



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

### Terms of Reference for the provision of mid-term review of the Hosting and Managing the Private Financing Advisory Network Programme

#### Scope of work:

#### 1. Background Information

UNIDO is currently implementing the *Hosting and managing the Private Financing Advisory Network Programme* (UNIDO ID: 15034).

Private Financing Advisory Network (PFAN) is a multilateral public private partnership which since 2016 has been hosted by the United Nations Industrial Development Organization (UNIDO) in cooperation with the Renewable Energy and Energy Efficiency Partnership (REEEP). PFAN facilitates the implementation of climate and clean energy projects by small and medium enterprises (SMEs) in developing countries. In particular, PFAN bridges the gap between project developers and investors by:

- Capacitating entrepreneurs and businesses to develop bankable projects;
- Mitigating investor risk;
- Facilitating project funding to increase and mainstream investments in low carbon, climate resilient projects for sustainable development.

From 2006 to 2018 PFAN achieved a strong track record of achievements:

- 113 projects financially closed;
- Total investment of USD 1,4 bn leveraged;
- Around 890 MW clean energy generation capacity added;
- Average annual emission mitigation of 3 mn t CO<sub>2</sub>;
- Involvement in 35 developing countries and emerging economies.

PFAN has embarked on an ambitious scale-up strategy that is aimed at increasing impact threefold within the next 5 years.

#### 2. Objective of the service agreement

The key objective of the assignment is to conduct a mid-term review of the *Hosting and Managing the Private Financing Advisory Network Programme* (UNIDO ID: 150346) in order to provide an objective opinion on progress made by the Programme and articulate strategic opportunities to explore.

The mid-term review should concern PFAN activities implemented under the new hosting arrangement, i.e. from July 2016 onwards, and cover both global as well as specific activities

supported by earmarked funds. The review will entail a backward component in assessing the programme, but also and importantly will include forward-looking considerations.

The main objectives are to:

- Review the Programme in light of relevance, effectiveness, efficiency, sustainability;
- Revisit the theory of change;
- Revise the risk matrix to reflect the current environment;
- Analyse the Programme's competitive advantage against other project preparation facilities; and
- Explore strategic opportunities for the Programme to evolve and grow in the near- to mid-term.

The external mid-term review should provide evidence-based information that is credible, reliable and useful for the stated objectives. The review should result in a set of conclusions, lessons learned, and implementable recommendations for the consideration of the PFAN Steering Committee and PFAN Management Unit.

The reviewers should, among others, elaborate on the following questions:

- Is the Programme on track vis-à-vis the foreseen outcomes?
- How have key criteria such as relevance, effectiveness, efficiency, sustainability evolved over time?
- With the view to achieving the PFAN goal of unlocking the markets for low carbon, climate resilient technologies, what works and what does not, e.g. what influences the long-term sustainability of businesses supported (e.g. technology readiness level, country regulatory framework, and other factors)?
- Is the Programme's theory of change still applicable and how can it be refined to achieve the foreseen impact?
- What are the key opportunities for the Programme to grow significantly and increase its impact?
- Can the Programme's unique selling point be strengthened in light of the opportunities and threats arising outside the Programme, including e.g. multitude of project preparation facilities being established, or policy developments (e.g. regulatory policies, policy priorities) at the level of countries and multilateral organizations, etc.?
- Can the monitoring, evaluation and learning framework of the Programme be improved, in particular with the view to capturing its multifaceted impacts on economy and society (e.g. alleviating poverty, increasing employment, diversifying employment structure, strengthening competitiveness, stimulating innovativeness, etc.), as well as the environment (e.g. environmental impact assessment)?

The reviewer team will be composed of external international experts with extensive experience and knowledge of monitoring, review and evaluation methodologies, as well as strategic guidance. They shall possess a deep understanding of financing for low carbon, climate resilient projects in developing countries, as well as an established knowledge of the actors and respective roles at play in this space.

