

**Accelerating Sustainable and Clean Energy Access Transformation**

**(ASCENT)**

**Market Assessment of Productive Uses of Renewable Energy (PURE)**

**Terms of Reference**

**2025**

1. **Background**

**COMESA and The World Bank are collaborating as part of the Distributed Access through Renewable Energy Scale-Up platform (DARES) initiative and through the Accelerating Sustainable and Clean Energy Access Transformation (ASCENT) Program to accelerate the pace of electrification in Africa to achieve universal access by 2030.** Distributed Renewable Energy (DRE) is the fastest and most cost-effective mechanism to accelerate clean electricity access on the continent. While DRE is now attracting private sector financing, this support is not at the scale that is needed. DARES will work with governments and the private sector to expand DRE investment.

**DARES leverages World Bank, MIGA, and IFC expertise to create a joint cross-sectoral approach to develop innovative financial and de-risking instruments to be rolled out at a regional level.** The platform also provides for significant technical assistance for governments and the private sector and differentiated approaches consistent with unique country contexts and markets. A key goal in this respect is to tackle barriers to private sector participation to give countries in sub-Saharan Africa (SSA) the ability to mobilize DRE systems faster, while making them, greener, more resilient, and inclusive. DARES has five core areas: 1) mini-grids, 2) off-grid solar markets, 3) systems for schools and health facilities, 4) solar irrigation and cold chain for farmers, and 5) innovative business models to displace diesel generation and improve access reliability.

**In COMESA, DARES is being implemented through projects such as ASCENT.** ASCENT is a $5 billion, 7-year energy access project covering 20+ countries and aiming to reach at least 100 million people with new access by 2030.It will be implemented via three Pillars, which provide a comprehensive ‘menu of options’ to meet each country’s individual needs, enhanced by regional facilities: (i) energy access acceleration platforms to set comprehensive frameworks for energy access expansion, harmonize policies and regulations, align approaches and pool procurements, mobilize funding, monitor results, promote knowledge exchange and build skills; (ii) investments in grid connections through grid densification, extension and reinforcement, including targeted support to strengthening utilities to increase reliability and affordability of service; (iii) investments and private capital mobilization to scale up distributed renewable energy (DRE), including mini grids, off-grid solar systems, productive uses of energy, electrification of public institutions, grid-edge innovations, as well as clean cooking solutions.

**Through these initiatives and many others, the World Bank seeks to promote the productive use of renewable energy (PURE), defined as the use of electricity from renewable sources in any income-generating activity that produces goods and/or services, thus contributing to local economic growth and to the improved economics of energy systems. As part of this effort the World Bank has provided funding to COMESA to support it’s own efforts to scale up energy access and PURE.** PURE generates revenue for users, contributing to socio-economic development as well as climate resilience, adaptation and mitigation goals. Over time, PURE is linked to productivity and income growth, the emergence of new enterprises, and increases in household purchases of time- and drudgery-saving appliances, all of which boost quality of life as well as electricity consumption. Well-being is further bolstered as households benefit from the improvements in health and education made possible by electricity, creating a virtuous circle[[1]](#endnote-2). PURE also stimulates electricity demand, increasing revenues for mini grid developers and improving the viability of mini grid business models. Increased electricity demand could allow for potential tariff and subsidy reductions over the longer term.

**Agriculture and Food PURE is a key focus area, given that the agriculture and food sector employ more than half of sub-Saharan Africa’s workforce today.** Key sectors include farming, livestock, fishing, value chain development and input-outputs markets. Alongside accelerating productivity, value addition, income generation, food security and resilience, PURE has the potential to unlock significant reductions in pre- and post-harvest losses, food loss and waste. Africa suffers from some of the largest levels of food loss and waste in the world, leading to dramatic loss in revenue potential and nutritional value alongside simultaneously leading to high GHG and high GWP emissions from rotten produce. While agriculture is the focus of economic activity of rural Africa today, over the 20+ year lifetime of a mini-grid, economic diversification will take place. ASCENT will also delve into this question by looking into what additional promising technologies and business models that currently exist, or could be utilized in communities across the continent. Furthermore, look at common “anchor client” businesses outside of agriculture that have meaningful potential for replication and scale, as well as other rural businesses including shops and small businesses.

