

Terms of Reference (TOR):
For provision of services related to a mid-term project review (MTR)

UNIDO Project Title:
**“Strategic platform to promote sustainable energy technology innovation,
industrial development and entrepreneurship in Barbados” (ID 150123)**

April 2021

1. Country/ Region

Barbados with impacts in the wider Caribbean Community

2. Background

The United Nations Industrial Development Organization (UNIDO), the Ministry of International Business and Industry (MIBI), the Barbados Investment & Development Corporation (BIDC) and the Clean Tech Cluster Barbados (BLOOM) are jointly implementing the Global Environment Facility (GEF) funded project “Strategic platform to promote sustainable energy technology innovation, industrial development and entrepreneurship in Barbados”. The project contributes to the implementation of the National Strategic Plan 2005-2025, which aims at making Barbados a “green circular economy” and the “most environmentally advanced green country in Latin America and the Caribbean”.

The development of a “clean-tech market” in Barbados requires an equilibrium between demand and local supply of green quality products and services. However, currently the capacities of the local private sector to deliver these products and services are limited. Barbadian clean-tech businesses and start-ups face manifold barriers related to policy and regulation, knowledge, capacity, as well as access to R&D, quality infrastructure and finance. Moreover, there exists only a very limited coordination and cooperation within the sector.

Therefore, the GEF Project aims to strengthen the local supplier-side and the creation of an enabling environment for clean-tech entrepreneurship and innovation. Specifically, the project:

- a. establishes a national public-private policy dialogue platform to promote coherent demand and supplier-oriented cross-sectoral policies, regulations and incentives;
- b. establishes the *BLOOM – Clean Tech Cluster Barbados*, which will act as one-stop shop and provide customer-oriented services to its members (e.g. information exchange, training, applied R&D, entrepreneurial support, shared facilities, matchmaking and networking, lobbying & advocacy, fund raising, joint tendering & sourcing, joint project, product and patent development, market intelligence and export promotion);
- c. promotes joint ventures between the cluster members and entrepreneurs, investors, venture capitalists, financiers in the Caribbean, other SIDS and internationally (incl. the diaspora);
- d. creates an entrepreneurship facility which will provide various financial/insurance products for the commercialisation innovative business ideas and industrial up-grading;
- e. contributes to the creation of qualification and certification frameworks for personal, products and services and provide targeted training to current and future members of the cluster;
- f. supports also the efforts of the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE) to establish a regional program on sustainable energy and climate technology

innovation and entrepreneurship for the Caribbean Community (CARICOM). The CCREEE is situated in Barbados.

The GEF project has achieved laudable progress. With support from UNIDO, the Barbados Cleantech Cluster (BLOOM) has become fully operational in 2020. It is hosted by BIDC and has already established a broad range of international partnerships. It has also launched its incubation program, which offers mentoring services to a number of clean-tech businesses and start-ups. The BLOOM website is available at: www.bloomcluster.com. Further information on the GEF-UNIDO project is available at: <https://open.unido.org/projects/BB/projects/150123>.

In this context, UNIDO seeks external consultancy support to undertake a mid-term project review (MTR) in line with GEF and UNIDO quality, monitoring and evaluation policies. The purpose of the review is to collect inputs for the final phase of implementation and the replication/upscaling of achieved results through new programmatic approaches in the upcoming years. The MTR will also provide valuable input for the final terminal evaluation to be conducted at the end of the project. Further information on the GEF/UNIDO evaluation policies is available in section 9 of this TOR. The report needs to be prepared in line with the attached UNIDO MTR template.

3. Objective of the assignment

The contractor conducts the MTR in line with the UNIDO/GEF requirements and assists in the development of one project concept note. To achieve the MTR objectives, a mix of quantitative and qualitative methods should be applied. The evidence gathering should be based on diverse sources, such as desk studies and literature review, statistical analysis, individual interviews and direct observation. Bidders shall propose a suitable evaluation methodology and an effective implementation strategy for the assignment. A *theory of change* diagram will be established and a detailed set of evaluation questions will be developed in consultation with UNIDO and BLOOM during the inception phase. The MTR should provide evidence-based information that is credible, reliable and useful for the stated objectives.

4. Scope of work and deliverables

The assignment includes the following tasks and deliverables:

1. Develop a *mid-term project review (MTR)* in line with the GEF/UNIDO monitoring and evaluation requirements and the templates provided by the UNIDO Project Manger. The contractor will review the progress in relation to the established indicators in the result framework of the GEF CEO Endorsement Document. The review will consider standard OECD/DAC evaluation criteria (e.g. relevance, efficiency, effectiveness, impact, cross-cutting issues such as gender) and particular requirements of the UNIDO Quality Assurance Framework. The report will make recommendations for the second phase of project implementation. Moreover, it will propose programmatic approaches to up-scale and replicate the achieved results.
2. Based on the findings of the MTR, the contractor will *develop one concept note* (incl. the draft result framework) for one project proposal linked to the GEF-6 project in line with international funding requirements (max. 10 A4 pages each). The concept will propose a programmatic to upscale, replicate and sustain the achieved results of the current project. The concept note will be developed with inputs of the UNIDO team and provided fully edited and ready to be submitted.