The reviewers should have the following cross-cutting competencies and skills: appropriate language skills; process management skills, including facilitation skills; writing and communications skills; good interpersonal skills; ability to address relevant cross-cutting thematic issues, including gender, as well as social, economic, and environmental impact assessment; adequate understanding of local social and cultural issues, as well as vision and strategic skills.

The reviewer team will be continuously supported by the PFAN Programme Manager, respective Programme staff members, PFAN Network and local counterparts. During the review implementation process, the review team will, to the extent possible, benefit from UNIDO operational capacities in various countries; this includes internal transportation as well as office space and provision of the necessary material as needed.

### 3. Deliverables and general time schedule

The review team shall have the responsibility to lead the mid-term review, i.e. to: (1) carry out a thorough desk review, (2) develop a suitable mid-term review methodology and an mid-term review work plan; share these with the project team at UNIDO for their review and comments, develop interview guidelines and questionnaires for key informants and groups of stakeholders as needed, (3) if appropriate, develop a beneficiary survey and conduct a pilot survey in close cooperation with respective resource persons, (4) analyze the data, (5) be responsible for the drafting of the mid-term review report and share it with the project team at UNIDO, (6) edit and finalize the mid-term review report, (6) present the mid-term review findings.

To achieve the review objectives, a mix of quantitative and qualitative methods should be applied. The evidence gathering should be based on diverse sources, such as desk studies and literature review, statistical analysis, individual interviews, focus group meetings, surveys and direct observation. The reviewer team shall propose a detailed review design and methodology in their proposal. Decisions to use primary, secondary or tertiary data should be justified (internal/external validity, reliability, efficiency).

The reviewer team must respect the right of institutions and individuals to provide information in confidence and ensure that sensitive data cannot be traced to their source. Reviewers must ensure that those involved in mid-term reviews are given an opportunity to examine the statements attributed to them.

The deliverables include:

<i><b>Deliverables</b></i>	<i><b>Timeline</b></i>	<i><b>Location</b></i>
<b>Kick-off</b>	Q2 2019	virtual
<b>Desk review and inception report</b>	Q2-Q3 2019	Home-based
<b>Draft report</b>	Q3-Q4 2019	Home-based
<b>Consultations</b>	Q4 2019	virtual
<b>Presentation of draft report</b>	November 2019	7 <sup>th</sup> Steering Committee meeting
<b>Final report with recommendations</b>	Q4 2019	Home-based

The activities shall be finalized no later than 8 months after the contract is awarded.

**The fixed budget available to carry out and complete the activities under these Terms of Reference is USD 30,000.**

All documents will be provided to UNIDO with 1 electronic copy, consisting of the following electronic files:

- PDF file,
- Original work files (WORD, POWER POINT, EXCEL, etc.).

The electronic copy can be provided via e-mail, if the nature and size of the files make it possible. Otherwise, the electronic copy will be provided in a CD or DVD copy. All deliverables and related documents will be provided in English.

#### **4. Minimum requirements**

The respective experts assigned to this project must possess the following skills and qualifications:

- Advanced university degree in economics, social science, environmental science, engineering or other relevant discipline (or equivalent: Bachelor's degree in one of the above mentioned disciplines with relevant years of experience);
- At least 5 years of international working experience, including the context of developing countries;
- Understanding of financing for low carbon, climate resilient projects in developing countries;
- A strong track record of evaluations and reviews of development projects;
- Excellent knowledge of monitoring, review, evaluation, and impact assessment methodologies;
- Working experience with international development agencies;
- Fluency in written and spoken English is required.

The compliance with the above mentioned requirements will be assessed on the basis of the following documents which need to be submitted in response to this announcement:

- A detailed proposal of review design and methodology;
- CVs of review team members and confirmation of their time commitment;
- At least 2 reports from relevant assignments from the past 3 years;
- Confirmation of proficiency in both written and spoken English;
- Contact details (name, phone and email of reference persons) of a minimum of 3 reference persons.

#### **5. Additional information**

- [PFAN Programme Document](#)
- [PFAN website](#)
- [PFAN Progress Report 2018](#)