**COMESA and the World Bank are seeking to scale up PURE in both mini-grid and off-grid settings.** In mini-grid settings, the uptake of productive uses directly benefits mini-grid developers through higher sales, better use of assets, and greater efficiency of generation operations. This has been done both by mini-grid companies diversifying away from selling only kilowatts to offering broad spectrum of other paid services (water purification, internet, ice, milling, etc), and by helping their energy customers access electrical appliances either by offering them electronics themselves, or by partnering with supplier and microfinanciers to do so. In off-grid settings, the main PURE products consist of solar PV panels, batteries (electro-chemical or thermal in the case of some cold storage applications), and storage systems that are bundled with specialised appliances and machinery, such as pumping and irrigation systems, cold storage or ice production units, milling machines, and others in the agricultural value chain including horticulture, floriculture, dairy, etc. Such technologies can enhance productivity and drive sustainable economic growth in off-grid and underserved regions.

1. **Objective**

**There is a need to better understand the expanding range of PURE applications and business models relevant to mini-grid companies, to the off-grid energy sector, and to the smallholder farmers and micro, small and medium sized enterprises (MSMEs) they serve. These must be analysed in terms of market readiness, potential business models, most appropriate financing mechanisms, other support needs, the gender disaggregated benefits and challenges associated with scaling PURE, and socio-economic benefits and risks.** The proposed assignment aims to fill knowledge gaps on current and probable future uses of PURE technology in COMESA. The assignment is to identify the major barriers as well as the pre-conditions for success across key building blocks of the enabling environment for PURE markets in the following areas:

* End-users, products, business models, market barriers and solutions in a more in-depth manner than previous PURE market assessments have done;
* Analysis of the most promising technologies and business models, focusing on 'quick wins' for mini-grids and off-grid solar - those with the highest potential for broad replication and scale across different end-use cases, value chains, and country contexts.
* In-depth recommendations regarding the interventions needed to enable these technologies and business models to scale - particularly around access to finance, technical assistance, and consumer awareness/support.

**A PURE market assessment, consisting of a series of eight country-level reports and one regional report covering COMESA, are needed to look across the energy, water and agriculture and food sectors as well as looking into cottage industry and vocational opportunities, to inform the design of cross-sectoral PURE interventions at both national and regional levels.** These interventions will be designed and implemented by multiple government agencies and development banks at national and regional level, with intensive support provided by World Bank teams consisting of multiple World Bank Global Practices (GPs) and/or member organisations (such as IFC and MIGA).

**The assignment will develop a series of market intelligence** studies covering select COMESA countries and one covering COMESA itself. There will be one regional assessment for each region, approximately 20 pages each and four country-level assessments in each region (eight in total) of approximately 20-30 pages each, plus executive summaries of all, slide deck summaries of all, and excel databases of companies, market analytics, etc. The countries to be analyzed are: DRC, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Uganda. and Zambia

The assignment is managed by COMESA, with support from the World Bank ESMAP Lighting Global, Improving Livelihoods and Human Capital (ILHC) and Efficient Clean Cooling teams. It will be implemented in close coordination with colleagues from Energy, Agriculture and Food and Water. Country-level market assessments will be developed in close coordination with colleagues working on the design and implementation of relevant energy, agriculture and water sector programmes, as well as other teams in each country, with a view to identifying specific opportunities for cross-sector collaboration to advance PURE.

Building on the learnings, methods and examples outlined in the 2023 World Bank publication “[Accelerating the Productive Use of Electricity](https://www.esmap.org/Accelerating-the-Productive-Use-of-Electricity)” the objective is to support the World Bank and its government counterparts in developing programs that accelerate uptake of PURE, by undertaking ecosystem assessments in line with the aforementioned reports, on:

1. **Stakeholder mapping –** who are the key players, both existing and missing, in PURE ecosystems today? Including end-users as well as key market players - to understand the current capabilities, priorities, activities, lessons learnt and future plans of other actors in the sector as well as potential partnerships.
2. **Policy, planning and regulation –** what exists today and what is needed to support PURE sectors, not only in energy but also in agriculture and water.
3. **Technologies, products and services –** a review of existing technologies available in the region /country and those that may be beneficial but are not yet present or present at scale, and what adoption barriers may exist that need to be paid attention to, including technical support / repair availability in country.
4. **Market size and scope -** Understanding and estimating the size of the current and potential regional and national markets for mini-grid powered and standalone PURE.
5. **Market Barriers** – Conducting an identification and analysis of the main barriers and opportunities / recommendations to accelerate and sustain market growth.
6. **Business models -** Identifying high-potential mini-grid, off-grid solar and other PURE business models (including those not currently present such as needed service providers, etc), value chains and productive use applications in specific geographies, and highlighting those with the most potential for replicability and scalability across different geographies and use cases, including potential investment opportunities across private, public and public-private stakeholders in line with the sector’s absorptive capacity;
7. **Access to finance and support –** consideration of what kind of money is currently available to what kind of PURE endeavours, and what the major opportunities, barriers and potential quick wins or levers of change donors and investors should be considering to accelerate progress.
8. **Just transition** – Analyse what could be the disproportionate impacts of the transition on men and women and recommend potential opportunities for women in the DRE sector. Expand the analysis to capture potential environmental and social risks of PURE applications and the existing capacities within AFE & AFW countries to deal with these risks?
9. **Recommendations –** the World Bank is looking to facilitate “quick wins”, large catalytic changes, using least cost options. The report would identify key PURE technologies and the financing (comprising investment costs and subsidy levels) needed to scale them up in the region. These should come out clearly in each of the regional and country level reports, as well as rationale and identification of key players needed to bring these recommendations to life.

The report should provide in-depth recommendations regarding interventions needed to enable these technologies and business models to scale - particularly around access to finance, technical assistance, and consumer awareness/support.

1. **Scope of Work**

The work will be divided into three main phases, 1) creation of a detailed inception report focused on the methodology for regional and country-level PURE ecosystem and market potential assessments; 2) development of eight draft country-level reports to submit for peer review, 3), development of a draft regional overview report to submit for peer review; and finally 4) an update of all reports to reflect final results. Please note that while most countries will require in-depth and on the ground research, we expect the assessments for Kenya and Nigeria to be desk-based, using the extensive literature and research already undertaken, plus expert interviews, publicly available information, and other sources to be enough to complete those national assessments. The consultant’s budget should reflect this differentiation.

* 1. **Inception Report**

Following initial consultations with the project team and initial data-gathering, the Consultant shall develop an inception report detailing how the consultants propose to approach and complete the assignment.

Deliverables: 1) Draft inception Report; 2) Final inception report.

* 1. **Methodology Report**

Once the planning for the project is complete, the consultant shall prepare a methodological report covering both the regional and country-level PURE ecosystem and market potential assessments, ensuring standardisation and consistency in the key areas noted above, including but not limited to the following:

1. **Stakeholder mapping** – establish a process for comprehensively surveying and engaging the various stakeholders in the ecosystem to ensure both that a full picture of the context is provided and also that a fair and balanced view of various players’ roles and potentials is presented. Establish an analytical frameworks customer for demand, affordability and awareness assessments of PURE technologies and businesses;
2. **Policy, planning and regulation –** establishing analytical frameworks for assessing enabling environment factors, policy appropriateness, including import/export policies and regulations, implementation capacity of governments across key sectors (energy, agriculture, water, MSMEs..), quality assurance, circularity, regulatory appropriateness (are they facilitating or blocking progress); and impact of taxation/duties;
3. **Technologies, products and services -** establishing analytical frameworks for PURE technology appropriateness, business model evaluation, input-output market analysis, value chain analysis, end-use case assessments; resource availability assessments (e.g. surface water for irrigation, average solar radiation for off-grid solar, crop diversity);
4. **Market size and scope -** establishing analytical frameworks for scenario building on possible market trajectories based on different levels funding and support (see market sizing methodology developed for the Off-Grid Solar Market Trend Report);
5. **Business models –** establishing analytical frameworks for surveying and evaluating business impact and scale potential, appropriateness for addressing major market gaps (manufacturing, export readiness, service providers), etc;
6. **Access to finance and support -** establishing analytical frameworks for assessing financing needs, accessibility, appropriateness of what is in the market today.
7. **Market Barriers –** establishing a process for both identifying and ranking barriers in order of urgency / importance to address.
8. **Just Transition -** To establish a comprehensive baseline and analyze the barriers, as well as the disproportionate impacts of the transition to RE on men and women, in order to identify potential opportunities for women. This includes recommending strategies to support women's reskilling and increased representation in the DRE sector
9. **Recommendations** – the objective should be to make recommendations aimed at “quick wins”, large catalytic changes, and least cost options. An overview of the methods used to determine how recommendations were determined to fit these criteria should be provided.

