likelihood of success by the end of the programme.

The specific objectives of the mid-term review are:

- Assess the performance of the Renewable Energy Challenge Fund since its inception;
- Validate strategic objectives, validate and/or re-define, if necessary, the accompanying RECF intervention logic identified in the project document;
- Assess the appropriateness of the implementation mechanisms chosen to deliver the project’s objectives;
- On the basis of the assessment and the current sector environment, where applicable, the review should explore and propose operational and strategic recommendations for the re-orientation of the RECF, if necessary, to ensure it will meet its broader objectives by 2020;
- Review the progress of the RECF program towards achieving the strategic objectives;
- After the review, objectives and results should be redefined and a new logical framework and budget proposed, if necessary.

More specifically, the review is expected to provide preliminary evidence on the programme’s current and likely contribution to:

- **System and market development** - *Influencing the broader inclusive finance systems* in which the programme has intervened. Here the evaluators should consider the extent to which the

\(^{13}\) See the following link for more details: http://web.undp.org/evaluation/guideline/
The programme has been successful through its advocacy, knowledge and learning activities in beginning to influence the broader inclusive finance systems of which it is part both in terms of policy as well as intended or unintended market demonstration effects. They should also consider how well the programme is positioned to support replication and upscaling of its approach by others.

- **Building the capacity of financial service providers and energy service companies** to use energy financing to invest in future growth. To do this, the evaluators should focus on changes in the organizational and financial performance of UNCDF-supported grantees in providing clean energy financing for base of pyramid clients in underserved areas.

- **Supporting impact at client level**, by going beyond the number of beneficiaries. Here the focus should be on assessing to the extent possible current or likely impact on end clients benefiting from the clean energy solutions obtained through CleanStart support to FSPs including aspects such as enhanced access to clean energy technologies, increased access to electricity, strengthened client resilience, women’s empowerment, etc. As part of this, it will be important to assess the quality of the existing data measurement systems to capture this type of information and to provide recommendations for improvement to ensure that the programme gathers meaningful data at the client level.

- **Review methodology**

The Review should be independent, transparent, inclusive, participatory and utilization-focused. It should integrate gender and human rights principles following the United Nations Evaluation Group (UNEG) *Handbook to Integrate Human Rights and Gender Equality in Evaluation* and adhere to the *UNEG Norms and Standards for Evaluation in the UN System* and *UNEG’s Ethical Guidelines and Code of Conduct*. To the extent possible, the data should be disaggregated by age, gender, and economic status.

It should follow a theory-of-change approach by comparing results achieved to date against what was intended at this stage in programme implementation, taking into account the influence of external factors on programme results in Uganda.

The review should use a mixed methods approach, drawing on both primary and secondary, quantitative and qualitative data to come up with an overall assessment backed by clear evidence. To the extent possible, the data presented should be disaggregated by age, gender and economic status.

In line with usual UN evaluation practice, the scope of the exercise should cover all five standard evaluation criteria: relevance/appropriateness of design, efficiency, effectiveness, impact and sustainability. In doing so, the focus of the review goes beyond assessing whether UNCDF is currently ‘doing things right’ in programme execution and management as it relates to Renewable Energy Challenge Fund, to a broader assessment of whether on the basis of evidence available, the CleanStart approach, as implemented by UNCDF and in comparison with similar approaches implemented by others, looks to be the ‘right approach’ to achieving the higher-level objectives agreed in the initial phase.

