

# ***Mid-Term Evaluation***

## **CleanStart Programme**



**United Nations Capital Development**

July, 2016

# Terms of Reference (TOR)

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**Programme name:** CleanStart

**Countries:** Nepal, Uganda, Cambodia, Myanmar, Ethiopia (in order of joining programme)

**Executing Agency:** United Nations Capital Development Fund (UNCDF)

**Programme Timeframe:** 2012-2017 (no-cost extension to be proposed for 2018; revised prodoc planned to be available before launch of MTR field work)

**Overall Budget:** US\$26,193,525 funded by SIDA, NORAD, Austria, Government of Liechtenstein and UNCDF

**Estimated financial delivery by mid-June 2016:** 6,730,268 USD

**Previous evaluation:** Strategic programme review initiated by the CleanStart Programme Board completed in 2015

- **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](http://www.uncdf.org)

UNCDF is supporting 33 LDCs and serving 8 million active clients through the Financial Service Providers (FSPs) in which it invests. 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**

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 objective 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 (within each partner country) 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.

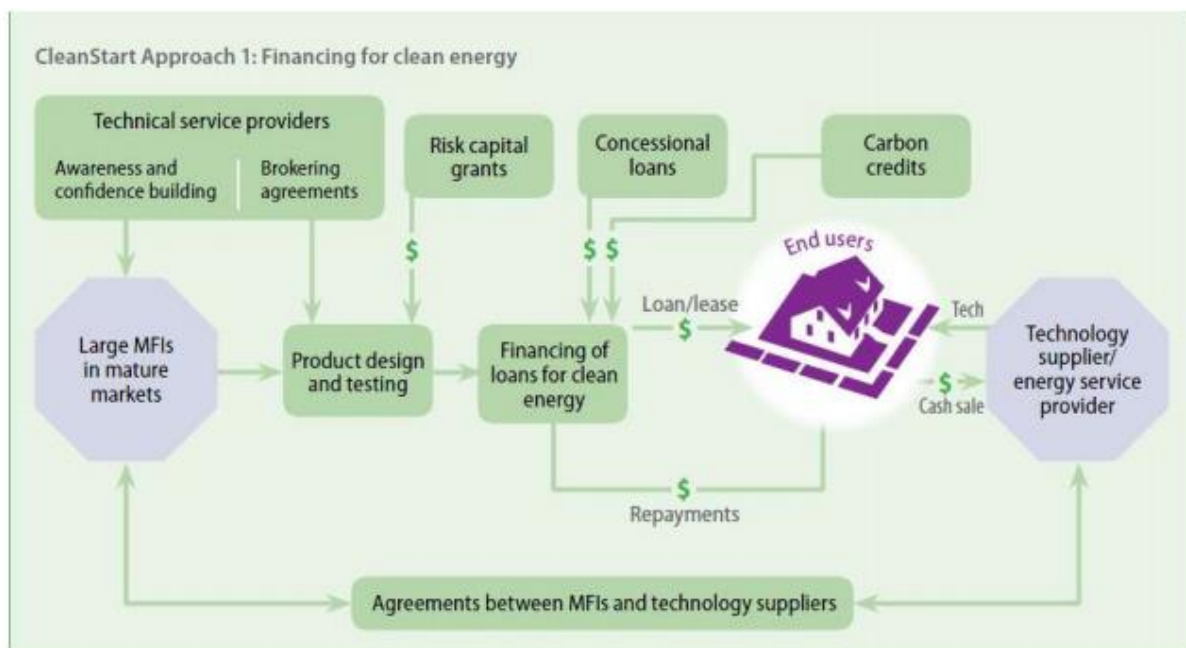
Originally, the CleanStart intervention was intended to work solely with microfinance institutions (MFIs) as the provider of energy finance to low-income consumers. However, since the start of the programme, a number of new providers of finance to energy markets have emerged, including not-for-profit 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* whose aim was 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](#).

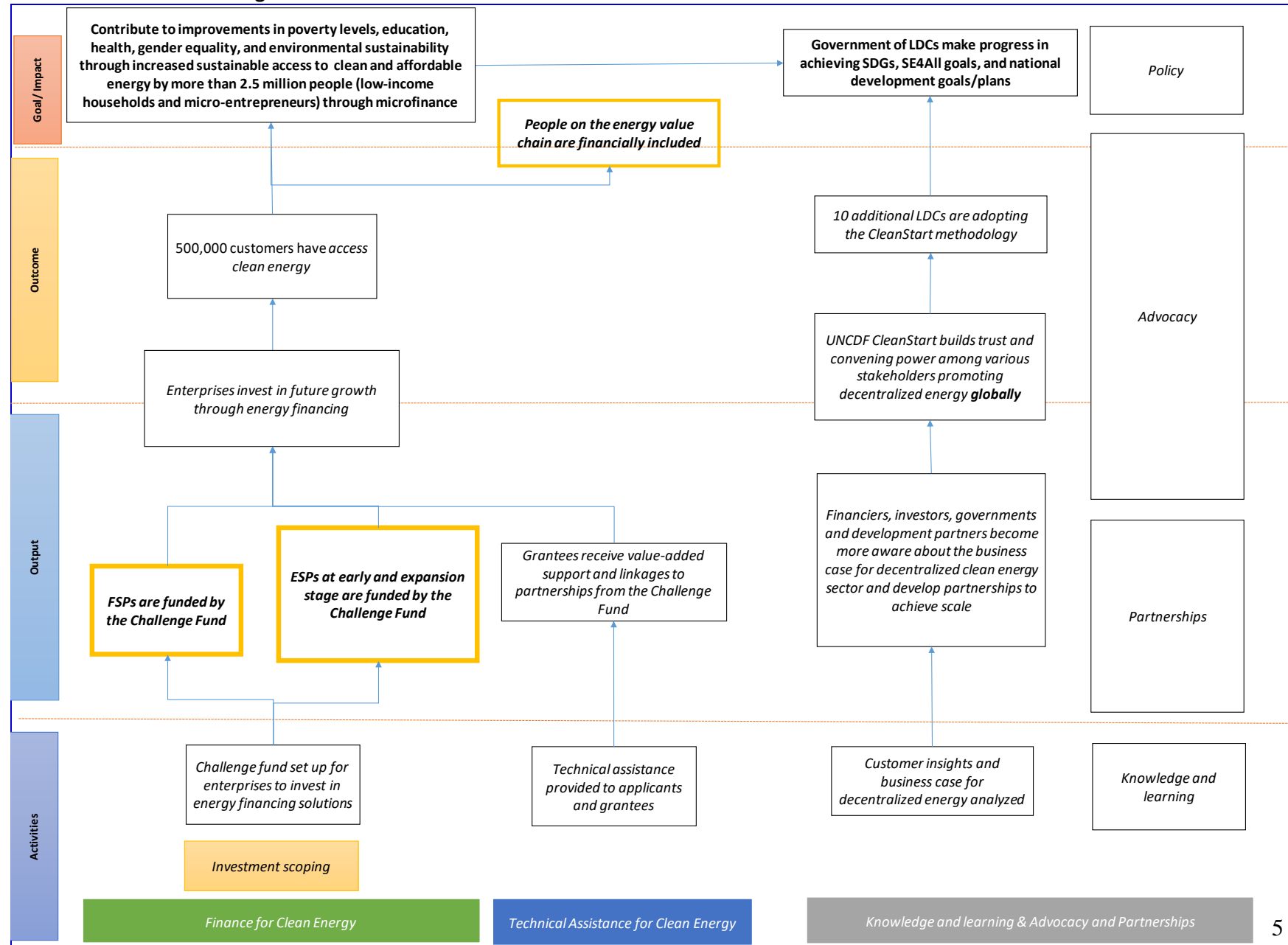
CleanStart also adopted a lighter, investment-driven approach (quickly identifying and supporting new partners) to new countries where it is engaged/ involved. This is in contrast to the original design, which foresaw a more comprehensive but time-consuming design and business planning process—with interventions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

- **Theory of change**

#### Original version



## Current version after strategic review



- **Grantees**

Currently CleanStart is partnering directly with five financial service providers and nine energy companies, providing financing for clean energy. By the end of 2015, CleanStart's partners had facilitated access to clean energy to over 50,000 clients.

Countries	Grantee types	Partnership duration
Nepal	4 financial service providers	2014-2017
Cambodia	2 energy service companies	2015-2018
Myanmar	3 energy service companies	2015-2018
Uganda	1 financial service provider, 4 energy service companies	2015-2018

These partners are implementing a mix of energy financing models which can be broadly categorized as follows:

1. **Retail MFIs providing loans for clean energy directly to clients:** typically energy companies will market their products such as solar home systems during an MFI's regular group meeting with clients; clients that want to get a loan to buy the energy product are then referred by the energy company to the MFI who then does a set of eligibility checks before the loan is approved; the MFI would pay the energy company for the product, while the customer pays off the loan directly with the MFI;
2. **Development banks partnering with savings and credit cooperatives to lend for clean energy:** development banks provide loans to savings and credit cooperatives that need liquidity; some development banks also organize expos where energy companies would come to market their products to cooperative members; the lending to the end-client happens similarly to what is described above under model #1;
3. **Energy service companies doing asset financing through pay-as-you-go solutions or implementing innovative agent/distribution models;** an energy company sells their product on credit with no financial institution involved; the customer pays a deposit and a daily unit cost of energy for one to two years depending on the pay-off period structured by the energy company and how frequently the customer pays; once the system is fully paid-off the customer owns the product; alternately, an energy company can sell a service whereby the customer pays a daily fee for power but does not own the system;

- **Overview of current implementation status in CleanStart countries**

For more detailed information on the type of activities and progress to date of each of CleanStart country/region, please refer to [Annex 2](#).

