TORs for competitive tendering

Technical Cooperation with	Project no.:
India	14.2114.8-001.00

Programme Title:
Indo-German Energy Cooperation - Access to Energy in Rural Areas (IGEN-Access)

Title of the Assignment:
Incubating early-stage Renewable Rural Energy Enterprises (REE)

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List of abbreviations

BMZ – German Federal Ministry for Economic Cooperation and Development

CV – Curriculum Vitae

DRE – Decentralized Renewable Energy

GIZ – Deutsche Gesellschaft für Internationale Zusammenarbeit

IGEN – Indo-German Energy Cooperation

IGEN-Access – Indo-German Energy Cooperation - Access to Energy in Rural Areas

IGEN-RE – Indo-German Energy Cooperation Renewable Energy

INR – Indian Rupee

MNRE – Ministry of New and Renewable Energy

NER – North Eastern Region

NGO – Non Governmental Organization

RE – Renewable Energy

REE – Rural Energy Enterprise

SHS – Solar Home Systems

SNA – State Nodal Agency

ToR – Terms of Reference

1. Project description

A.1 Brief description

India has emerged as the fastest growing economy in the world with impressive growth rate of 7.9% for the year 2015-16 exceeding expectations and earlier predictions of 7.6%. The current government of India prides itself for being progressive, and claims that the India's current economic and social development is the result of systematic policy driven proactive governance.

The government has initiated policies and programmes dedicated towards poor, marginalized strata of the society. Some of the activities initiated by the government for social and economic development are Swachh Bharat Mission (Clean India Mission) for improved quality of life, minimum pension for workers, social security for the common man, universalizing the banking system, rejuvenating the Ganga river, providing 24X7 power to all, connecting India through roads and rail, building affordable housing for the poor, and developing smart cities.

A.2 Analysis of problems and potentials (in relation to the technical cooperation measure)

Though India has emerged as the world's fastest growing economy, still a quarter of its population lack access to basic electricity. The current government has pledged 24/7 power to all by 2019 and to electrify all unelectrified villages by 2019. Even though electrification through grid expansion is the main focus, the Government of India has also incorporated renewable energy in its stragety with ambitous targets of 175 GW of renewable energy by 2022 to reduce the fossil fuel dependence and increase the environmental and social benefits.

India's grid infrastructure is ageing and inefficient, the power sector is debt ridden and despite investing billions of rupees in the sector, nearly 300 million people lack access to electricity and additional 80 million people connected to the grid are underserved by the electric utilities. India is facing an energy gap of enormous magnitude with a growing dependence on fossil fuels. The soaring energy demand is putting great burden on this finite reserve. The electrification strategy through expansion of central grid has been outpaced by the population growth and industrialization, leaving significant part of the country without reliable power supply.

Large scale centralized grids take a long time to transform, they are expensive, not flexible and inefficient. Decentralized Renewable Energy (DRE) or Off-grids are an appropriate option to resolve some of the issues mentioned above. Unlike the current Indian central grid, DRE's are smart, efficient and a futuristic option. The DRE systems are far more flexible and efficient as supply and demand are in close proximity. They eliminate the inefficiencies associated with long distance transmission. They can work in isolation or compliment the central grid. DRE can be quickly deployed and they carry the environmental and social advantage of reducing emissions, improving air quality, spurring education, providing access to modern communication and facilitating productive uses for economic benefit.

The cost of renewable energy generation and storage components have plunged and are expected to keep dropping. The solar photovoltaic (PV) prices have reduced by 80% since 2008. The growing renewable energy market along with the realization of affordability has resulted in rise in investment in the sector. An interesting trend has been the concentration in moving away from centralized RE grid. The energy sector which has been dominated by large utilities is becoming more decentralized for example in Germany, almost 46% of all renewable

energy is now in the hands of households and farmers, and only 12% of renewable assets are owned directly by utilities[1,2]."