As part of this, and against the broader framework of a review matrix, the review is expected to use a variety of data collection tools – both quantitative and qualitative – to collect, analyse and aggregate both secondary data that will be made available to the review team and to the primary data that the review team will collect during the review itself.
Key Review Questions to be further refined by evaluators:

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<th>OECD/DAC CRITERIA</th>
<th>POSSIBLE SUB-QUESTIONS (but not limited to)</th>
<th>Elements of Analysis</th>
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<tr>
<td><strong>RELEVANCE AND QUALITY OF THE DESIGN OF THE PROGRAMME</strong></td>
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<td>The appropriateness of project’s objectives to the real problems, needs and priorities of its target groups/beneficiaries and the quality of the design through which these objectives are to be reached.</td>
<td>1. What is the present level of relevance of the objectives and interventions/activities of the programme?</td>
<td>- How RECF results are aligned with national strategy and relevance of implemented actions in addressing the challenge of lack of energy access.</td>
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<td>- Design, re-orientation, interventions and key barriers relevant to development problem identified. How distinct is the RECF approach to other approaches being implemented?</td>
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<td>- Clean energy products relevant to clients’ needs</td>
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<td>2. As presently designed, how coherent is programme design with a view to achieving programme objectives?</td>
<td>- Coherence of individual programme elements working together to support overall objectives</td>
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<td>- Appropriate balance of resources between different programme elements</td>
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<td>- Appropriate choice of different organizational types targeted (energy companies, energy funders) in the early stages of the programme?</td>
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<td>- Appropriate adaptive management re-orienting the programme to support both financial and energy service providers at mid-way point</td>
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<td>3. Is the current design sufficiently supported by all stakeholders?</td>
<td>- Ownership by national partners in Uganda</td>
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<td>- Relevant programme for energy companies on financing for clean energy in Uganda</td>
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<td>- How the programme is contributing to national and sectoral goals and how the results are integrated into national reporting?</td>
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4. Is the current design sufficiently taking cross-cutting issues into account?
   - Assess how gender and youth has been integrated into programme design and implementation
   - Assess how environmental and social standards and safeguards have been integrated in programme design and implementation
   - Assess how client protection principles have been incorporated in programme design and have been adhered to during implementation.

5. How well is the programme designed with regard to transition, expansion and replication?
   - Assess effectiveness of systems to facilitate synergies and integration of lessons learnt and best practices across the sector
   - Assess the quality of results monitoring and knowledge management system in place

<table>
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<tr>
<th>EFFICIENCY OF PROGRAMME MANAGEMENT</th>
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<tr>
<td>How well means/ inputs and activities were converted into results (as in “outputs”)?</td>
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</table>

1. How well are the inputs managed?
   - Available on time
   - Monitored and cost-effective

2. How well is the implementation of activities managed?
   - Timeliness of implementation
   - Quality of monitoring systems at all levels of the results chain
   - Assess the process of selection of implementation partners and how it has contributed to efficient programme implementation
   - investment committee meetings, due diligence processes.
   - Appropriate performance – based agreements set up with RECF partners.

3. How well are outputs achieved?
   - High quality technical assistance being provided by the RECF team and its partners.
   - Programme outputs available on time and at expected/planned costs.
   - On time delivery of programme outputs.
### EFFECTIVENESS: ORGANIZATIONAL CHANGE OF SUPPORTED ENERGY COMPANIES

To what extent is the programme on track to increase the capacity of partner organizations to deliver good quality and affordable clean energy?

| 4. How well are partner contributions/ involvement working? | Efficient resource mobilization strategies in place  
Well-functioning steering committees providing strategic oversight of programme implementation  
Well-functioning oversight/support from within UNCDF |
|---|---|
| 1. How well is the project achieving its planned results in terms of organizational change? | How is the programme progressing towards achievement of programme objectives  
Assess the process of selection of implementation partners and how it has contributed to effective implementation of programme implementation.  
Review how the implementation of the programme has or has not confirmed to the proposed theory of change at project formulation  
What is the impact or effect of the intervention in proportion to the overall energy situation of the target group or those effected?  
Assess readiness of partner organisations to raise follow on capital. |