- **Strategic partners**

CleanStart also partners with other energy programmes or funds and the Government to create synergies and create an enabling environment for partners to scale-up their models. See Annex 2. The key partnership here is with the PAMIGA network, which is made up of rural financial service providers in Africa.

- **Funding**

CleanStart is funded by the Austrian Development Cooperation, Government of Liechtenstein, the Norwegian Agency for Development Cooperation (NORAD), Swedish International Development Cooperation Agency (Sida), and UNCDF.

For more information on CleanStart Programme and its general approach, including the original programme document, please refer to the programme's home page on UNCDF's website at:

<http://www.uncdf.org/en/cleanstart>;  
[http://www.uncdf.org/sites/default/files//Documents/csconnections2\\_5-4-15\\_final\\_lowrez.pdf](http://www.uncdf.org/sites/default/files//Documents/csconnections2_5-4-15_final_lowrez.pdf)  
[http://www.uncdf.org/sites/default/files//Documents/cs\\_connection\\_all\\_0.pdf](http://www.uncdf.org/sites/default/files//Documents/cs_connection_all_0.pdf)  
<http://uncdf.org/lmftf/>

- **Purpose, scope and objectives of the Mid-term Evaluation:**

This mid-term evaluation of the CleanStart programme is commissioned at a crucial point in its implementation. Following a recent shift in approach, the programme is expanding its presence in a number of countries.

The mid-term evaluation of the CleanStart programme is being conducted as agreed in the project document and in accordance with UNCDF's Evaluation Plan 2015 – 2016 and its broader Evaluation Policy<sup>1</sup> which sets out a number of guiding principles, norms and criteria for evaluation in the organisation.

Amongst the norms that the Policy seeks to uphold, the most important are that evaluation 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 evaluations should generate relevant and useful information to support evidence-based decision making.

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

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<sup>1</sup> Requirements for evaluation in UNCDF sit within the broader framework of UNDP's Evaluation Policy which was approved in 2011. The purpose of the policy is to establish a common institutional basis for the UNDP evaluation function, including UNCDF. The policy seeks to increase transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning and effective management for results, and to support accountability. See the following link for more details: <http://web.undp.org/evaluation/policy.htm#vi>

- i) to allow UNCDF and funding partners to meet their accountability and learning objectives, but also
- ii) to ensure that the evaluation 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;
- iii) to guide and inform the next years of CleanStart as well as – if appropriate - the next phase of the programme.

The mid-term evaluation 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 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 strategic programme review conducted in the first half of 2015. It is expected that the evaluation will follow a forward-looking approach and provide useful and actionable recommendations to increase the likelihood of success by the end of the programme in 2017 (or 2018 pending suggested revision of the programme document).

The specific objectives of the mid-term evaluation are:

- To assist programme funders and UNCDF to understand the relevance, efficiency, effectiveness, and likely impact and sustainability of the CleanStart programme to date (within the resource envelope available to it);
- To validate and/or refine the programme’s theory of change at this stage of implementation following the internal review process and the adoption of a more innovative/investment-oriented business approach
- To assess whether the CleanStart model is in line with the UNCDF Strategic Plan 2014 – 2017, the FIPA Business Plan and whether the programme is appropriately situated – and working optimally – with other programmes in the UNCDF portfolio to support UNCDF’s broader strategic objectives
- More broadly, to provide an assessment of how effectively UNCDF is positioning itself with both national and international development partners in its attempts to support innovative solutions in clean energy financing for development in the supported countries; and
- If appropriate, the evaluators should also consider the key conditions necessary for the scaling-up and replication of the model in the future and/or recommendations on where an extension of the programme should focus (for example, focusing on innovative technologies or new research findings to strengthen based of pyramid access to finance for clean energy)—within the framework of the UNCDF “maturity model”;

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

- 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. The organizational changes can vary from new products (energy solution and financing), outreach focus and ability to implement innovations. CleanStart considers ideas as ‘innovative’ as either being a new financial product, service or approach in the market, or by being a tested model that can be quickly scaled up in a new sector or geographic area.

- Supporting impact at client level. 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.

- Influencing the broader inclusive finance systems in which the programme has intervened. Here the evaluators should consider the extent to which 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.

- **Evaluation Methodology:**

The evaluation 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 to 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 the various countries in which it has intervened as well as the likelihood of results being achieved regardless of the support from the programme.

The evaluation 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 evaluation goes beyond assessing whether UNCDF is currently ‘doing things right’ in programme execution and management, 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 an evaluation matrix, the evaluation 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 evaluation team as well as the primary data that the evaluation team will collect during the evaluation itself.

Examples of primary data collection tools could include structured interviews with key programme stakeholders (FSPs, energy service providers, technical service providers) and focus group discussions with FSP and energy company clients.

In designing the data collection toolkit, interested bidders should refer to the quality standards for UNCDF evaluations which are included in Annex 3 and specifically sections G, H and I.

In light of the significant variations in political and institutional contexts and the different approaches and business models implemented by the FSPs, the evaluation team is expected to visit the 4 countries in which the programme is currently active (Nepal, Uganda, Cambodia and Ethiopia).

Given the variation in context in the countries in which the programme is being implemented, the evaluation should include case studies of progress to date drawing from the various lines of evidence to be collected and highlighting the main similarities and differences in programme implementation and performance across each of the programme countries being supported and according to the different implementation mechanisms being applied. The case studies should also consider to the extent possible any counterfactual explanations for the results being reported independently of programme performance as well as any differences in results by different type of programme stakeholder.

- **Key Evaluation Questions:**

The evaluation should seek to answer the following questions organised according to the 5 UN/OECD/DAC evaluation criteria:

OECD/DAC CRITERIA	POSSIBLE SUB-QUESTIONS (but not limited to)	Elements of Analysis
<ul style="list-style-type: none"> <li>• <b>RELEVANCE AND QUALITY OF THE DESIGN OF THE PROGRAMME</b></li> </ul> <p><i>The appropriateness of project's objectives to the real problems, needs and priorities of its target groups/</i></p>	1. What is the present level of relevance of the programme?	<ul style="list-style-type: none"> <li>- <i>Programme relevant to broader national strategy in area of energy financing; relevance to international development framework</i></li> <li>- <i>Design and re-orientation relevant to development problem identified and key barriers? How distinct is the Clean Start approach to other approaches being implemented?</i></li> <li>- <i>Financial products relevant to clients needs</i></li> </ul>

<p><i>beneficiaries and the quality of the design through which these objectives are to be reached. -</i></p>	<p>2. As presently designed, how coherent is programme design with a view to achieving programme objectives?</p>	<ul style="list-style-type: none"> <li>- <i>Coherence of individual programme elements working together to support overall objectives</i></li> <li>- <i>Appropriate balance of resources between different programme elements</i></li> <li>- <i>Appropriate balance of programme activities across different CleanStart countries</i></li> <li>- <i>Appropriate choice of different organizational types targeted (development banks, MFIs etc) in the early stages of the programme?</i></li> <li>- <i>Appropriate adaptive management re-orienting the programme to support both financial and energy service providers at mid-way point</i></li> </ul>
	<p>3. Is the current design sufficiently supported by all stakeholders?</p>	<ul style="list-style-type: none"> <li>- <i>Ownership by national partners in CleanStart programme countries</i></li> <li>- <i>Relevant programme for FSPs and energy companies on financing for clean energy and variation by country</i></li> </ul>
	<p>4. Is the current design sufficiently taking cross-cutting issues into account?</p>	<ul style="list-style-type: none"> <li>- <i>Appropriate integration of gender and human rights integration into programme design</i></li> <li>- <i>Appropriate consideration of environmental and social standards in programme design</i></li> <li>- <i>Appropriate respect of financial education and client protection principles in programme design</i></li> </ul>
	<p>5. How well is the programme designed with regard to transition, expansion and replication?</p>	<ul style="list-style-type: none"> <li>- <i>Effective system to facilitate synergies and integration of lessons learnt and best practices from one country to another in place</i></li> <li>- <i>Good quality results monitoring and knowledge management system in place</i></li> </ul>
<p><b>• EFFICIENCY OF PROGRAMME MANAGEMENT</b></p> <p><i>How well means/ inputs and activities were converted into results (as in “outputs”)?</i></p>	<p>1. How well are the inputs managed?</p>	<ul style="list-style-type: none"> <li>- <i>Available on time</i></li> <li>- <i>Monitored and cost-effective</i></li> </ul>
	<p>2. How well is the implementation of activities managed?</p>	<ul style="list-style-type: none"> <li>- <i>Timeliness of implementation</i></li> <li>- <i>Quality of monitoring systems at all levels of the results chain</i></li> <li>- <i>Transparent and efficient RFA process to select CleanStart partners, including</i></li> </ul>