Off-grid renewable energy offers an opportunity for new entrepreneurs to invest in the energy market with creative business models which are tailor-made to the needs of the consumers they serve. Off-grid solar has seen a remarkable growth in recent time. According to the World Bank, there are close to 40 companies[3] in the Indian market focusing on solar lanterns and solar home systems. Besides these, there are other smaller entities involved in the solar products at household level. While Rural Energy Enterprises (REEs) have stepped up to address the supply side gap, the sector is still relatively nascent in comparison to the magnitude of the problem. The sector is struggling with challenges like financing, value beyond product design, supply chain, business models, after sales service, distribution networks and customer relationship.

At the world stage there is significant pressure on developing countries like India to move towards cleaner and sustainable growth. India has committed to move towards a climate friendly pathway in the INDCs submitted to the UN in 2015. India's important INDC pledges include:

- Reduce emission intensity by 33% -35% by 2030 from 2005 levels;
- Source 40% of its electricity from non-fossil fuel sources by 2030;
- Create a carbon sink that has the capacity to sequester 2.5 billion to 3 billion tonnes of carbon dioxide through afforestation;

The Government of India faces the challenge of sustaining economic and industrial growth alongside providing affordable and reliable power to its people, at the same time reducing the countries carbon footprint.

This unmet energy demand and global consensus to move towards clean energy presents a huge business opportunity. Off-grid renewable energy solutions like decentralized renewable energy (DRE) systems and solar home systems (SHS) have a huge potential and an important role to play in providing access to energy to the rural population of India.

A.3 Description of the technical cooperation measure

The Indo-German Energy Programme – Access to Energy in Rural Areas (IGEN-Access) is a bilateral cooperation project carried out by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Indian Ministry of New and Renewable Energy (MNRE).

The focus of IGEN-Access is to improve the sector environment for rural energy enterprises, and strengthen the ability of enterprises to deliver renewable energy solutions to rural communities.

A.3.1 Objectives and indicators

The areas of activities for IGEN-Access are:

[1] http://www.irena.org/rethinking/rethinking_fullreport_web.pdf
[2] In addition to these, 14% are with project developers, 13% are with investment banks, 14% with industry and 1% with others
[3] World Bank, 2016. Off-Grid Solar Market Trends Report 2016

Innovation and Entrepreneurship

This entails working with Rural Energy Enterprises or their networks to enhance their delivery of energy access solutions to rural households. This measure is delivered through training, access to mature and proven technologies, enhancing market intelligence, upgrading logistics and value chains, and business model development. IGEN-Access will facilitate the participation of women as enterprise owners, in particular.

Public support programmes / schemes

The intervention focuses on developing capacities of government agencies to deliver energy related services and supporting relevant institutions in developing and implementing public sector programmes and providing support in effective implementation of energy access solutions.

Access to Finance

This activity entails development of financial products such as loans and lease instruments for rural energy enterprises and consumers. Creating awareness among key stakeholders, particularly the private and public financial institutions is a major measure too.

The programme indicators are:

Outcome Indicators

OC1: 75% of rural enterprises supported by IGEN-Access directly or indirectly confirm that the business conditions (e.g. business models, training programmes, financing, public support programmes, market intelligence) have improved significantly during the programme period.

OC2: 20 rural energy enterprises- six of which are managed by women-which have been trained by programme partners have developed business plans to address 25,000 Households.

OC3: Two financial instrument tailored to the requirements of rural energy enterprises or households has been introduced on a national or state level to allow 10,000 Households access to energy.

OC4: Four national or state level programmes/ regulations (e.g. standards/guidelines) to support access to energy for which development was assisted by IGEN-Access are adopted.

Output Indicators

(OP)A.1: 40 further rural enterprises (of which 12 are managed by women) received technical training and / or business development services from organisations which were supported by the programme.

(OP)A.2: A renewable energy sector network (eg. CLEAN) offers three services (eg. trainings, clean cooking forum, access to finance, standards) to sustainably strengthen the sector.

(OP)B.1: Two new business models to use renewable energy for improving access to energy are piloted by energy enterprises (e.g. hybrid model, solar cold storage, solar water pumps).