### EFFECTIVENESS: MARKET

1. How well is the project achieving its planned results in terms of organizational change?  
2. As presently implemented, what is the likelihood of the objectives related to organizational change to be achieved? |

|  | How is the programme progressing towards achievement of programme objectives  
Assess the process of selection of implementation partners and how it has contributed to effective implementation of programme implementation.  
Review how the implementation of the programme has or has not confirmed to the proposed theory of change at project formulation  
What is the impact or effect of the intervention in proportion to the overall energy situation of the target group or those effected?  
Assess readiness of partner organisations to raise follow on capital.  
How has the market research conducted by partners inform the service they provide?  
What is the business case for energy access and financing? |
| **DEMONSTRATION, UPSCALING** | **1.** How well is the project achieving its planned results in terms of influencing the broader clean energy access and financing system in Uganda? | - What is the value of knowledge management activities/products to partners  
- Knowledge and learning and Advocacy and partnership – contribution to a change in the broader system for clean energy access and financing  
- Quality of results achieved so far. |
| **To what extent is the programme on track to influence the broader clean energy access and financing system in Uganda?** | **2.** As presently implemented, what is the likelihood of the objectives related to influencing the broader clean energy access and financing system to be achieved? | - What is RECF’s contribution or influence on policy change in Uganda  
- Evidence of partnerships enhancement of UNCDF’s comparative advantage and positioning in the area of clean energy access and finance and evidence of how it played a role in crowding and brokering additional investments for its partners. |
| **LIKELY IMPACT** | **1.** What are the direct impact prospects of the project to achieve increased sustainable access to clean and affordable energy by more than 155,000 end-users? | - Apparent and likely impacts and external factors (risks) likely to jeopardize the projects impact and mitigations.  
- Recommendations for optimal use of market demonstration effect.  
- Benefit of RECF to the government and development partners in wider sector level impact and fostering policy change – any gaps.  
- How technical assistance and other support has benefited RECF partners. |
| **To what extent is the programme on track to contribute to improve access to clean energy for the base of pyramid?** | **2.** To what extent will the project have any indirect positive and/or negative impacts? | - Unintended impacts of RECF activities on the planned target groups or other non-targeted communities?  
- Mitigation measures |
# SUSTAINABILITY

To what extent are programme results likely to be sustainable?

<p>| | | |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Financial/economic Viability</td>
<td>Improved growth rates in terms of outreach - Contribution to financial sustainability of grantees overall? - Contributed to increased sustainability and “investment readiness” of partners - Financial services and non-financial services sustainably and cost-effectively offered</td>
<td></td>
</tr>
<tr>
<td>2. Level of ownership of the project by target groups and will it continue after the end of external support?</td>
<td>Sustainable institutional and management capacity in the partners with which it is working - Financial services developed by the partners, which services/products have the greatest potential to be scaled up after the programme ends institutionalization of services for low-income clients</td>
<td></td>
</tr>
<tr>
<td>3. What is the level of policy support provided and the degree on interaction between project and policy level?</td>
<td>Change/influence in policy support over time - Collaboration with other programmes - Partnerships developed by RECF partners - Contribution to institutional management capacity</td>
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</tr>
</tbody>
</table>

The CleanStart mid-term review is scheduled to start in June and be concluded by the end August 2020 with the following key milestones:

**Inception phase:**

- Methodological briefing between the review team and the Evaluation Unit to ensure clear understanding of the review methodology, approach and main deliverables as per TOR;
- Inception meetings with Advisory Panel and key programme stakeholders to familiarize the Review Team with the programme objectives, results to date and expectations for this review.
- Provision of all relevant documents related to the implementation of RECF in Uganda.
- Stakeholder Mapping and stakeholder selection for data gathering.
- Finalization of the review methodology and tools to include a sampling strategy for more in-depth analysis of various aspects of the performance of the programme as well as a strategy for collecting, analysing and aggregating different sources of data into the final review report.
- Finalization of the schedule for country visits and stakeholder interviews

**Mission phase:** In-depth data collection and research, including country and site visits and key informant interviews. De-briefing sessions will be held with key in-country stakeholders to present emerging trends/preliminary findings and to build ownership of the findings with programme management team. The Team Leader may be asked to debrief the Embassy of Sweden and Evaluation Unit at the end of the country
visit. This with a view to provide a sense of the review team’s preliminary findings ahead of the draft reporting phase.