		<i>investment committee meetings, due diligence processes</i> <ul style="list-style-type: none"> <li>- <i>Appropriate performance – based agreements set up with CleanStart contractees</i></li> </ul>
	3. How well are outputs achieved?	<ul style="list-style-type: none"> <li>- <i>High quality technical assistance being provided by the CleanStart team and its partners</i></li> <li>- <i>Programme outputs available on time and at expected/ planned costs</i></li> <li>- <i>On time delivery of programme outputs</i></li> </ul>
	4. How well are partner contributions/ involvement working?	<ul style="list-style-type: none"> <li>- <i>Efficient resource mobilization strategies in place</i></li> <li>- <i>Well-functioning steering committees providing strategic oversight of programme implementation</i></li> <li>- <i>Well- functioning oversight/support from within UNCDF</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>EFFECTIVENESS: ORGANIZATIONAL CHANGE OF SUPPORTED FSPs and ESCos</b></li> </ul> <p><i>To what extent is the programme on track to increase the capacity of partner organizations to deliver good quality and affordable financial products or financing schemes for clean energy?</i></p>	1. How well is the project achieving its planned results in terms of organizational change?	<ul style="list-style-type: none"> <li>- <i>Clear evidence of increased prominence of clean energy financing within strategies and operations of partner organizations</i></li> <li>- <i>Clear evolution in the understanding of staff within FSPs and energy companies of clean energy financing approaches.</i></li> <li>- <i>Evidence of changing approaches to client protection, respect of social and environmental standards and tracking of social performance within partner organizations</i></li> <li>- <i>Evidence of integration of these principles into their institutions</i></li> </ul>
	2. As presently implemented, what is the likelihood of the objectives related to organizational change to be achieved?	<ul style="list-style-type: none"> <li>- <i>Evidence of ways in which attitudes change in FSPs and ESCos staff's towards financing clean energy</i></li> <li>- <i>Evidence that market research conducted by partners inform the service they provide</i></li> <li>- <i>Evidence for a business case for energy financing</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>EFFECTIVENESS: MARKET</b></li> </ul>	1. How well is the project achieving its planned results in terms of influencing	<ul style="list-style-type: none"> <li>- <i>Evidence of the value of knowledge management activities/ products to partners FSPs and ESCo's</i></li> </ul>

<b>DEMONSTRATION, UPSCALING</b>  <i>To what extent is the programme on track to influence the broader financial system for clean energy in the countries where it operates?</i>	the broader financial system for clean energy?	<ul style="list-style-type: none"> <li>- <i>Knowledge and learning and Advocacy and partnership – contribution to a change in the broader financial system for clean energy</i></li> <li>- <i>Results have been achieved so far and their quality</i></li> <li>- <i>Most valued products</i></li> <li>- <i>Most effective strategies</i></li> </ul>
	2. As presently implemented, what is the likelihood of the objectives related to influencing the broader financial system for clean energy to be achieved?	<ul style="list-style-type: none"> <li>- <i>Evidence of CleanStart contribution or influence on policy change in any of its countries of implementation</i></li> <li>- <i>Evidence of partnerships enhancement of UNCDF's comparative advantage and positioning in the area of clean energy finance and evidence of how it played a role in in crowding and brokering additional investments for its partners</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>LIKELY IMPACT</b></li> </ul> <i>To what extent is the programme on track to contribute to improve financial access to clean energy for the base of pyramid?</i>	1. What are the direct impact prospects of the project to achieve increased sustainable access to clean and affordable energy by more than 2.5 million people (low-income households and micro-entrepreneurs)?	<ul style="list-style-type: none"> <li>- <i>Apparent and likely impacts</i></li> <li>- <i>External factors likely to jeopardize the projects impact</i></li> <li>- <i>Recommendations for optimal use of market demonstration effect</i></li> <li>- <i>Evidence of added value provided by the governments, UNDP and other partner in wider sector level impact and fostering policy change – any gaps</i></li> <li>- <i>Grantees with the potential to have the most impact on its low-income clients (e.g., decrease in poverty rates, increased quality of life)</i></li> <li>- <i>Grantees having the most potential for benefit from TA provided under CleanStart</i></li> <li>- <i>Evidence of most interesting information to CleanStart grantees and a wider financial sector.</i></li> <li>- <i>Most relevant profiles for success stories</i></li> <li>- <i>Evidence of type of clients being best reached or served</i></li> <li>- <i>Types of clients reached</i></li> </ul>
	2. To what extent will the project have any indirect positive and/or negative impacts?	<ul style="list-style-type: none"> <li>- <i>Have there been or will there be any unplanned positive impacts on the planned target groups or other non-targeted communities?</i></li> </ul>

		<ul style="list-style-type: none"> <li>- <i>Suggestions to increase country partnerships to maximize impact on clean energy financing</i></li> <li>- <i>Mitigation measures</i></li> </ul>
<ul style="list-style-type: none"> <li>• <b>SUSTAINABILITY</b></li> </ul> <p><i>To what extent are programme results likely to be sustainable?</i></p>	1. Financial/ economic Viability	<ul style="list-style-type: none"> <li>- <i>Improved growth rates in terms of outreach</i></li> <li>- <i>Contribution to financial sustainability of grantees overall?</i></li> <li>- <i>Contributed to increased sustainability and “investment readiness” of partners</i></li> <li>- <i>Financial services and non-financial services sustainably and cost-effectively offered</i></li> </ul>
	2. Level of ownership of the project by target groups and will it continue after the end of external support?	<ul style="list-style-type: none"> <li>- <i>Sustainable institutional and management capacity in the partners with which it is working</i></li> <li>- <i>financial services developed by the partners, which services/products have the greatest potential to be scaled up after the programme ends</i></li> </ul> <p><i>institutionalization of services for low-income clients</i></p>
	3. What is the level of policy support provided and the degree on interaction between project and policy level?	<ul style="list-style-type: none"> <li>- <i>Change in policy support over time</i></li> <li>- <i>Collaboration with other programmes</i></li> <li>- <i>Contribution to institutional management capacity</i></li> </ul>

**The approach and implementation plan (methodological proposal) should include:**

- A **theory of change** for the intervention based on the diagram included above and revised if necessary on the basis of the bidder’s understanding of the programme intervention
- **Evaluation matrix**, with four columns including the evaluation questions and sub-questions, an accompanying set of judgement criteria or performance indicators and the different data collection and analysis methods (or ‘lines of evidence’) proposed.
- On the basis of the different data collection and analysis methods proposed, a **data collection toolkit** should be proposed setting out the approach and content of the various qualitative and quantitative tools that firms propose to use in assessing existing secondary data and generating new primary data to answer the evaluation questions. The toolkit should include as one of the ‘lines of evidence’ a proposal for case studies in each of the CleanStart countries as explained above, which would use the other ‘lines of evidence’ as the sources of data. In proposing the evaluation methodology, bidders are invited to consult the quality standards for evaluation in UNCDF previously mentioned.

- In finalising their proposal, bidders should explicitly define how the evaluation will incorporate **gender equality and human rights perspectives** in all stages of the evaluation<sup>2</sup> .
- The proposal should also include a **detailed and realistic evaluation work plan** showing the overall time commitment to the project, as well as specific tasks and timelines, to be allocated to each individual team member.

In drawing up the proposed work plan, evaluation teams should give themselves sufficient time to complete: i) a thorough review of programme documentation to date during the inception phase; ii) combined country visits to CleanStart programme countries of not less than twenty-five days in total; iii) a thorough write up phase of the evaluation report, to include analysis and transparent aggregation of the different 'lines of evidence' collected during the preceding evaluation phases into the final evaluation report.

- **Proposal of innovative ways** of presenting the main findings and recommendations with a view to effectively disseminating the main evaluation results. The format will be further spelled out in the Inception Report. Some examples could be: a short video, an infographic, etc.
- **Sources of information for the evaluation:**

The main **secondary data** that the programme has generated in the first three years of implementation includes:

- Initial applications from partners in response to Request for Application (RFAs)
- Performance-based agreements with partners
- Quarterly and annual reports from partners
- Baseline data as required by the Performance-Based Agreements
- Quarterly and annual reports
- Country strategy documents

This set of data is expected to be complemented by **primary data** generated by the team during the inception phase and the country visits.

- **Audience and Timing:**

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<sup>2</sup> The UNEG guidelines on incorporating gender equality and human rights are a standard resource for designing evaluations with these objectives in mind and stand as a benchmark against which the UNCDF Evaluation Unit will later be judged. For more information, please see: [www.uneval.org/document/download/1294](http://www.uneval.org/document/download/1294)

The primary audience for this evaluation are the CleanStart partners, government, donors, relevant, related energy access initiatives and UNCDF. It will also help broader CleanStart partners and stakeholders understand better the challenges and lessons learned around the design and delivery of clean energy financing for the base of pyramid clients in Asia and Africa.