(OP)C.1: Proposals for four financing instruments tailored to the requirements of rural energy enterprises or households have been presented to financial institutions (e.g. banks, cooperatives, enterprises).

(OP)C.2: Representatives of five different organisations providing financial services (e.g. banks, cooperatives, enterprises) who participated in trainings and awareness events on rural energy finance confirm their increased willingness to fund rural energy enterprises or consumer of energy products.

(OP) D.1: Proposals for the design / implementation of financial and technical guidelines for four national (e.g. on cook stoves) or state level energy access programmes/regulations/standards are available.

(OP)D.2: One action plan for clean cooking energy in India was adopted by the inter-ministerial roundtable.

(OP)E.1: Market intelligences (e.g. market barriers, user requirements) of 3 products or services (e.g. solar water pumps, solar cold storages, energy efficient cook stoves) are prepared and available for enterprises of the sector.

The deliverables achieved by the activity under this tender will be evaluated using OC1, OC2 and (OP)A.1.

A.3.2 Target group(s) and other stakeholders

IGEN-Access will work through enterprises, private sector institutions, corporates, the Central Government, State Nodal Agencies, training institutions, financial institutions and NGOs to improve energy access for and benefit:

- The rural population without access to energy
- Poorest strata of society
- Women

A.3.3 Executing agencies and partner structure

The IGEN-Access programme's implementation agreement is signed between Ministry of New and Renewable Energy (MNRE) and the German Federal Ministry for Economic Cooperation and Development (BMZ). On behalf of BMZ, GIZ is implementing the IGEN-Access programme.

According to the bilateral agreement between the two governments, BMZ will establish and finance the IGEN-Access programme, and based on the implementation agreement between MNRE and GIZ, MNRE will provide corresponding inputs such as:

- Personnel
- Infrastructure
- Logistical support
- Professional support (technical)
- Financial support
- Access to stakeholders
- Facilitate access to financial resources

IGEN-Access is to focus on Uttarakhand, Uttar Pradesh, Bihar, West Bengal and North Eastern Region. The State Nodal Agencies (SNA) of these states are also implementation partners.
Other partners are public and private financial institutions, renewable energy enterprises, training providers, Non-Government Organisations and a range of other Government Departments associated with rural development.

A.3.4 Design of the technical cooperation measure

A.3.4.1 Methodological approach and use of instruments

The IGEN-Access programme has been built using the management model “Capacity Works”, developed for GIZ. IGEN-Access programme approach has taken into consideration the five success factors necessary for a fruitful cooperation which are strategy, cooperation, steering structure, processes and learning and innovation.

The programme was developed by GIZ to support the change processes desired by the partner country (India) with respect to access to energy. The programme objectives and results were agreed with MNRE. The strategic plan identifies a range options for capacity development.

The programme used the results model tool to map the agreed objectives. It also provides a better overview of the systemic context in which the IGEN–Access is working. The results model also highlights the project boundaries and the key results (outputs and outcome) and how they are embedded in the overall context.

A stakeholder map was used to provide insights for effectively crafting relations with specific actors for achieving project outputs and outcome.

The decision making process is being managed by the steering committee comprised of decision-makers from the MNRE and senior representatives of GIZ. The steering committee meeting are conducted as part of the overall energy coordination meeting which take place every second/third month. On working level MNRE is updated on programme activities and any other developments concerning the project on a monthly basis. This meeting is also used to seek support and inputs from MNRE.

The IGEN-Access programme approach focuses on processes of cooperation systems for delivering services that are relevant to the sector and directly contribute to the outcomes and outputs of the programme. This is being achieved by defining clear objectives and initiating activities that directly contribute to these objectives. The programme has also incorporated learning processes through capacity development activities at individual, organizational, network and societal level. The programme has a clearly defined communication process in place. These main output processes and learning processes are complimented by support processes and a steering process. The support process include result based monitoring system, knowledge management system, strategy development and updating, project progress reporting, and internal steering.

Learning and innovation is an integral part of the IGEN-Access programme. To start with, the programme has analysed its predecessor programme, IGEN RE, and incorporated the lessons learned in designing the programme. Every year a strategy workshop is conducted to analyse the programme and employ necessary course correction. Capacity development activities are undertaken at different levels.