**Post-mission phase:** analysis and synthesis stage, including a technical debrief with Cleanstart programme manager on initial findings and final questions ahead of drafting of the review report, as well as a HQ debrief of the final review report to senior managers.

- **MAIN DELIVERABLES:**

The proposed timeframe and expected deliverables will be discussed and refined during the inception phase. The final schedule of deliverables will be presented in the inception report. The commissioning unit reserves the right to request several versions of the report before sharing the report with other stakeholders and until it meets the quality standards set by UNEG.

The Review Team Leader will be responsible for preparing and submitting the following deliverables:

<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Description</th>
<th>General Timeframe</th>
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<tbody>
<tr>
<td><strong>INCEPTION PHASE:</strong></td>
<td>The inception report will present a refined scope and a detailed outline of the review design and methodology, including a validated programme theory of change and an accompanying review matrix with questions, sub-questions, judgment criteria/indicators, data collection methods and information sources. The template will be provided. Review of documentation, including RECF Prodoc, Board Reports, Energy Ladder and knowledge management material, and contact with key stakeholders of the programme. Length: max 25 pages, excluding Annexes. A template will be provided by the Evaluation Unit at the start of the inception phase. <strong>The Inception Report should include in Annex a Data Collection Toolkit</strong> that includes a set of data collection instruments for both qualitative and quantitative data collection tools to be used in the course of the review (i.e. for qualitative data: interview guides, focus group discussion guide, direct observation forms, questionnaires for consultations with stakeholders, etc; for quantitative data, relevant templates to assess change in basic financial and operational performance of the FSPs and energy providers over the period supported by June 2020</td>
<td></td>
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</table>
UNCDF). The toolkit should also include a proposal around how the different data sources will be analysed and synthesized into the main report.

The 1st draft of the inception report and data collection toolkit will be reviewed by the Commissioning Unit and revised by the Evaluation Team. The 2nd draft will be shared with the Advisory Panel for comments. The Review Team will develop a final Inception Report integrating the feedback received.

The Review Team will maintain an audit trail of the comments received and provide a response on how the comments were address in the revised drafts.

| IN-COUNTRY PHASE: Direct Observation and Interviews report (including up to a maximum of two rounds of revisions) | The review team should conduct a country visits to the CleanStart programme in Uganda, meeting with key stakeholders, interviews with partners / beneficiaries of the programme including government, visiting programme beneficiaries and interacting with the programme team.

The country visit should complement the document analysis completed during the inception phase.

Additional debriefing might be requested after the field phase to present these preliminary findings. | June-July 2020 |
| POST MISSION PHASE: Draft Review Report including completed Review Matrix (including up to a maximum of three rounds of revisions) | The draft report should outline clear evidence-based conclusions and findings, following closely the structure and logic of the Review Matrix, and including focused, actionable recommendations (SMART), and a clear, stand-alone Executive Summary.

A first draft report should be shared with the Commissioning Unit for initial feedback. The 2nd draft report should incorporate the feedback and will be shared with the Advisory Panel and technical staff from FIPA. Comments will be integrated into a final draft report.

The Review Team is requested to maintain an audit trail of the comments received and provide a response on how the comments were addressed in the revised drafts. | August 2020 |
A template will be provided by the Evaluation Unit at the start of the inception phase. Report (between 15-20 pages) submitted to the Embassy of Sweden expert in monitoring and review, external to the review including the revised logical framework and budget of RECF, if necessary.