The CleanStart mid-term evaluation is scheduled to start in August 2016 and be concluded by January 2017 with the following key milestones:

- Inception phase:** 10 September – 5 October 2016
- Mission phase:** 15 October – 1 December 2016
- Post-mission phase:** 1 December 2016 – 1 February 2017

- **Management roles and responsibilities:**

To ensure independence and fulfilment of UN evaluation standards, UNCDF's Evaluation Unit in New York is responsible for the management of this evaluation and will hire an independent consulting firm to conduct the evaluation.

The Evaluation Unit will manage the evaluation process with a specific focus on administrative and methodological support at all stages of the evaluation, including accompanying the evaluation team in selected field visits if judged necessary.

As per UNDP's evaluation policy, to which UNCDF is party, the Evaluation Unit will ensure that the evaluation is conducted according to UNEG Norms and Standards in Evaluation in the UN System, UNEG Code of Conduct for Evaluation in the UN System and UNEG Guidance for Integrating Human Rights and Gender Equality in Evaluation.

With a view to ensuring ownership of the evaluation findings, an Advisory Panel for the evaluation will be set up, composed of representatives of UNCDF'S Inclusive Finance Practice Area at Headquarters and Programme Managers and the Evaluation Units of the various donors. The role of the Advisory Panel is to support the Evaluation Unit in managing the evaluation by participating in the following:

- Reviewing the TOR.
- Reviewing and commenting on the inception report.
- Reviewing and commenting on the draft report.
- Being available for interviews with the evaluation team and to participate in the debriefing.

- **Evaluation Phases:**

The evaluation process will have 3 distinct phases:



- **Inception Phase and desk review:**
  - Methodological briefing between the evaluation team and the Evaluation Unit to ensure a common understanding of the evaluation methodology, approach and main deliverables as per TOR;
  - Inception meetings – virtual if necessary - with Advisory Panel and key programme stakeholders to familiarize the Evaluation Team with the programme objectives, results to date and expectations for this evaluation.
  - Validation and agreement of the programme theory of change and evaluation matrix
  - Stakeholder mapping and stakeholders selection for data gathering to be conducted by the evaluation team
  - Finalization of the evaluation methodology and tools.
  - Desk review of key programme documentation
- **In-country phase:** It is requested that the team be prepared to visit countries where the programme is currently active. These country visits should take the form of site visits and key informant interviews of programme partners, programme beneficiaries and broader relevant programme stakeholders in each of the countries visited. De-briefing sessions with the key in-country stakeholders will be organized to present emerging trends and to build ownership of the findings with programme counterparts. The team leader may be asked to debrief the Advisory Panel and Evaluation Unit at the end of the first and/or second country visits. This with a view to provide a sense of the evaluation team's preliminary findings ahead of the draft reporting phase.
- **Post-Mission Phase:** analysis and synthesis stage, interpretation of findings and drafting of the evaluation report.
- **Main deliverables:**

The proposed timeframe and expected deliverables will be discussed with the Evaluation Team and refined during the inception phase. The final schedule of deliverables will be presented in the inception report. The Evaluation 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 Evaluation Team Leader will be responsible for preparing and submitting the following deliverables:

Deliverables	Description	General Timeframe
<b>INCEPTION PHASE:</b>  <b>Inception Report and Data Collection Toolkit</b>  <b>(including up to a maximum of three rounds of revisions)</b>	<p>The inception report will present a refined scope and a detailed outline of the evaluation design and methodology, including a validated programme theory of change and an accompanying evaluation matrix with questions, sub-questions, judgment criteria/indicators, data collection methods and information sources. The template will be provided by the Evaluation Unit at the start of the inception phase.</p> <p>Length: max 25 pages, excluding Annexes.</p> <p><b>The Inception Report should include in Annex a Data Collection Toolkit</b> that includes a set of data collection instruments for both qualitative and quantitative data collection tools to be used in the course of the evaluation (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 UNCDF). The toolkit should also include a proposal around how the different data sources will be analysed and synthesized into the main report.</p> <p>The 1<sup>st</sup> draft of the inception report and data collection toolkit will be reviewed by the Evaluation Unit and revised by the Evaluation Team. The 2<sup>nd</sup> draft will be shared with the Advisory Panel for comments. The Evaluation Team will develop a final Inception Report integrating the feedback received.</p> <p>The Evaluation Team will maintain an audit trail of the comments received and provide a response on how the comments were address in the revised drafts.</p>	10 September – 5 October 2016
<b>IN-COUNTRY PHASE:</b>  <b>Direct Observation and Interviews</b>  <b>(including up to a maximum of two rounds of revisions)</b>	<p>The evaluation team should conduct country visits to the four countries in which the CleanStart programme is currently active meeting with key stakeholders, visiting programme beneficiaries and interacting with the programme team.</p> <p>These country visits should complement the document analysis completed during the inception phase.</p> <p>Additional debriefings might be requested after the field phase to present these preliminary findings.</p>	15 October – 1 December 2016
<b>POST MISSION PHASE:</b>	The draft report should outline clear evidence-based conclusions and findings, following closely the structure and	

<b>Draft Evaluation Report</b> including completed Evaluation Matrix  <b>(including up to a  maximum of three rounds  of revisions)</b>	logic of the Evaluation Matrix, and including focused, actionable recommendations (SMART), and a clear, stand- alone Executive Summary.  A first draft evaluation report should be shared with the Evaluation Unit for initial feedback. The 2nd draft report should incorporate the Evaluation Unit's feedback and will be shared with the Advisory Panel and technical staff from FIPA. Comments will be integrated into a final draft report.  The Evaluation 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.  A template will be provided by the Evaluation Unit at the start of the inception phase. Length: maximum 30 pages excluding annexes.	1 December, 2016 – 1 February, 2017
<b>Power Point Presentation  for debriefing</b> (max 20 slides and 20 minute presentation)	A PPT summarizing the main findings and recommendations to be used by the team leader in the final de-briefing.	
<b>Final Evaluation Report</b>	A final report that incorporates comments received from all partners.	
<b>Innovative presentation of  the key findings and  recommendations</b>	The format will be defined in the Inception Report. Some examples could be: a short Video, an infographic, etc.	

- **Composition of Evaluation Team:**

The consulting firm selected should be experienced in providing technical services to international development agencies, particularly in the area of international development evaluation, and should have broad experience of the main sectors of international development cooperation addressed in this programme, including private sector development, energy access and inclusive finance for the poor in the least developed countries of Asia and Africa.

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

The evaluation 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 Evaluation Team must be composed at a minimum of:**

- One Team Leader with at least fifteen years of relevant experience in both decentralized energy solutions and evaluation; and
- One Team Member with at least ten years' experience **financial inclusion** through market-based approaches in developing countries.
- One Team Member who has significant experience working in **financing renewable energy** solutions in developing countries, and preferably in the countries in which CleanStart is active.

The team should have significant experience of working in Asia and Africa and be able to gain meaningful access through the team proposed to the main programme partners. **At least one of the team members—preferably the team leader—should be fully familiar with mobile payment systems and their use in Pay-As-You-Go business models for energy access.**

**Team Leader** must have the following competencies as a minimum:

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNCDF;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

**Functional Competencies:**

- Strong interpersonal skills, communication and diplomatic skills, ability to work in team and multi-cultural environments;
- Strong analytical, reporting and writing abilities;
- Openness to change and ability to receive/integrate feedback;
- Ability to work under pressure and tight deadlines.
- Fluency in English.

**Education:** Master's in Economics, Finance, Business or Public Administration or related field. Academic specialisation in public finance is an asset.

**Experience in:**

**Evaluation:**

- Proven experience of designing and leading a mix of performance, outcome and/or impact evaluations in the area of international development, applying a variety of mixed-methods evaluation approaches (including ideally 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 – ideally - for the UN system).

- Demonstrated experience in integrating gender equality and women's empowerment in evaluation.
- Evidence of formal evaluation and research training, including familiarity with OECD or UN norms and standards for development evaluation.

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 Asia and Africa.
- Full familiarity with asset finance, leasing and mobile money enabled business models, including Pay-As-You-Go and trends in relation to this sector preferred.

**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 Evaluation Team in planning and conducting the evaluation
- Deciding on division of labour, roles and responsibilities within the Evaluation Team
- Ensuring the use of best practice evaluation methodologies and adherence to ethical code of conduct
- Leading the presentation of the draft evaluation findings and recommendations for the countries visited
- Leading the drafting and finalization of the evaluation 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 evaluation
- Quality control for the evaluation report

- Adherence to UNCDF templates and other requirements as specified in this TOR

**Inclusive Finance Expert** must have the following competencies as a minimum:

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNCDF;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

**Functional Competencies:**

- Strong interpersonal skills, communication and diplomatic skills, ability to work in team and multi-cultural environments;
- Strong analytical, reporting and writing abilities;
- Openness to change and ability to receive/integrate feedback;
- Ability to work under pressure and tight deadlines.
- Fluency in English.

**Education:** Master's in Economics, Finance, Business or Public Administration or related field. Academic or professional training in inclusive finance specifically is an asset.

**Experience in:**

**Inclusive Finance**

- 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;
- 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.
- 

**Evaluation**

- 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.