In addition to the above, the report shall include data sources and publications that the Consultant plans to utilize as part of literature review; b) the stakeholders the Consultant plans to interview c) an outline of what the country reports and the regional report will cover; and d) workplan and timeline. This level of detail at the outset is required to enable direct comparison of countries and contexts, the integration of other findings from other reports, and for replication in future in additional markets. The inception report will be drafted and submitted for review. It will then be finalized incorporating Any comments received from the World Bank team.

Deliverables: 1) Draft methodological Report; 2) Final methodological report.

* 1. **Country Market Reports**

The reports are expected to comprehensively cover both national PURE ecosystems, as well as the highest-potential community income - and mini-grid income – generating technologies, business models, and end-use cases in specific value chains. They should also cover opportunities for smaller scale off-grid solar PURE technologies. These reports should build on the research and stakeholder consultations carried out by Dalberg under the World Bank’s new Powering Agriculture Challenge, the World Bank’s Accelerating PURE report, and NEFCO’s Scaling Productive Use of Energy Solutions in Sub-Saharan Africa.

The consultant shall undertake a literature review and stakeholder consultation exercise involving interviews with at least 10 stakeholders per country. The purpose of the literature review and stakeholder consultation will be to understand the current and potential DRE markets in each country, the key stakeholders, missing players, and main market barriers. This will inform recommendations regarding how projects can be designed to address market barriers, bring in any needed players and accelerate the uptake of PURE best-practice into World Bank programs.

Following completion of this initial market scoping and analysis, the firm will present initial findings to the World Bank team. This meeting will provide an opportunity for feedback and guidance with regards to how to focus the study’s final market scoping and analysis, and the drafting of the report. At this point the World Bank team will instruct the firm to ‘zoom in’ on specific technologies, value chains and end uses or may decide to keep the scope of the study broad. The firm will keep key stakeholders, such as World Bank project teams in individual countries, informed of progress throughout to take steer and ensure the final market assessments are as useful as possible to them in the design of future projects.

Each country report is expected to include the sections noted previously, which are detailed below. Note the regional level report will also follow the same structure. Rather than repeating the same information twice in this ToR, we have provided full details here in the country section that should be used for both country and regional level report, and where nuanced differences are expected we have added detail in the next section on the regional level report. The reports structures should be as follows:

**1. Stakeholder mapping: This section should outline the main players in and around the PURE space and related key sectors (agriculture, energy, water, climate, finance and technology, etc).** There is a need to understand players and their existing relationships with other stakeholders in the sector, including the identification of missing market actors / services / coordination in the value chain.