**Final Review Report**

Final version of the report to be submitted to UNCDF CleanStart and the Embassy of Sweden including PPT presentation highlighting key findings

**SCOPE OF PROPOSAL PRICE AND SCHEDULE OF PAYMENTS**

a) The contract price for this assignment is a fixed price regardless of extension of the specific duration if required by the bidder and accepted by UNCDF.

b) Payments and corresponding percentage of the contract price will be paid against milestone/output achieved (e.g. Inception Report and Data Collection Toolkit, Direct Observation and Interviews Report, Draft Evaluation Report, Submission of Final Evaluation report etc.), including all the conditions/documentations required prior to the release of any tranches of payment. The milestone/ output for each instalment in consistency with the work plan should be submitted along with the technical proposal. The bidder may also submit schedule of tranches, proposed amount/ percentages outlining the instalments designed for successful roll out in the **financial proposal** as per the following table outlining indicative schedule of tranches and associated deliverables:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Percentage</th>
<th>Indicative Timing</th>
<th>Condition for Payment Release</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output1: INCEPTION PHASE: Inception Report and Data Collection Toolkit (including up to a maximum of three rounds of revisions)</td>
<td>20%</td>
<td>By June 2020</td>
<td>Within thirty (30) days from the date of meeting the following conditions: c) UNCDF’s written approval and acceptance (i.e., not mere</td>
</tr>
<tr>
<td>Output2: IN-COUNTRY PHASE: Direct Observation and Interviews report</td>
<td>30%</td>
<td>By June-July 2020</td>
<td></td>
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</table>

August 2020
The technical proposal cannot include any information on costs. The financial proposal should provide a detailed costing for the scope of work and deliverables described above. The Financial Proposal shall list all major cost components associated with the services and the detailed breakdown of such costs, including fees, travel costs, per diem, etc. All outputs and activities described in the offer must be priced separately on a one-to-one correspondence.

Any output and activities described in the offer but not priced in the Financial Proposal shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

- QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER / COMPOSITION OF REVIEW TEAM:

The Review team should have more specific experience and expertise in the areas of 1) international development review including international good practice in measuring the results of inclusive finance interventions; 2) supporting the development of last-mile energy access solutions in Africa and 3) supporting local financial service providers in their efforts to develop inclusive finance products for clean energy.

The review team should also be – to the extent possible – gender balanced and include at least one representative from a programme country in which CleanStart has been implemented.

The Review Team is to be composed of:
• One team leader with at least fifteen years of relevant experience in both decentralized energy solutions and review; and
• One team member with at least ten years of experience in financial inclusion through market-based approaches in developing countries.
• One team member with at least five years of experience working in financing renewable energy solutions in developing countries.

The Team Leader should have the following competencies as a minimum:

Review:
• Proven experience of designing and leading a mix of performance, outcome and/or impact reviews in the area of international development, applying a variety of mixed-methods evaluation approaches (including theory-of-change-based, utilization-focused, participatory, and gender- and equity-focused evaluations).
• Proven experience in evaluating a variety of different modalities in international development evaluation (including standalone projects or programmes, or interventions contributing to broader programmatic interventions conducted by single or multiple partners, including for the UN system).
• Demonstrated experience in integrating gender equality and women’s empowerment in review.
• Evidence of formal review and research training, including familiarity with OECD or UN norms and standards for development review.

Clean energy:
• Good understanding of decentralized household-level clean technologies and clean energy service providers.
• Previous experience working in or with energy service companies.
• Expert knowledge and awareness of issues related to clean energy financing up and down the market value chain, including asset finance.
• Comprehensive knowledge of benchmarks and industry best practices in energy access sector.
• Experience at the country wide sector level/understanding of building energy access markets in Africa.
• Fully familiar with asset finance, leasing and mobile money enabled business models, including Pay-As-You-Go and trends in relation to this sector.