- Comprehensive knowledge of inclusive finance industry best practices and experience in applying CGAP benchmarks around good performance of FSPs in developing countries.
- Ideally, the financial inclusion expert should have experience of undertaking/participating in evaluations for “market-making” programmes (micro, meso and macro levels) including experience using a range of qualitative and quantitative evaluation methodologies to assess programme results at individual, institutional, sector and policy level

**Energy Finance Expert** must have the following competencies as a minimum:

**Corporate Competencies:**

- Demonstrates integrity by modeling the UN’s values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNCDF;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favoritism;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

**Functional Competencies:**

- Strong interpersonal skills, communication and diplomatic skills, ability to work in team and multi-cultural environments;
- Strong analytical, reporting and writing abilities;
- Openness to change and ability to receive/integrate feedback;
- Ability to work under pressure and tight deadlines.
- Fluency in English.

**Education:** Master’s in Finance, Engineering, energy and environment or a related field

**Experience in:**

**Energy financing**

- 5 plus 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 countries where CleanStart is active;
- Familiarity with challenge fund mechanisms or investment/capital needs of energy enterprises
- Strong analytical and business modeling/planning skills
- 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 evaluation methodologies from the inclusive finance industry
  - Leading the presentation of the draft evaluation findings and recommendations for the countries visited
  - Responsible for the final evaluation report, integrating to the extent possible all comments received from different partners
  - Adherence to UNCDF templates and other requirements as specified in this TOR
- **Scope of Proposal Price and Schedule of Payments**

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. Schedule of payments:

- 35% of contract: upon submission of inception report
  - 30% of contract: upon submission of 1st draft report
  - 35% of contract: upon approval of final evaluation report.
- **Presentation of the Technical Proposal:**

The Technical Proposal must follow the template in Section 6 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 evaluation; 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 evaluation.
- 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 Section 3. of the



TOR -Methodology: detailed evaluation approach, approach to case studies, evaluation matrix, methods for ensuring quality and utilization; and detailed evaluation 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 evaluation 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.

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

**Annexes:**

1. Results and Resources framework for the CleanStart programme
2. Overview of implementation status with grantees
3. Quality Grid for UNCDF evaluations

### Annex 1 - Results and Resources framework for the CleanStart programme

EXPECTED RESULTS (Outcomes and Outputs)	INDICATORS (with baselines & indicative timeframe)	MEANS OF VERIFICATION	COLLECTION METHODS	RESPONSIBILITIES	RISKS AND ASSUMPTIONS
<b>OUTCOME (purpose):</b> By end of programme, increased sustainable access to clean and affordable energy by more than 2.5 million people (low-income households and micro- entrepreneurs) through microfinance	1. Number of people that secure access to low-cost decentralized clean energy supplies disaggregated by gender  Target: Y2: 225,000 people Y3: 555,000 Y4: 1,140,000 Y5: 1,717,500 Y6: 2,505,000  <i>Note: Targets are cumulative</i>	Quarterly reports submitted by MFIs, Research reports, Evaluation	PIU compiles quarterly progress reports and research reports, Investment Committee commissions evaluation	UNCDF	Assumptions: Large numbers of low-income people will not have access to grid electricity in the medium term  Risks: <ul style="list-style-type: none"> <li>• Government announces plan to connect programme areas to the grid</li> <li>• Clients lack awareness about the benefits of clean energy</li> </ul>
	2. Number of Least Developed Countries (LDCs) and developing countries where CleanStart methodology is adopted  Target: By 2017, CleanStart is operational in 6 countries and at least 10 additional LDCs and developing countries adopt the CleanStart methodology	Programme progress reports, Research reports, Evaluation	Bi-annual and Annual Progress Reports are submitted by the PIU, Investment Committee commissions evaluation	UNCDF	<ul style="list-style-type: none"> <li>• MFIs perceive clean energy lending as risky</li> <li>• Supply chain of technology/service chosen for lending is weak</li> <li>• Political constraints delay programme implementation</li> <li>• Availability of programme funding</li> </ul>

<b>OUTPUT 1: Finance for Clean Energy</b> to strengthen capabilities of 18 MFIs to provide microfinance for clean energy to low-income households and micro-entrepreneurs	1. Number of country assessments conducted to finalise the selection of pilot countries and design country-specific business plans  Target: Y1: 3 assessments Y2: 1 Y4: 2	Country assessment report, country business plan	Country assessment is conducted in each potential pilot country	UNCDF	Assumptions: <ul style="list-style-type: none"> <li>• MFI able and willing to offer financing for clean energy</li> <li>• Low-income households and micro-entrepreneurs willing and able to pay</li> <li>• Model can become self-financing within 5 years.</li> </ul> Risks: <ul style="list-style-type: none"> <li>• Lack of familiarity among MFIs</li> <li>• Financial risk to MFI is high</li> </ul>
	2. Number of MFIs that participate in the Awareness and Confidence Building Training  Target Y1: 10 MFIs Y2: 5 Y3: 5 Y4: 10	Application, course evaluation survey	PIU compiles all relevant data	UNCDF	(Refer to Annex 6 for details)  Risk mitigation strategy: <ul style="list-style-type: none"> <li>• Expose MFIs to the potential value of clean energy finance</li> <li>• Competitively select partner MFIs based on quality of business plans</li> </ul>
	3. Number of partner MFIs competitively selected for risk-capital grants and technical assistance  Target: Y1: 3 MFIs Y2: 6 Y3: 3 Y4: 6	MFI business plans, due diligence report, Investment Committee minutes, PBAs	PIU compiles all relevant data	UNCDF	<ul style="list-style-type: none"> <li>• Incentivize MFIs to make up-front investment through grants and concessional loans</li> </ul>
	4. Number of MFIs that request and receive concessional loans  Target: Y2: 1 MFI Y3: 1 Y4: 2	Loan applications, loan agreement	PIU compiles all relevant documentation	UNCDF	

	Y5: 2 Y6: 2				
	5. Number of clients that receive energy loans through partner MFIs disaggregated by gender  Target: Y2: 45,000 clients Y3: 111,000 Y4: 228,000 Y5: 343,500 Y6: 501,000  <i>Note: Y3-6 is cumulative</i>	Quarterly reports submitted by MFIs, Research reports, Evaluation	PIU compiles quarterly progress reports and research reports, Investment Committee commissions evaluation	UNCDF	
	6. Increasing trend in profitability of energy lending portfolio  Target: Y2-7: share of income from energy lending shows progressive upward trend	Quarterly reports submitted by MFIs, Research reports, Evaluation	PIU compiles quarterly progress reports and research reports, Investment Committee commissions evaluation	UNCDF	
<b>OUTPUT 2: Technical Assistance for Clean Energy</b> to remove barriers to the successful deployment and commercialization of those technologies and services for which the selected MFIs will provide microfinance	1. Number of market research conducted by partner MFIs  Y1: Up to 3 research Y2: 6 Y3: 3 Y4: 6	Market research reports	Partner MFIs are assisted in conducting market research	UNCDF	Assumptions: <ul style="list-style-type: none"> <li>• MFIs and suppliers see the benefit of partnership</li> <li>• Suppliers see business case to go down-market and target low-income customers <ul style="list-style-type: none"> <li>• Low-income households and micro-entrepreneurs willing and able to pay</li> </ul> </li> </ul>
	2. Expo to showcase renewable and efficient technologies organised in each pilot country  Target: Y1: 1 expo Y2: 2 expos Y3: 1 expo Y4: 2 expos	Event proceedings	PIU compiles all relevant documentation	UNCDF	

	<p>3. Number of risk-sharing agreements signed between partner MFIs and energy providers</p> <p>Target: Y1: 9 agreements Y2: 18 Y3: 9 Y4: 18</p>	Signed risk sharing agreements, joint business plan	PIU compiles all relevant documentation	UNCDF	<ul style="list-style-type: none"> <li>Model can become self-financing within 5 years.</li> </ul> <p>Risks:</p> <ul style="list-style-type: none"> <li>Marketing risk due to uncertainty about market demand</li> <li>Risk of technology failing before repayment</li> </ul> <p>(Refer to Annex 6 for details)</p> <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> <li>MFIs conduct market research to obtain insights on client energy needs, willingness and ability to pay</li> <li>Loan products are broadly in line with clients' current energy expenditure patterns</li> <li>MFIs partner with suppliers with strong distribution and after-sales capacity</li> </ul>
	<p>4. Number of partner MFIs that roll-out energy lending products that are demand-based and sustainable over time</p> <p>Target: Y2: 9 MFIs Y3: 12 Y4: 18 Y5: 15 Y6: 15</p>	Quarterly reports submitted by MFIs, Programme progress reports, Research reports, Evaluation	PIU compiles quarterly progress reports and research reports, Investment Committee commissions evaluation	UNCDF	
	<p>5. Capacity developed within partner MFIs to appraise technological risks connected with energy lending</p> <p>Target: Y2: 9 MFIs Y3: 12 Y4: 3 Y5: 6 Y6: 4</p>	Training report, Quarterly reports submitted by MFIs, Research reports, Evaluation	PIU compiles quarterly progress reports and research reports, PIU submits annual progress reports, Investment Committee commissions evaluation	UNCDF	
	<p>6. Number of energy enterprises trained in operations and maintenance</p> <p>Target: Y2: 27 enterprises Y3: 36 Y4: 36 Y5: 27</p>	Training report, Quarterly reports submitted by MFIs, Research reports, Evaluation	PIU compiles quarterly progress reports and research reports, PIU submits annual progress reports, Investment Committee commissions evaluation	UNCDF	