* **On the private sector side**, there is a need to understand the kinds of organisations that could: a) encourage and educate farmers, farmer groups / cooperatives, household businesses and (M)SMEs to adopt PURE technologies; b) aggregate farmers, pastoralists and producers and invest in PURE on their behalf, or in order to offer them PURE as a service; c) support farmers, pastoralists and producers in adapting their business models and agricultural practices to maximize impact of PURE. Such stakeholders could include cooperatives, agribusinesses or other actors in agricultural value chains. There is a need to understand the full range of stakeholders involved in input-output markets – supplying inputs and services to farmers and SMEs, and buying from them, in high-potential value chains to identify potential customers and partners to work with to promote PURE.
* **On the government side**, there is a need to better understand the work of government ministries and departments - such as the Ministries of Energy, Water, Agriculture (including extension service structures of MoA), Finance, Agriculture Development Banks, Microfinance Institutions, and Development/Rural Development – in relation to PURE, and to explore the potential for collaboration and partnership.
* **The same is true for aid agencies, foundations and their implementing partners**, which could help to address critical market barriers, overlaps or bottlenecks through their programmes. It will be key to understand if there is any donor coordination and in how far they engage with the private sector in programme design – both of which can be challenging in the PURE space due to its breadth across numerous typical sectors and areas of donor support.
* **Customers:** This section should present a detailed analysis of demand and identify key customer segments, be they individual farmers or small business owners, or aggregators and exporters, middlemen through which PURE companies could reach large groups of end-users such as cooperatives or agribusinesses. More detail into customer views, needs, preferences will be key to building full understandings of PURE markets, hence this segment will need more research than most:
  + There is a need to understand current levels of knowledge awareness, and training around PURE technologies, and the business case for adopting PURE for them.
  + There is also a need to understand income levels and the extent to which affordability is a barrier to market entry, as well as current access to finance and the terms on which different customer segments might be able to gain access to finance to invest in PURE.
  + There is a need to understand levels of technical knowledge, skill and capacity (including financial literacy) that customers have to adapt their business models, in order to capitalise on PURE technologies and services to boost productivity and revenue and thus maximise ability to repay loans, as well as to operate and maintain systems over time, and get their outputs to market at a fair price.
  + Furthermore, previous experiences with and preferences for the products and their perception of the value/importance (i.e., is there some degree of market spoilage occurring?) will be key.
  + What “quality” means to customers in the context of the particular product category
  + The performance and features that are important to them for each product category
  + What information they need to make a informed purchasing decisions (should be on a per-category basis)
* **Civil society organisations** might also have an important role to play, particularly in awareness creation and programmatic implementation activities.
* **Partnerships and partnership potential**: The market assessments will need to identify high-potential partnerships and make recommendations regarding the interventions needed to broker, de-risk and establish these partnerships.

**2. Policy, planning and regulation: This section should evaluate what if any government plans and actions are directly or indirectly aimed at the PURE space, and what may be missing.** This would include any work the government (energy, water, agricultural, rural development, environment etc) has done thus far aimed at areas targeted for research, electrification planning and targets, rural industrialization, local value addition to agricultural raw products, formalization of agro value chains (latter one e.g. in the dairy sector etc.), promotion of export of agricultural products, tax/duty policy affecting PURE technologies and businesses, carbon policy/regulation, circularity/e-waste management policies, strategies and regulations within the RE value chains and any sector or use-case specific energy tariffs.

**3. Technologies, products and services: This section should look at what PURE products and services (PURE as a service, end-user finance, training, etc) exist in the market for mini-grids and off-grid solar, and what is missing in different contexts and areas.** The aim of this section is to give a comprehensive look at who is doing what. It should look both at private players but also be aware of actors such as NGOs, development institutions, and others working on PURE, and what may be missing – e.g. access to markets (including exports), pathways to scale, etc.

The reports are expected to cover irrigation (2-3 types), refrigeration (2- 3 types) and agro-processing (2-3 types), and other technologies / businesses on the mini-grid side (circa 4-6 types – e.g. carpentry, welding, animal husbandry, entertainment, commercial cooking, retail / kiosk shops) that will be fundamental to growing the sector sustainably. The precise breakdown by country should be suggested by the consultant during the drafting phase, and confirmed by the Bank team. The analysis should have a specific focus on various scales of each technology, looking at smallest-scale individual leasing and ownership, to small commercial and community scale models of each and their various ownership structures (cooperatives, SMEs including mini-grid companies).

**4. Market size: This section should estimate the overall size of the current PURE market in the research geographies, what products and services are being sold, in what volumes and at what prices.** It should give an assessment of the level of quality in the market (including the extent to which products/components meet IEC and other internationally recognised quality standards) and analyse the relationship between quality and price, product availability and customer awareness / demand. For each of the main productive use categories (e.g. water pumping, refrigeration and milling), it should identify the main value chains and markets being served.