General competencies:
• Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality review and research products in a timely manner.
• Innovative thinking and good strategist.
• Thorough understanding of key elements of results-based programme management in international development cooperation.
• Experience in policy analysis/ engagement.
• Demonstrated capacity for strategic thinking and excellent analytical and written skills.
• Fluency in English.
Responsibilities of the Team Leader (in addition to all other generic responsibilities and expected deliverables outlined in this TOR):

- Documentation review
- Developing and pre-testing the necessary data collection tools (to be presented in the Inception Report)
- Leading/managing the Review Team in planning and conducting the review
- Deciding on division of labour, roles and responsibilities within the Review Team
- Ensuring the use of best practice review methodologies and adherence to ethical code of conduct
- Leading the presentation of the draft review findings and recommendations for Uganda
- Leading the drafting and finalization of the review report, integrating to the extent possible all comments received from different partners
- Presenting the main findings and recommendations in the debriefing for UNCDF
- Regularly updating UNCDF and donors on the progress of the review
- Quality control for the review report
- Adherence to UNCDF templates and other requirements as specified in this TOR

The Financial Inclusion expert should have the following competencies and experience:

- Minimum of ten years accumulated experience in the inclusive finance sector or similar;
- A minimum of seven years of management and/or consulting experience in the inclusive finance sector;
- Demonstrated experience in evaluating interventions in the area of financial inclusion (micro, meso and macro levels) including experience using a range of qualitative and quantitative data gathering techniques to assess programme results at individual, institutional, sector and policy level and full familiarity with frontier inclusive finance issues, such as links to the real economy, Digital Financial Services and Digital Financial Service PLUS frontier areas as well as DCED standards.
- Comprehensive knowledge of inclusive finance industry best practices and experience in applying CGAP benchmarks around good performance of FSPs in developing countries.
- Evidence of microfinance training and experience in providing technical assistance in the inclusive finance sector in developing countries.
- Evidence of experience with inclusive finance programmes to support women’s empowerment and gender equality.
- Ideally, the financial inclusion expert should have experience of undertaking/participating in reviews for “market-making” programmes (micro, meso and macro levels) including experience using a range of qualitative and quantitative review methodologies to assess programme results at individual, institutional, sector and policy level
- Demonstrated capacity for strategic thinking and proven analytical and written skills
- Familiarity with energy access financing for households is a strong plus.
- Fluency in English is required.

Energy finance specialist

- Master’s in finance, engineering, energy and environment, or a related field;
- A minimum of 5 years of experience in promoting access to finance for clean energy, including business models that integrate asset financing (pay-as-you-go model) and digital payments;
- Hands-on experience working in or with energy enterprises;
- Relevant work experience in Uganda;
- Familiarity with challenge fund mechanisms or investment/capital needs of energy enterprises;
- Strong analytical and business modeling/planning skills
- Fluency in English is required.

- Responsibilities of Team Member(s) (in addition to all other generic responsibilities and expected deliverables outlined in this TOR):
  • Managing the overall review
  • Documentation review
  • Contributing to developing and pre-testing the necessary data collection tools (to be presented in the Inception Report)
  • Ensuring the use of best practice review methodologies from the inclusive finance industry
  • Leading the presentation of the draft review findings and recommendations for Uganda
  • Responsible for the final review report, integrating to the extent possible all comments received from different partners
  • Adherence to UNCDF templates and other requirements as specified in this TOR

- RECOMMENDED PRESENTATION OF PROPOSAL:

Interested firms must submit the following: a detailed proposal made up of documentation to demonstrate the qualifications of the prospective firm to enable appraisal of competing bids. This should include technical and financial proposals, details of which are listed below. It is to be mentioned here that bidders must follow the instruction for submitting the proposals as outlined above on pages 9-10 of this RFP.

1. Technical Proposal (as per details provided in Annex 2)

The Technical Proposal must follow the template and contain the following main sections (but not necessary limited to):

- **Presentation of expertise of the firm/organization** to perform this assignment (4 pages max): reputation of the firm and staff in carrying out review; general organizational capability which is likely to affect implementation (financial stability, size of the firm, strength of the programme management support, project management control systems...); relevance of specialized knowledge; experience on similar assignments; experience with private sector development initiatives; previous work with UN System/major multilaterals/bilaterals; description of the management arrangement of the firm for the review.