	Y6: 18				
	7. Number of energy enterprises assisted to develop business proposals to mobilize additional investments  Target: Y2: 27 enterprises Y3: 36 Y4: 36 Y5: 27 Y6: 18	Business plans	PIU submits annual progress reports, Investment Committee commissions evaluation	UNCDF	
	8. Number of Local Technical Assistance Providers (TSP) trained and certified  Target: Y1: 1 training Y2: 3 Y3: 3 Y4: 3	Training material, course evaluation	PIU compiles all relevant documentation	UNCDF	
	9. Availability of cost-effective models/mechanisms for delivering, maintaining, and financing clean energy systems and services  Target: Y3: 3 models Y4: 1 Y5: 2	Research report, evaluation	PIU compiles research reports, Investment Committee commissions evaluation	UNCDF	
	10. Number of innovative models of collaboration between MFIs and actors in the energy value chain supported  Target: Y3: 1 innovative models Y4: 2 Y5: 1	Business plans, Risk-sharing agreements	PIU compiles all relevant documentation	UNCDF	

<b>OUTPUT 3: Global Knowledge and Learning</b> 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	Y6: 2 1. Number of knowledge products produced and disseminated  Target Y1: 3 reports Y2: 4 Y3: 5 Y4: 6 Y5: 3 Y6: 5	Research report, Feedback from stakeholders on the value and utility of the reports	PIU compiles research reports, Feedback is collected through various platforms (e.g. website, meetings organised by CleanStart)	UNCDF	Assumption: Knowledge and skills gap on clean energy financing exists  Risk: <ul style="list-style-type: none"> <li>Limited number of experts that have background in both microfinance and energy</li> <li>Limited number of established data sources</li> </ul> Risk mitigation strategy: <ul style="list-style-type: none"> <li>Establish pool of experts as well as build expertise internally</li> <li>CleanStart website will serve as platform for knowledge sharing</li> <li>Partner with entities with established data sources (e.g. IEA, UNDP, Mix Market)</li> </ul>
	2. Training curriculum on energy lending developed for national microfinance associations and international training institutes  Target: Y1: 1 curriculum Y2: 3 Y3: 1	Training curriculum	PIU compiles training curriculum	UNCDF	
	3. Number of Master Trainers trained through Training of Trainers  Target: Y1: 3 Master Trainers Y2: 11 Y3: 11 Y4: 8	Training curriculum, course evaluation	PIU compiles relevant documentation	UNCDF	
	4. Number of MFI staff trained on clean energy microfinance  Target: Y2: 300 staff Y3: 400 Y4: 600 Y5: 500 Y6: 500  <i>Note: Y3-6 is cumulative</i>	Course evaluation, research	Information sharing agreement will be stipulated in the MoU with training institutions, PIU compiles research reports	UNCDF	

	<p>5. Number of events organised to promote dialogue on clean energy financing</p> <p>Target: Y2: 2 events Y3: 2 Y4: 3 Y5: 3 Y6: 3</p>	Event proceedings, outcome document	PIU compiles relevant documentation	UNCDF	
	<p>6. CleanStart website attracting substantial hits per year</p> <p>Target: Y2: create website Y3 to Y6: 30% increase per year</p>	Number of visitors and downloads	Data will be tracked automatically through the CleanStart website	UNCDF	
<p><b>OUTPUT 4: Advocacy and Partnerships</b> to create an enabling policy and business environment to expand microfinance for clean energy</p>	<p>1. Number of complementary energy programmes that are assisted to build a conducive environment for end-user financing</p> <p>Target: Y1: 1 programme Y2: 1 Y3: 2 Y4: 1 Y5: 1</p>	Mission report, minutes of the meeting, concept note, project document	PIU compiles relevant documentation	UNCDF	<p>Assumption: Improved policy and business framework will encourage MFIs to provide clean energy lending at scale</p> <p>Risk:</p> <ul style="list-style-type: none"> <li>• Lack of willingness and commitment by the government to work on policies favourable to clean energy microfinance</li> <li>• Carbon market funding not available</li> </ul> <p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> <li>• Demonstrate success cases and share lessons from engaging with grassroots</li> </ul>
	<p>2. Number of countries where CleanStart is integrated into complementary programmes, including UNDP/GEF projects</p> <p>Target: Y1: 1 country Y2-6: 3 countries</p>	Country business plan, UNDP/GEF project document	PIU compiles relevant data	UNCDF	
	<p>3. Number of workshops organised to facilitate partnerships with refinancing</p>	Workshop material and outcome report	PIU compiles relevant documentation	UNCDF	



	<p>institutions and carbon brokers</p> <p>Target: Y2: 1 workshop Y3: 3 Y4: 3 Y5: 2 Y6: 2</p>				<p>stakeholders with policy makers</p> <ul style="list-style-type: none"> <li>Carbon market funding is not essential to the success of the programme</li> </ul>
	<p>4. Number of events where CleanStart is presented</p> <p>Target: Y1-6: At least 1 event per year</p>	Event agenda and presentation	PIU compiles relevant documentation	UNCDF	
	<p>5. Policies and programmes recognize CleanStart model</p> <p>Target CleanStart model acknowledged in at least 2 major policy and/or project documents per country</p>	Policy documents, Project documents	PIU compiles relevant documentation	UNCDF	
<b>OUTPUT 5: Effective global programme implementation</b>	<p>1. Programme Implementation Unit (PIU) is established to effectively manage the programme</p> <p>Target: Y1: Recruitment of Programme Manager and Knowledge Management and Learning Analyst Y2-3: Full PIU is established</p>	Recruitment advertisement and contract	PIU compiles relevant documentation	UNCDF	<p>Assumption: PIU will develop systems and tools to help coordinate and deliver results efficiently and effectively over time</p> <p>Risk:</p> <ul style="list-style-type: none"> <li>Limited number of experts with well-rounded expertise in both energy and financing</li> <li>Day-to-day monitoring of country-level activities difficult as a global programme piloting in multiple countries</li> </ul>
	<p>2. Investment decisions are made based on sufficient data and objective analysis</p> <p>Y1: Investment Committee established and ToR endorsed by relevant parties</p>	IC ToR, RFP document and due diligence methodology and tool, PBA	PIU compiles relevant documentation	UNCDF	

Y1-6: Investment appraisal process and tools are developed and refined over time (e.g. RFP, due diligence, PBAs)				<p>Risk mitigation strategy:</p> <ul style="list-style-type: none"> <li>• Interact closely with relevant energy programmes for recommendations on validated experts</li> <li>• Evaluate experts at the end of assignment</li> <li>• Clearly identify roles and responsibilities of CleanStart focal points at the regional and country level and facilitate regular communication</li> </ul>
<p>3. High-quality technical assistance to programme partners are deployed in a timely manner</p> <p>Y1-6: Roster of vetted experts established and updated</p>	CVs and contract	PIU compiles relevant documentation	UNCDF	
<p>4. Programme activities and results are monitored closely</p> <p>Y1-6: Various data generated from monitoring activities collected systematically</p> <p>Y1-6: Investment Committee convenes at least twice a year</p>	Monitoring strategy, IC minutes	PIU compiles relevant documentation	UNCDF	
<p>5. Additional resource is mobilised by delivering results and proving concept</p> <p>Y1-3: Develop resource mobilisation strategy with clear targets</p> <p>Y1-6: Ensure visibility of results by engaging with various stakeholders</p>	Resource mobilisation strategy, partnership agreements	PIU compiles relevant documentation	UNCDF	

## **I. FINANCING APPROACH**

Below is a status update per country, including some details about CleanStart's partners.  
CleanStart has three approaches to country-level engagement:

1. sector-based approach (Uganda, Ethiopia, Nepal) - country-specific business plans\* are endorsed by the Government. The business plans follow the global programme document framework.
2. an investment approach (Uganda, Cambodia, Myanmar) which allows CleanStart to support next-generation opportunities efficiently through direct partnerships, and using a challenge funding platform to find these
3. indirect engagement through partnerships (e.g. PAMIGA) which allows CleanStart to have indirect footprints in non-programme countries such as West Africa, and leverage tool kits or training programmes

### **1. SECTOR-BASED AND INVESTMENT APPROACH**

<b>NEPAL (SECTOR-BASED)</b>	
Country business plan* duration	2012-2015
Country business plan budget	\$1,300,000
Country business plan target number of clients/customers	150,000 low-income households and micro-entrepreneurs
Financing model	<p>#1 Retail MFIs providing loans for clean energy directly to clients;</p> <p>#2 Development banks partnering with savings and credit cooperatives to lend for clean energy;</p>
# of partners and names	<p>1 retail MFI</p> <p>1. Jeevan Bikash Samaj</p> <p>3 development banks</p> <p>1. Ace Development Bank</p> <p>2. Clean Energy Development Bank</p> <p>3. Small Farmers Development Bank</p>
PBA duration	2014-2017
Target for number of clients/customers (PBAs with CleanStart, aggregate)	102,203 - 145,635
Value of grant awarded; duration	\$813,757
Number and value of grant disbursement made as of May 2016	\$589,600
Client / customer outreach (as of Q4 2015)	48,167
Performance of the FSPs within CleanStart	<ul style="list-style-type: none"> <li>FSPs meeting annual minimum targets</li> </ul>