**Market size subsections on:**

* + **Potential and addressable market size/scope**
  + **High-potential value chains and productive use applications and market potential growth of these**
* **Potential market: This section should dive deep into specific value chains of each country, reflecting current and potential future predominant forms of economic activity around each country, using cost-benefit analysis and basic modelling of business financial viability / investment attractiveness.** On the cooling side, value chains might include dairy, milk, meat or fish, alongside higher value crops or those that require longer term storage. In agriculture there might be opportunities for irrigation in sectors such as maize or other staple crops, coffee, horticulture or livestock. In agro-processing there might be opportunities for milling, threshing, drying or grinding. In commercial sectors there may be opportunities in retail (e.g. cold drinks, chilled/frozen food) and service sectors (e.g. internet hubs. restaurants, hotels, tourism).
* **Potential vs Addressable markets:** This section should look at what percentage of the potential market willing, affordable, and addressable today, and what could it be with the correct market support / incentives. It should contrast price points of PURE products, systems and services with local incomes, analyse ability and willingness to pay based on stakeholder interviews (done carefully as results are often inaccurate), look at how financing options influence access to PURE today, and how subsidy/support could improve this.

**High potential value chains: This section should analyse where the gaps between the potential and addressable markets are smallest and easiest to close, and look at potential options for achieving dramatic improvement, quickly, in these high potential areas.** It should be noted that high potential may mean – but does not have to mean – high value. High potential can include high potential in terms of commercial viability, high potential for job creation, high potential for improvement of energy economics, high potential for income generation, or all three. Elements to consider in this section:It may be easier to promote PURE in a given value chain if end-users are already aggregated through input providers, off-takers, cooperatives or agribusiness that PURE suppliers can partner with to reach large numbers of end-users. It may also be easier to promote PURE in each value chain if there is an opportunity for agriculture and energy sector programmes to work together to provide financing and technical solutions to farmers and PURE suppliers in parallel.

* **Potential Market Growth Scenario: This section should estimate how much PURE markets could grow if these high-potential opportunities were taken advantage of over the next 3-5 years.** It should describe how the private sector would need to evolve in terms of number of companies, size of companies, geographical reach, products & services offered, and financing offered to meet demand. It should also estimate the level and type of financing (public sector infrastructure investment, end-user subsidy, grant, debt, equity, carbon) the sector would need to achieve the expected growth rate. It should furthermore advise on the interventions needed to unlock the required investment. Analysis of payback periods should help to determine the appropriate mix of results-based and working capital financing needed at end-user and company levels as well as consumer financing to accelerate market growth, whilst using public funds as efficiently as possible and achieving sustainable PURE access outcomes.

**5. Business models: This section should present a detailed analysis of the main typologies of mini-grid, off-grid solar and other PURE business models being used by companies to serve different customer segments in the country, including how they design their product, raise awareness, approach sales & marketing (including marketing channels to identify promising customers and pricing/ revenue streams), logistics, distribution, customer financing and after-sales service, and what their main challenges are.** It should also look at typologies of technical elements such as system sizing and design, installation, maintenance, repair, after-sales service, warranties, repair, recycling or disposal. Areas of interest include the timing and frequency of payments made if products are paid for over time or accessed as a service, and what, if any, aggregation of end users is taking place to secure sales. An assessment of the position and role of women in the value chain, both as customers and employees, should also be included.

These should not be exhaustive but focus on “most scalable” potential models. How most scalable is defined can be further clarified in the inception phase but would include: potential for the most customers across multiple geographies; potential customer densities; commercial viability of projects, economies of scale; need for donor support; and reliance on other market players (technology companies needing distributors, distributors needing end-user financing, more advanced applications requiring TVET or other training, etc). This should include consideration of players – or potential players – working on “multifunctional platforms” such as agro-processing, vocational, or other grouped commercial activities.

All models (not companies) reviewed for the reports should include high-level SWOT analyses to facilitate ease of understanding and comparability regarding the main reasons for their inclusion in the report as well as the main challenges they face in enabling the "virtuous cycles of development spurred by productive-use programs” outlined in the Accelerating Productive Uses of Energy report. Furthermore, for technologies and models selected for the mini-grid components of the report, the potential “productive impact” of each should be evaluated in terms of impacts local income generation and job creation, as well as their impact on the financial viability of mini-grids via increased kWh sales or alternative revenue streams (community water / ice / cold storage services owned by the mini-grid company).