Also the Binding Minimum Quality Standards of the GIZ are used to assess the status of the IGEN-Access programme annually. The assessment focuses on eight key aspects using a five level scale. These aspects are: Results Model, Stakeholder Analysis, Steering Structure/Steering Meetings, CD Strategy, Operational Plan, Results Based Monitoring, Implementation Agreement and Cross-cutting issues.

A.3.4.2 Interaction with other development cooperation programmes in the partner country

IGEN-Access is constantly in the process of identifying synergies related to energy enterprise development with other development cooperation programmes within GIZ and as well as with other development agencies or partners. In the event any such synergies are identified IGEN-

Access will establish communication with the respective organisations to collaborate for a mutually beneficial outcome.

A.3.5 Total costs, financing/commission value, partner inputs, combined financing, term/schedule

The IGEN-Access programme has been commissioned by BMZ, with a total funding of € 6.5 million. MNRE the main Indian counterpart for the IGEN-Access programme, has pledged € 1 million for the programme.

A.3.6 Results and risks

A.3.6.1 Macroeconomic, socio-economic, socio-cultural, political and ecological assessment

In the offer of the IGEN-Access project, policy markers are defined. They express the level of expectation with regard to the contribution of the project to BMZ's development-policy goals.

The marker system of the BMZ is based on DAC System and uses three levels:

Level 2= Principal Objective; Level 1= Significant Objective and Level 0= not targeted to the objective.

Principal objective means that the project intends to achieve results directly in this area. Significant objective means that this marker is not decisive for the developmental intervention but anchored in the concept of the project. Both types of the objective should be considered in the conceptualization of the project.

The IGEN-Access project has two marker with level 2 (LE 2) in the area of Rural Development and Food Security and Climate change mitigation and level 1 in the areas of Socio-Economic Effects, Participative Development and Good Governance, Gender and Protection of Environment and Natural Resources. These are the cross cutting issues (Programme Vorschlag Teil B TZ Modul = Programme offer Part B TC Module, page: 12-13).

a. Rural Development and Food Security (LE - 2)

Rural Development and/or Food Security is a major objective (project objective considering the programme objective) of the intervention and is crucial for its implementation. The improvement of energy access in rural areas contributes to improved agricultural production (solar pumps) as well as to more food processing (e.g. drying and cooling facilities) and more efficient cooking and improved health conditions of women.

b. Socio-Economic Effects (AO – MSA)

The project indirectly addresses the economic potentials in rural areas and contributes to poverty reduction at sectoral level (e.g. through the development of local value chains, productive uses of energy).

c. Participative Development and Good Governance (PD/GG – 1)

The project will indirectly contribute to improvements in the political frameworks and their implementation and thus pays high attention to participation of all actors in the political as well as private sector. Continuous dialogue with selected actors (financial institutions, private entrepreneurs, start-ups, etc.) will be applied in developing such political frameworks/guidelines.

d. Gender (GG – 1)

New business models will pay attention that women get access to training and other capacity development interventions and the implementation of pilot projects will be gender sensitive and effects of the pilot projects will be gender sensitively monitored.

e. Protection of environment and natural resources (UR – 1)

The project advices the government and private institutions to use more clean and renewable energy technologies/sources (e.g. sun, wind, water, biomass) and this will reduce negative effects on the environment (e.g. reduce pollution of air, soil and water through diesel generators for irrigation etc.).

f. Climate Change (KLM – 2)

Significant contribution through pilot projects and replication of viable business models to increased use of renewable energy which contributes to the reduction of GHG emissions (e.g. energy efficient biomass cook stoves, solar water pumps).

These cross cutting issues have to be considered in formulation and specification of the strategic options as well as in developing activities and work packages.