	<ul style="list-style-type: none"> <li>• Top financed products: solar home systems, biogas digesters</li> </ul>
Country highlights	<ul style="list-style-type: none"> <li>• FSPs managed to meet client outreach targets despite set-back following earthquake in April 2015 and subsequent fuel blockages;</li> <li>• In late 2015, top-up grants provided to boost post-earthquake target achievement and to support implementation of longitudinal impact survey;</li> <li>• Partnership with Alternative Energy Promotion Center (mandated by Government to expand renewable energy in rural areas); has not fully delivered on previously agreed supporting role to CleanStart's partner FSPs such as providing technical assistance to partner FSPs and regularly monitoring progress;</li> <li>• CleanStart National Project Coordinator on-board since second half of 2015;</li> <li>•</li> </ul>
<b>CAMBODIA (INVESTMENT)</b>	
Financing model	#3 Energy service companies doing asset financing through pay-as-you-go solutions or implementing innovative agent/distribution models
# of partners and names	<ol style="list-style-type: none"> <li>1. Kamworks – solar home system</li> <li>2. Hydrologic – efficient cook stove distribution</li> </ol>
PBA duration	2016-2018
Target for number of clients/customers (PBAs with CleanStart, aggregate)	19,000
Value of grant awarded	\$586,117
Number and value of grant disbursement made as of May 2016	\$91,855
Performance of the FSPs within CleanStart	To be determined; Partnership started in Dec 2015
Country highlights	Energy Access Challenge launched in late 2015 from which the current two partners have been selected
<b>MYANMAR (INVESTMENT)</b>	
Financing model	#3 Energy service companies doing asset financing through pay-as-you-go solutions or implementing innovative agent/distribution models
# of partners and names	<ol style="list-style-type: none"> <li>1. Biolite – efficient cook stove distribution</li> <li>2. Greenlight Planet – solar lantern and home system</li> <li>3. Brighterlite – solar</li> </ol>

PBA duration	2016-2018
Target for number of clients/customers (PBAs with CleanStart, aggregate)	56,853
Value of grant awarded ; duration	\$1,040,899
Number and value of grant disbursement made as of May 2016	\$156,050
Performance of the FSPs within CleanStart	To be determined; Partnership started in Dec 2015
Country highlights	Energy Access Challenge launched in late 2015 from which the current three partners have been selected
<b>UGANDA (SECTOR-BASED &amp; INVESTMENT)</b>	
Country business plan* duration	2014-2017
Country business plan budget	\$1,300,000
Ccountry business plan target number of clients/customers	40,000 low-income households and micro-entrepreneurs
Financing model	<p>#1 Retail MFIs providing loans for clean energy directly to clients;</p> <p>#3 Energy service companies doing asset financing through pay-as-you-go solutions or implementing innovative agent/distribution models</p>
# of partners and names	<p>Financial service provider</p> <ol style="list-style-type: none"> <li>1. Finca Uganda</li> </ol> <p>Energy companies</p> <ol style="list-style-type: none"> <li>1. Biolite -- efficient cookstoves</li> <li>2. EcoGroup – efficient cookstoves</li> <li>3. d.light -- solar</li> <li>4. Village Power – solar and market database</li> </ol>
PBA duration	2016-2018
Target for number of clients/customers (PBAs with CleanStart, aggregate)	24,800 (excluding Village Power's market database)
Value of grant awarded ; duration	\$1,188,155
Number and value of grant disbursement made as of May 2016	\$225,131
Performance of the FSPs within CleanStart	To be determined; Partnership started in Dec 2015
Country highlights	<ul style="list-style-type: none"> <li>• Earlier RFP round (2014) targeting financial service providers not successful;</li> <li>• Energy Access Challenge launched in late 2015; open to financial service providers and energy companies;</li> <li>• Will finalize partnership agreement with Ministry of Energy and Mineral Development, Rural Electrification Agency, and Uganda Credit Capitalization Company; basic plan of action agreed with Government counterparts (e.g. market awareness, coordination, biomass refinancing facility, etc.)</li> </ul>

ETHIOPIA (SECTOR-BASED)	
Country business plan* duration	2015-2019/2020  (with CleanStart global funding secured till 2017)
Country business plan budget (part of a larger UNDP-GEF UNDP-GEF PIMS 5200 Promoting Sustainable Rural Energy Technologies (RETs) for Household and Productive Uses)	<p>TOTAL US\$ 5,145,000</p> <ul style="list-style-type: none"> <li>• Total estimated funded budget: US\$ 3,145,000</li> <li>• Total additional unfunded budget: US\$ 2,000,000</li> </ul> <p>Out of which:</p> <ol style="list-style-type: none"> <li>1. CleanStart: US\$ 980,000 (global programme)</li> <li>2. UNDP-GEF (Component 3 – sustainable finance mechanism): US\$ 2,165,000</li> <li>3. UNDP-GEF (Components 1,2 and 4): US\$ 2,000,000 (additional for connected activities)</li> <li>4. Additional Unfunded Budget from CleanStart: US\$ 2,000,000 (approximate)</li> </ol>
Country business plan target number of clients/customers (CleanStart)	291,000 low-income households and micro-entrepreneurs
Country highlights	<ul style="list-style-type: none"> <li>• Project approved by the Government in 2016;</li> <li>• Under this project, CleanStart will set up a guarantee mechanism with the Development Bank of Ethiopia. DBE (backed by the guarantee fund) will provide partial credit risk guarantees to credit provided by commercial banks and microfinance institutions to energy service companies for their working capital and medium-term loan requirements.</li> <li>• Ten large energy supplier companies and 200 small enterprises will be supported in 2016-2020.</li> <li>• Indirect partnerships with PAMIGA—see following section</li> </ul>

## 2. INDIRECT ENGAGEMENT THROUGH STRATEGIC PARTNERSHIP

Since late 2013, CleanStart has a partnership with Participatory Microfinance Group for Africa (PAMIGA)<sup>3</sup> through the *Energy & Microfinance Programme*. Among the objectives of the Energy & Microfinance Programme is to empower rural communities to use off-grid renewable energy for productive use.

<sup>3</sup> PAMIGA is a network of rural microfinance institutions in Africa,

The programme was based on demands from its members to consider access to energy through finance as a priority. For this purpose, PAMIGA partners with a French multinational company Schneider Electric, a worldwide leader in the field of energy management.

The programme has a similar approach to CleanStart : it supports rural MFIs to develop lending products for solar products, builds local networks of solar product distributors and after-sales service providers, while strengthening rural populations' capacity to make optimal use of their solar system. It also plans to support rural communities to improve their community services (public good services such as health centers and schools) by investing in solar stations through public-private partnerships (PPPs).

<b>PAMIGA'S ENERGY AND MICROFINANCE PROGRAMME</b>	
Programme duration	2014-2016 (extended to 2017)
Budget	Total programme: \$2,000,000 CleanStart contribution: \$800,000
Countries	Original: 5 Sub-Saharan African countries: Cameroon, Tanzania, Ethiopia, Senegal, and Burkina. Expansion: +Uganda, Kenya, Benin
Target for number of clients/customers (Energy and Microfinance Programme)	100,000 households and 700 SMEs by 2016, with 350 rural community services being supported through PPPs
Financing model & technology	#1 Retail MFIs providing loans for clean energy directly to clients;  solar lanterns with mobile phone charging (majority financed); solar home systems, solar-powered water pumps, community solar stations (planned)
# of partners and names	Cameroon 1. A3C 2. ICS 3. UCCGN Tanzania 1. Pride RFW (suspended) Ethiopia 1. Busa Ganofa 2. Wasasa Kenya 1. WPS
PBA duration	2013-2017
Target for number of clients/customers (PBAs with CleanStart, aggregate)	2,100-4200 households with access 20-40 MSMEs with access
Value of grant awarded ; duration	\$800,000
Number and value of grant disbursement made as of May 2016	\$400,000
Client / customer outreach (as of Q4 2015)	3,619
Performance of the PAMIGA FSPs	<ul style="list-style-type: none"> <li>In aggregate, PAMIGA under-achieving PBA target;</li> </ul>

	<ul style="list-style-type: none"> <li>• PAMIGA works with rural microfinance institutions in Africa that need very close hand-holding in rolling out a non-standard financial product like energy loans.</li> <li>• Three PAMIGA partners in Cameroon's northern region were affected to various degrees (some extreme) by the insurgency by Boko Haram.</li> </ul>
Progress highlights	<ul style="list-style-type: none"> <li>• Three key adjustments made to PBA with PAMIGA: 1) Adjusting duration of PBA until Sept 30, 2017 to provide extra time to achieve outreach targets; 2) expanding geography coverage to include Benin, Kenya, Uganda; 3) adding flexibility to adjust Partner Institutions;</li> <li>• PAMIGA Finance set up investment vehicle, Pamiga Finance S.A., to provide equity, quasi-equity and debt financing opportunities to its member financial institutions</li> <li>• Developed various toolkits on how to do energy microfinance as well as financial literacy training specifically for solar loans</li> </ul>