- **Approach and implementation plan** (20 pages max): The methodology proposed should be responsive to the TOR and follow closely all the main elements outlined in the TOR: detailed review approach, approach to case studies, review matrix, methods for ensuring quality and utilization; and detailed review work plan.

- **Management structure and key personnel**, including CV (2 pages max per CV): proposed team structure and work tasks (including supervisory) which would be assigned to each; organogram illustrating the reporting lines; CVs for key personnel (managerial and technical). CVs should
demonstrate qualifications in the areas relevant to this review and be limited to a maximum of 2 pages per CV. No substitution of key personnel will be tolerated once the contract has been awarded except in extreme circumstances and with the approval of UNCDF. If substitution is unavoidable, it will be with a person who, in the opinion of UNCDF, is at least as experienced as the person being replaced. No increase in costs will be considered as a result of any substitution.

- List of current and past assignments of the Firm;
- Latest Audited Financial Statement;
- Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.

2. **Financial Proposal** (including fees, travel cost, DSA, and other relevant expenses)

- The financial proposal shall specify a total delivery amount in USD (including consultancy fees and all associated costs) i.e. professional fee, local and international travel, living allowances, promotion, training and other expenses, etc.
- In order to assist UNCDF in the comparison of financial proposals, the financial proposal will include a breakdown of this amount, disclosing the key assumption employed in costing the working. This must at least specify: the daily rates and number of anticipated working days (for each professional team member), any travel costs, technical platform development and management costs etc. Payments will be based upon output, i.e. upon delivery of the services specified in the ToR.
- The bidders are requested to submit outline of schedule of tranches mentioning specific deliverables/ milestones, indicative timeline and disbursement amount/ percentages with the financial proposal as illustrated on page 11 of this RFP. The deliverables and instalment milestones must be consistent with the implementation plan proposed in the technical proposal.

Bidders with past or current contracts with UNCDF and or the donors that are NOT related to the CleanStart programme are eligible to bid for the review but will need to formally disclose this information in their technical proposal.

**CRITERIA FOR SELECTING THE BEST OFFER**

<table>
<thead>
<tr>
<th>Summary of Technical Proposal Evaluation Forms</th>
<th>Score Weight</th>
<th>Points Obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Qualification of Firm / Organization/ Consortium</td>
<td>40%</td>
<td>40</td>
</tr>
<tr>
<td>2. Proposed Methodology, Approach and Implementation Plan</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td>3. Qualification of key personnel &amp; implementing team</td>
<td>30%</td>
<td>30</td>
</tr>
</tbody>
</table>
1. Expertise of the firm (40 points)
   - General organizational capability which is likely to affect implementation (financial stability, size of the firm, strength of the programme management support, project management control systems...) (10 points);
   - Relevance of specialized knowledge (10 points);
   - Experience on similar assignments (10 points);
   - Previous work with UN System/major multilaterals/bilaterals (5 points);
   - Description of the management arrangement of the firm for the evaluation (5 points).

2. Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan (30 points)
   - The methodology proposed should be responsive to the TOR (10 points);
   - Detailed evaluation approach (5 points);
   - Evaluation matrix (5 points);
   - Methods for ensuring quality and utilization (5 points);
   - Detailed evaluation work plan (5 points).

3. Management Structure and Qualification of Key Personnel (30 points)
   - Proposed team structure and work tasks (including supervisory) which would be assigned to each (10 points);
   - Education and general qualifications of each key personnel (10 points);
   - Organogram illustrating the reporting lines (5 points);
   - CVs for all experts requested (5 points)

The Financial evaluation will be carried out only for the technically qualified submission that pass the minimum technical score of 70% (70 points) of the obtainable score of 100 points in the evaluation of the technical proposals.