A. 3.6.2 Assessment of the risks

The risk profile of the programme is medium. Some of the risks identified are:

a) The training and educational institutions may not take new topics for supporting entrepreneurs in their portfolio. The entrepreneurs may not make use of the new training offers.
b) Financial institutions may not develop tailor made products attractive for private enterprises.
c) The project is also expected to strengthen the network with key actors and ministries focused on poverty reduction (Ministry of Rural Development, Ministry of Power) and ensure that the financial instruments to be developed are oriented towards the needs of the stakeholders. General agreement between different ministries and/or stakeholders is challenging.

2. Terms of Reference: **Incubating early-stage Renewable Rural Energy Enterprises (REE)**

I. General Terms of Reference for the Firm of Consultants

In India approximately 300 million people lack access to electricity and 800 million people lack access to clean cooking fuel. Additional 80 million people connected to the grid are underserved by the electric utilities.

This unmet energy demand presents a huge business opportunity. Off-grid energy solutions like decentralized renewable energy (DRE) systems and solar home systems (SHS) have a huge potential and an important role to play in providing access to energy to the rural population of India. The off-grid sector especially off-grid solar has seen a remarkable growth in recent time. There are close to 40 companies[4] in the Indian market focusing on solar lanterns and solar home systems. While Rural Energy Enterprises (REEs) have stepped up to address the supply side gap, the sector is still relatively nascent in comparison to the magnitude of the problem. The sector is struggling with challenges like financing, value beyond product design, supply chain, business models, after sales service, distribution networks and customer relationship.

With a view of addressing these challenges especially with regards to enterprise development support and enterprise financing, GIZ intends to engage a firm to work with Rural Energy Enterprises (REEs) in the IGEN-Access focal states of Uttarakhand, Bihar, Uttar Pradesh, West Bengal and North East Region (NER) of India.

The project objective is, at least 10 Rural Energy Enterprises are incubated (including at least two women lead enterprises) and have developed bankable business plans, out of which at least seven have received finance/capital from banks/investors.

As the activity entails working closely with REEs in India and in the IGEN-Access focus states and region, an in-depth knowledge of the sector and the region is critical, along with local infrastructure required for incubation and capacity development undertakings.

A consortium can be formed to submit a bid. The consortium needs to appoint one consortium leader who would be overall responsible for the programme and will take over all communication with GIZ. No cross-communication to GIZ (via other consortium members) will be accepted by GIZ on organizational issues.

The Firm of Consultants is responsible for the implementation of the project on Incubating early-stage Renewable Rural Energy Enterprises (REE). The staff members seconded by the Firm of Consultants must cooperate closely with the project officer responsible for the commission, who is responsible to BMZ for the German contribution.

Reports are submitted quarterly based on the format for GIZ progress reports. It is important here to indicate whether the project is within the objectives corridor defined in sections A.3.1 and A.3.2. The Firm of Consultants shall ensure that the project/programme is managed using the Capacity WORKS management model.

Results-based project implementation

The indicator for the successful implementation of the project/programme is the achievement of objectives. The objectives are defined in terms of results. The new framework for commissions is based on the understanding that a greater focus on results requires

[4] World Bank, 2016. Off-Grid Solar Market Trends Report 2016

mechanisms that allow for greater flexibility on the input side. These two principles (results and greater flexibility) must be addressed in the service package offered by the Firm of Consultants and taken into account when assessing offers.

The above provides for greater flexibility with respect to the method proposed by the Firm of Consultants and to project implementation. In order to describe the success of a project, we need indicators that can provide evidence of the project results. It is therefore necessary to examine the outset conditions and the situation at the end of the project. This should be taken into account in the service package to be drawn up by the Firm of Consultants. When preparing the service package, thought should be given to how to determine measurable values for the above-mentioned indicators in the key project phases, taking into account GIZ's principles on results monitoring.

The IGEN-Access programme strives to improve the sector environment for rural energy enterprises, and strengthen the ability of enterprises to deliver renewable energy solutions to rural communities.