### 3. NEW COUNTRIES IN PIPELINE (NO GRANTEES YET)

West Africa (Togo, Benin)	
West Africa (Togo, Benin)	<ul style="list-style-type: none"> <li>• Scoping in Togo and Benin conducted to see how CleanStart approach could fit into a larger energy programme in partnership with West African Economic and Monetary Union (UEMOA).</li> </ul>

## II. KNOWLEDGE MANAGEMENT, ADVOCACY AND PARTNERSHIPS

Output 3: Global Knowledge and Learning to enhance understanding and awareness globally of the potential for micro-finance to scale-up access to clean energy	<p><i>Insights about the off-grid customer</i></p> <ul style="list-style-type: none"> <li>- CleanStart integrated energy access related questions in the MAP-led Finscope in Cambodia.</li> <li>- Partnered with Humboldt State University's Schatz Energy Research Center to develop a random sample of off-grid solar product buyers and follow their activities over 12 months to see if and why customers buy additional products and services and what type of financing option that they used, if at all.</li> </ul>
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	<ul style="list-style-type: none"> <li>- Piloted an impact measurement survey that will be implemented by loan officers of FSP partners in Nepal to understand the before and after situation of clients who take energy loans, with tools and methodologies prepared to take the survey to scale in Nepal, using smart phones.</li> </ul> <p><i>CleanStart Connect Forum for industry stakeholders to connect</i></p> <ul style="list-style-type: none"> <li>- CleanStart Connect Forum, organized in 2013 and 2014, has helped CleanStart to build a constituent in the energy access sector and source new ideas that has helped keep the programme relevant in a very dynamic market;</li> </ul> <p><i>Publications</i></p> <ul style="list-style-type: none"> <li>- CleanStart has produced several publications on the role of financing in expanding the energy access market for the low-income segment. This includes a policy note launched at the Rio+20 summit and a flagship magazine called <i>CleanStart Connections</i> dedicated to financing energy access for the base-of-the-pyramid.</li> </ul>
Output 4: Advocacy and Partnerships to create an enabling policy and business environment to expand microfinance for clean energy	<p><i>Strategic partnerships for implementation</i></p> <ul style="list-style-type: none"> <li>- <i>PAMIGA</i>: Since late 2013, CleanStart has a partnership with Participatory Microfinance Group for Africa (PAMIGA)<sup>4</sup> through the <i>Energy &amp; Microfinance Programme</i>. This partnership allows CleanStart to have an indirect footprint into West Africa, be efficient about testing out the microfinance institution model of financing clean energy which requires high-touch engagement with MFIs, use and upgrade existing tool kits for training MFIs and clients on borrowing for energy</li> <li>- <i>UNDP-GEF</i>: In Ethiopia, the UNDP-GEF project 'Promoting Sustainable Rural Energy Technologies for Household and Productive Use' (2015-2020) was approved by the Government.</li> </ul> <p><i>Support to re-financing facilities focused on energy sector.</i></p> <ul style="list-style-type: none"> <li>- CleanStart works closely with re-financing facilities with dedicated funds for clean energy (Central Renewable Energy Fund in Nepal) to build their partner banks' awareness about the business prospects of financing the energy sector as well</li> </ul>

<sup>4</sup> PAMIGA is a network of rural microfinance institutions in Africa,

	<p>as designing new financing facilities such as a financing facility focused on lending to the biomass sector.</p> <p><i>Global advocacy</i></p> <ul style="list-style-type: none"> <li>- Sustainable Energy for All: CleanStart is a SE4ALL High Impact Initiative for finance clean energy;</li> <li>- Global Off-Grid Lighting Association: CleanStart is working with GOGLA and the WB/IFC in harmonizing metrics used to measure the performance of solar companies using pay-as-you-go financing.</li> </ul> <p>Resource mobilization</p> <ul style="list-style-type: none"> <li>- UNCDF's commitment of \$1M has been able to leverage \$8.2M (Austria, Liechtenstein, Norad, Sida) which brings the leverage ratio to 1: 7;</li> </ul>
Output 5: Effective global programme implementation	<p>Programme Implementation team has been established and functional with four Staff: Programme Manager, Programme and Knowledge Management Analyst, Project Associate, National Coordinator in Nepal.</p> <p>In addition, CleanStart recruited two shared positions with another UNCDF programme. One position is a Data Analytics and Research Analyst and a Fund Coordinator position. Both positions are based in Bangkok.</p>

### Annex 3. Quality grid for UNCDF evaluations

	Points for criteria scored	Max. Points	Score
A	<b>Purpose of the evaluation clearly stated:</b> <ul style="list-style-type: none"> <li>• why the evaluation was done (1)</li> <li>• what triggered the evaluation (including timing in the project/programme cycle) (1)</li> <li>• how evaluation is to be used (1)</li> </ul>	3	
B	<b>Evaluation objectives</b> <ul style="list-style-type: none"> <li>• evaluation objectives are clearly stated (1)</li> <li>• objectives logically flow from purpose (1)</li> </ul>	2	
C	<b>Organization of the evaluation</b> <ul style="list-style-type: none"> <li>• logical structure to the organization of the evaluation (1)</li> <li>• evaluation report is well written (1)</li> <li>• clear distinction made among evidence, findings, conclusions, <u>lessons</u> and recommendations (1)</li> <li>• report contains executive summary and annexes (2)</li> </ul>	5	
D	<b>Subject evaluated is clearly described</b>	4	

	<p>Evaluation describes:</p> <ul style="list-style-type: none"> <li>the activity/programme being evaluated (1)</li> <li>the programme's expected achievements (1)</li> <li>how the programme addresses the development problem (1)</li> <li>the implementation modalities used (1)</li> </ul>		
E	<p><b>Scope of the evaluation</b></p> <p>Evaluation defines the boundaries of the evaluation in terms of:</p> <ul style="list-style-type: none"> <li>time period covered (1)</li> <li>implementation phase under review (1)</li> <li>geographic area (1)</li> <li><u>dimensions of stakeholder involvement being examined</u> (1)</li> </ul>	4	
F	<p><b>Evaluation criteria</b></p> <p>Evaluation criteria include:</p> <ul style="list-style-type: none"> <li>relevance of activities and supported projects/programs (1)</li> <li>efficiency of operations in support of projects / programs (1)</li> <li>the achievement of development objectives and expected results (including impacts) (1)</li> <li>cross-cutting issues: inclusive development which is gender sensitive and environmentally sustainable (1)</li> <li>the sustainability of benefits and positive results achieved (1)</li> </ul>	5	
G	<p><b>Multiple lines of evidence</b></p> <ul style="list-style-type: none"> <li>one point (1) for each line of evidence used (document review, case <u>studies</u>, surveys, interviews, focus groups, direct observation, etc.), up to a maximum of five points (5)</li> </ul>	5	
H	<p><b>Evaluation design</b></p> <p>Elements of a good evaluation design include:</p> <ul style="list-style-type: none"> <li>an <u>explicit theory of how objectives</u> and results were to be achieved (1)</li> <li>specification of the level of results achieved (output, outcome, impact) (1)</li> <li><u>baseline data</u> (quantitative or qualitative) on conditions prior to programme implementation (1)</li> <li>comparison of conditions after programme delivery to those before (1)</li> <li>a qualitative or quantitative comparison of conditions among programme participants and a <u>control group</u> (1)</li> </ul>	5	
I	<p><b>Evaluation findings and conclusions are relevant and evidence based</b></p> <p>Evaluation report includes:</p> <ul style="list-style-type: none"> <li>evaluation findings relevant to the assessment criteria (1)</li> <li>findings that are supported by the chosen methodology (1)</li> <li>evidence from different sources triangulated and converge or non-convergence of evidence from triangulation explained (1)</li> <li>a clear logical link between the evidence and the finding (1)</li> <li><u>conclusions which are clearly linked to the evaluation findings as reported</u> (1)</li> <li>alternative / competing explanations considered (1)</li> </ul>	6	
J	<p><b>Evaluation limitations</b></p> <ul style="list-style-type: none"> <li>statement of the limitations of the methodology (1)</li> <li>impact of limitations on evaluation (1)</li> <li><u>attempts made to remedy limitations are stated</u> (1)</li> </ul>	3	
K	<p><b>Evaluation Recommendations</b></p> <ul style="list-style-type: none"> <li><u>evaluation contains recommendations that flow from findings and conclusions</u> (1)</li> <li>recommendations are directed to one or more authority that can act on them (1)</li> </ul>	3	

	<ul style="list-style-type: none"> <li>• recommendations are action oriented and aimed at improving effectiveness of the programme / investment(1)</li> </ul>		
<b>Total (required to have a minimum of 27 points overall, 11 of which should be from Criteria G, H and I, to be considered as adequate)</b>		45	