Specifically, the assignment has the following scope:

TASKS	DELIVERABLES	ESTIMATED WORKING DAYS (w/d) SPREAD OVER 4 MONTHS
1. Inception meeting and report	Inception report approved by UNIDO (incl. activity plan, time schedule, list of key literature and stakeholders, schedule of stakeholder meetings, tables of contents of mid-term review and project concept notes) in English only;	5 working/days (home based)
2. Develop a project progress review	Short mid-term review report (max. 40 A4 pages) with key recommendations for project finalization and programmatic approaches to replicate and up-scale achieved results (incl. graphs and editable calculation sheets; the report will also include the development of the TOR for the final terminal evaluation; fully edited and ready to be published in English);	20 working/days (home based)
3. Develop one project concept	One (1) well written project concept (max. 10 A4 pages) in line with donor requirements, fully edited and ready to be published (incl. graphs and editable calculation sheets in English).	10 working/days (home based)
TOTAL		35 w/d (home based)

5. Time-frame

The deliverables of the assignment shall be provided *within a period of four (4) months* after the effectiveness of the contract. The assignment will start most probably in April or as agreed between the project manager and the contractor. In case of unforeseen delays (e.g. COVID-19), UNIDO and the contractor can agree on an extension of the contract duration (without budget increase).

Deliverables	Months					
	1	2	3	4		
Deliverable 1: Inception meeting and report						
Deliverable 2: MTR report & TOR for the final terminal evaluation						
Deliverable 3: One project concept note						

6. Reporting and coordination

The contractor reports to the UNIDO project manager and coordinates closely with the GEF Focal Point, BLOOM, MIBI and BIDC. The contractor will provide all prepared files, raw data and undertaken

calculations to UNIDO and the counterpart (e.g., docx, pptx, xlsx, jpeg, etc.). In addition, the consultant will be required to deliver the following to the partners:

- **Minimum 50 high-resolution photographs (at least 3 MB each)** – that illustrate the undertaken activities. The consultants will cede all appertaining rights to unlimited use of the respective pictures to UNIDO and the counterpart. **At latest until the end of the assignment**

7. Qualification and selection criteria

The qualification and selection criteria include the below:

- Registered consulting company or institution with focus on clean-tech (e.g. sustainable energy, environmental technologies);
- The assignment can be done by an individual or a team of consultants. However, due to COVID-19 it is required to have local team members. Offers without local representation will not be considered.
- The individual/team demonstrates academic background (at least Master level) in clean technologies, clean-tech policy and/or economics. Additional qualification in project evaluation is an asset.
- The individual/team has a track-record of at least five years of public/private consulting experience in clean-tech sector; the individual/team was involved in the development of clean-tech projects in the past (please indicate track-record);
- The individual/team demonstrates experience in conducting similar project evaluations in line with international donor requirements (please indicate track-record);
- The individual/team demonstrates good knowledge of the energy sector in Barbados or the Caribbean;
- Overall quality of the technical offer and the proposed evaluation/implementation methodology and strategy;
- Ability to coordinate an inter-disciplinary team and manage complex assignments in a multi-cultural setting;
- Strong problem solving, communication, research and analytical writing skills;
- Project team as a whole shall be fluent in English. The working languages for the assignment will be English;
- Availability throughout the whole consultancy service period, to regularly engage in online meetings with the core team and relevant partners.

8. Application Procedure

The maximum budget available to carry out and complete the activities under this TOR is **USD 30,000.**

Applicants shall submit their written proposals in English in the following form:

- Short technical proposal on the proposed technical approach to implement the assignment (incl. profile of company, detailed CVs of international and local experts, copies of university degrees, certifications, licenses, track record of similar assignments).

- Financial proposal in USD (including all costs and taxes, as well as a detailed work-time-expert-diagram indicating daily rates for individual team members).

In due consideration of UNIDO's procurement principles namely, best interest of the organization and best value for money, the contract shall be awarded to the qualified bidder whose proposal has been found substantially responsive, technically acceptable and offering the lowest cost to UNIDO.

Applicants are requested to submit their proposals no later than **23:00 hrs (CEST) of 2 May 2021**, by registering on the UNIDO eProcurement portal (<https://procurement.unido.org/>). In case of technical difficulties, please contact UNIDO Help Desk at procurement@unido.org.

9. Further information

Project-related links:

- GEF CEO Endorsement Document, <https://open.unido.org/projects/BB/projects/150123>
- <https://www.gn-sec.net/content/barbados-sustainable-energy-industry-market-assessment-report>
- <https://www.thegef.org/project/strategic-platform-promote-sustainable-energy-technology-innovation-industrial-development>
- <http://bloomcluster.com/>
- <https://www.gn-sec.net/content/bloom-regional-program>

GEF/UNIDO Quality, monitoring and evaluation policies:

- <https://www.unido.org/resources-evaluation/evaluation-resources>.
- UNIDO Quality Assurance Framework
- UNIDO MTE Report Template (attached)
- UNIDO [2019 Policy on Gender Equality and the Empowerment of Women](#) and [Strategy for Gender Equality and the Empowerment of Women, 2020-2023](#)
- https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.56.03.Rev_.01_Policy_on_Monitoring.pdf
- https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.ME_C56_02_Rev01_GEF_Evaluation_Policy_June_2019_0.pdf
- [OECD-DAC Glossary of Key Terms in Evaluation and Results Based Management \(2010\)](#)
- [UNDG Results-based management handbook](#)