This particular project seeks to incubate 10 REEs in India and the expected results of the project are:

1. At least 10 registered REEs are incubated, and each REE is equipped with a bankable business plan which is investment ready. Out of 10 REEs, representation of at least 2 women entrepreneurs is a must. ***Activity Indicators –*** REE registration, detailed training schedule/activities for each REE, training certification, business plan.
2. Access to Finance has been secured for at least 7 REEs. The expected capital should be in the tune of INR 25-30 lakhs/enterprise. ***Activity Indicators –*** Proof of money leveraged from the market. (loan documents, financial commitment documents, MoU etc.)
3. Quarterly reports indicating the project progress and a final report (including lessons learnt) which covers all activities executed under this assignment. ***Activity Indicators*** – Reports and case studies.

The bidders are requested to propose a result based project implementation strategy to achieve these objects in their bids. This would be one of the assessment criteria for the proposals received. The aforementioned results will be used as measurable and will instrumental in monitoring the project. The bidders should also indicate the associated risks and present a strategy to minimize them.

The Firm of Consultants is expected to respond to changes flexibly, especially if the project is in danger of straying from the defined results corridor (indicators in sections A. 3.1 and A.3.2). In this connection, the Firm of Consultants shall make appropriate use of the five success factors of GIZ's Capacity WORKS management model.

Monitoring and evaluation

As in every project/programme, developments that may lead to difficulties in a later project phase should be identified as quickly as possible. Furthermore, in view of the focus on results described above, results monitoring is crucially important. An efficient monitoring and evaluation system must therefore be set up that allows our partner, the Firm of Consultants and GIZ to monitor project development and steer it using the five success factors of Capacity WORKS. Care must be taken to ensure that parallel structures are not created in the project/programme, and that use is made of information already on hand in the partner country. Here, too, the principles of a results-based commissions framework must be adhered to. We therefore suggest that the M&E system be geared to the results chains.

Monitoring and evaluation is an integral part of all GIZ projects. Monitoring provides information on the results that the project activities achieve, thereby allowing to evaluate the strengths and weaknesses of the activities implemented.

The IGEN-Access programme uses Results-Based Monitoring (RBM) system to continuously review the progress in achieving the objectives and results of the programme and to take corrective actions where necessary.

For this project a project monitoring sheet (PMS) will be developed and maintained by the Firm of Consultants from the start of the project. The format for the PMS and guidance on developing and maintaining it will be provided by GIZ. The PMS will help provide inputs to the RBM system.

RBM and PMS are the key steering task in this project.

II. Detailed specifications

Firm competency

The consulting firm (or consortium) needs to demonstrate following ability through adequate references and documents**.**

- Must have experience working in India for at least 5 years;
- At least five years of experience in incubating entrepreneurs/start-ups
- Experience on understanding RE sector issues and challenges (esp in rural areas)
- Must have experience of raising finance/capital (from banks/investors) for the incubated REEs;
- Experience in gender mainstreaming/women empowerment for leadership (in private sector)
- The consultant must demonstrate in the proposal that they are fully equipped and have necessary facilities for incubating REEs.

The firm should be able to demonstrate sustainability in the incubation support, i.e. how will the incubation activities/support to new entrepreneurs continue after this project is completed. This will be one of the criteria for assessing the proposals.

Timeline

The project period is 12 months starting January 2018. The bidders should design their technical and financial bids considering the given timeline.

During the project period, the consultant is expected provide updates (conference call) on a monthly basis regarding the progress of the assignment. Quarterly progress reports and a final project report at end of the project is expected. The consultant will report to Technical Expert, IGEN-Access programme of GIZ. The consultant is expected to travel to location of REEs and Delhi and to other parts of the country as and when required.

Structure of the proposal

The proposal should contain a very brief company profile followed by the approach and methodology to execute /implementation strategy and sustainability for the project. The proposal should provide details on management of processes, cooperation and steering structure; work and time schedule highlighting milestone and deliverables; and monitoring and evaluation concept.

Details on the following elements should be included in the proposals

- result based project implementation strategy to achieve these objects in their bids
- strategies for involvement and awareness generation of bankers/ investors to facilitate access to finance for the REEs (for ex investors meet/ one-to-one meetings/ roundtables etc)
- demonstrate sustainability in the incubation support, i.e. how will the incubation activities/support to new entrepreneurs continue after this project is completed

Please elaborate the roles and responsibilities of the different team members in the proposal. Qualifications of the organization (information on similar projects) with detailed and relevant team qualifications (CVs) should be provided in annex. Details should also be provided on staff and backstopping as well as on information management.

Scope of work

The key activities envisaged are below. The scope of work is designed in reference to the programme outcomes and outputs. The programme outcome indicators OC1 & OC2 and output indicator (OP) A.1 will be used to evaluate the deliverables of this project.

Incubation and Training Support to Rural Energy Enterprises (REEs)

- Identify 20 early-stage renewable REEs which include at least 4 women led enterprises;
- Understand and analyse (eg through SWOT analysis etc) their present status in terms of their strength and weakness on parameters like product, technology, market etc. and design suitable training / incubation support for them;
- Undertake due diligence to select 10 promising renewable REE out of identified 20 (at least 2 women led enterprises are preferred) for support and incubation;
- Provide personalized incubation support in the form of coaching, mentoring, and advising to the selected REEs. The incubation support may include but not limited to the followings:
    - Market and business case analysis
    - Market (opportunity/competition) Assessment
    - Financial planning and feasibility analysis
    - Business planning and business plan development
    - Fund Raising (risk, seed and mezzanine capital)
    - Demand and supply chain management
    - Communication strategy
    - Risk mitigation strategies
    - Product segmentation, quality control and certification
    - Legal and administrative issues (includes registration, regulation, license, documentation, taxation etc.)
- The consultant is also expected to compile/develop lessons learnt/case studies/success stories and identify key barriers faced during course of the assignment which will be used by the REEs and which can also be used by GIZ in future.

Access to Finance

Support REEs to develop bankable business plan and assist them to raise / leverage finances/capital from banks/investors as per the requirement. In this process, the engaged consultant is expected to facilitate the role of match making between REEs and potential

investors/lenders as per the requirement of both sides. It is expected that the consultant provides GIZ proof of capital raised from the market for at least 7 REEs as part of the evaluation process. The proposal should detail out strategies for involvement and awareness generation of bankers/ investors to facilitate access to finance for the REEs (for ex investors meet/ one-to-one meetings/ roundtables etc). This would be one of the assessment criteria for selection.

Deliverables

1. At least 10 registered REEs are incubated, and each REE is equipped with a bankable business plan which is investment ready. Out of 10 REEs, representation of at least 2 women entrepreneurs is a must.
2. Access to Finance has been secured for at least 7 REEs. The expected capital should be in the tune of INR 25-30 lakhs/enterprise.

A final report (including lessons learnt) which covers all activities executed under this assignment. Quarterly reports on the project progress are also needed. *IGEN-Access Outcome Indicator – The key activities will contribute to OC.1 (19%) & OC.2 (50%)*

IGEN-Access Output Indicator – The key activities will contribute to OP A.1 (25%)

(*GIZ honours intellectual copyrights and strictly prohibits any copyright violations and plagiarism; the consultant should certify that the produced report does not contain any copyright violations. GIZ will hold the copyrights for all the documents/data collected in the process of assignment as well as the electronic media (photographs, videos etc.).The assignment should be considered complete only after mutual agreement over the quality of produced outputs. The outputs and deliverables should be in accordance with GIZ quality and design standards, discussed explicitly with the consultant during the course of assignment.*)

III. Terms of Reference for the experts

Experts:

To achieve the specified objectives, GIZ expects the Firm of Consultants to consist of the following national experts dedicating a total of 280 human days to the project. The experts should have experience of working with early stage enterprises.

i. Project Management specialist/Lead
ii. Project Coordinator
iii. Pool of Experts 1: Mentors (at least 3)
iv. Pool of Experts 2:
    a) Finance expert
    b) Business development expert
    c) Legal Expert

Keys qualifications, tasks and responsibilities:

Project management lead

The project lead will be a senior level national expert responsible for the overall management of the project and will be the main point of contact. The lead should possess a post graduate degree, preferably in management with more than 10 years' experience in providing incubation support preferably in the clean energy sector. The project lead should also have a minimum of 5 years of experience working in India or managing projects in India. The project lead will need to dedicate a maximum of 2 man months to the project and will be responsible for

- Coordinating stages of the project with key stakeholders and ensuring transparency for the partner;
- Carrying out checks on the use of funds and financial planning in consultation with the officer responsible for the commission at GIZ;
- Identifying, evaluating and selecting the REEs
- Monitoring and documenting work progress;
- Ensuring a monitoring and evaluation system is in place;
- Supporting the officer responsible for the commission in preparing and conducting the interim evaluation;
- Identify training requirements for the entrepreneurs
- Ensuring submission of all the deliverables and reports.

Project coordinator

The project coordinator will be a middle level national expert and will support the project lead in implementing the project. The project coordinating must be a graduate with at least 5 years of work experience. Work experience in IGEN-Access focal states and NER is also necessary. It is crucial that the project coordinator has proven local network and liasoning experience. The project coordinator will dedicate maximum of 2.3 man months and will be responsible for

- Coordinating the day to day activities of the project and liasoning with GIZ;
- Networking and liasoning with all the stakeholders of the project including experts and mentors.
- Helping in identifying and evaluating different REEs.
- Being part of operationalizing, implementing and documenting all the activities of the project.
- Explore and identify funding/investment opportunities for entrepreneurs;
- Ensuring GIZ is up to date on all the activities of the project.

Pool of Experts 1: Mentors

Three mentors are expected for this project to coach 10 REEs. The mentors should be senior level national experts and should possess post graduate degree with at least 10 years of experience mentoring early stage organizations. The mentors should also have experience in the IGEN-Access focal states and in the North Eastern Region. All three mentors should dedicate a combined maximum of 2 man months to the project. The mentors will be responsible for

- Coaching and mentoring REEs;
- Documenting the progress of the REEs;
- Assisting the REEs with business plans and preparing them for the next level.

Pool of Experts 2: Business Development, Finance and Legal

The three experts, business development, finance and legal are expected to support the REEs in the respective fields. They will be senior level national experts and should possess post graduate degrees in the respective fields with minimum of 8 years of experience. The business development expert will dedicate a maximum of 1.3 months, the finance expert will dedicate a maximum of 1.3 months and the legal expert will dedicate a maximum of 1 month to the project. The experts will be responsible for the following:

a. Business Development Expert

- Examining and evaluating the current business model of the enterprises;
- Providing coaching and guidance with respect to different aspects of business development;
- Supporting the REEs to develop business plans;
- Document the progress of the enterprises.

b. Finance Expert

- Evaluating the current financial model and health of the enterprises;
- Providing coaching and guidance with respect to financial aspects of the business;
- Making the enterprises investment ready;
- Documenting the progress of the enterprises.

c. Legal Expert

- Evaluating the current legal status of the different enterprises;
- Providing guidance and coach to the enterprises;
- Ensuring that the enterprises are operating in the corporate legal boundaries;
- Documenting the progress of the enterprises.

Note:

We expect the following human resource days for the above experts for undertaking the assignment. Please note that this is an estimate and may differ based on the approach suggested by the bidding firm.

Human Resource	Days
Project Lead (1)	40
Project Coordinator (1)	70
Pool of Experts 1: Mentors (3)	60 (20*3=60)
Pool of experts 2 Finance Expert (1) Business Development Expert (1) Legal Expert (1)	 40 40 30

- It should be noted that under this assignment, GIZ intends to provide technical support in the form of incubation and training to the selected REEs. GIZ will not cover cost/expenses on registration process, logo designing, branding, marketing, working capital, grant requirement of an individual company or group of companies. GIZ intends to provide advisory services to the selected REEs through engaging a consultant (agency).
- It should also be noted that in case there is limited demand of RE products or services in the project region or less interest from entrepreneurs about training cum incubation support, GIZ may consider not to go ahead with the assignment and may terminate the contract prematurely.
- In order to select a suitable consultant, GIZ may invite shortlisted consultants to present their approach which will help GIZ in making final selection.