**6. Access to finance and support: This section should estimate the level of financial and other support that has gone into each country’s PURE sector to date, including the type of investment / support as well as sources.** It should present both company and donor / investor perspectives on the sector and compare the type of capital available in the market (is commercial capital already investing, why or why not?), ticket size and terms that companies would be interested in, with the ticket size and terms currently available from local and international financial institutions. It should include analysis of how companies have been funded (or not) for key activities, such as: developing market fit, innovating around challenges and opportunities, funding core activities vs project activities, etc. Lastly it should look at what forms of technical assistance and other in-kind support companies have received and in how far companies have benefited from this, and what may be missing.

**Financial risks and risk mitigation must also be explored in detail: The risks associated with investing in developing the market for PURE in a given sector or value chain should be assessed, accompanied by suggested mitigation measures.** This should include, *inter alia*: political risks (instability, lack of understanding or support for PURE, etc), technology risks (mismatch, cost, breakdown), local market risks (lack of market linkages / fair prices), macro-economic risks (currency), climate and other alternative financial risks, environmental risks (weather/climate related), end-user risks (lack of awareness, understanding), and PURE business risks (lack of skilled labor, product-market fit). These should be developed for each value chain / business case analyzed.

**7. Market barriers:**

* **Customers - Focusing on high-potential productive uses in specific value chains, this section should analyse the key barriers to market growth at customer, PURE supplier, market and policy levels.** For the identified customer segments, there is a need to understand current levels of awareness and training around PURE technologies, and the cost-benefit of investing. There is a need to understand the gap between access to finance and currently available finance, which would be needed to enable a PURE investment. There is also a need to understand the capacity gaps which would need to be filled if customers are to secure the savings or additional revenues required to ensure loan repayment, or continued use of a service. There may be other customer-level barriers in addition to consumer awareness, access to finance, and capacity to successfully integrate PURE technologies into business models. If so, they should also be included and analysed. While this section can mention more macro issues such as poor infrastructure, mobile money penetration, etc., it should focus more specifics that could be addressed through market development programs rather than general challenges.
* **Suppliers - there is a need to understand what is holding back business growth.** The gap between available finance and finance required needs to be clearly articulated and understood. There may be capacity-building needs relating to areas such as project development, business plan development, governance or financial management that would need to be met in order for companies to become investment-ready. There may also be other capacity building needs if companies are to successfully scale up relating to areas such as salesforce training, technical capability, marketing, logistics, consumer financing, operations or HR. Poor quality services from PURE companies – in areas such as system sizing and design, installation, maintenance, warranties, repair, disposal or recycling – may be undermining consumer confidence and holding back demand. Crucially – there is a need to understand what level of customer density and average revenue per customer is needed to cover the high costs of sales and after-sales service needs. The consultant should assess the level of competence/skill in the labour force for companies to build sales, marketing, installation, maintenance and after-sales service capacity – and identify key capacity building needs especially in remote rural areas with very nascent markets. This also needs to include guaranteeing timely access to spare parts or replaceable items, such as the refrigerant gases which are essential components for smooth operation of the PURE.
* **Broader local market barriers** must also be considered including: logistical and distribution challenges, broader national or local and markets for value added products, local producers (agricultural, vocational, etc) attention to quality and quality standards which may support or hinder sales and value addition, power relations between buyers and sellers of local outputs, access to international markets, need for B2B matchmaking support etc.
* **Access to finance -** Building on previous sections analysing current access to finance and looking at the potential market from an investor perspective, it will be important to analyse the key barriers preventing PURE businesses from being able to access finance. For example, financial institutions may have a limited understanding of PURE technologies and models, and the business case for adoption of PURE technologies or the sector’s long-term growth potential. For example, mini-grid investors already find the basic mini-grid model complex and risky, by adding additional services such as internet, water/ice provision, companies may be adding revenues but in a way that complicates their investment cases. There may be other constraints relating to liquidity, collateral requirements, minimum ticket size or risk appetite.
* **Policy and regulation - finally, at policy level there may be other key factors preventing market growth.** For example, taxes such as VAT or import duty may be significantly increasing the cost of PURE products rendering them unaffordable to customers. Poor quality products/components, standards or lack thereof, may be undermining confidence in, or demand for, PURE technology.

**8. Recommendations:** This section should make recommendations with regards to how best to accelerate the growth of the PURE market, with a focus on “quick wins”, large catalytic changes, using least cost options, including the rationale and key players needed to bring these recommendations to life. This should be balanced against longer term, more challenging market elements that need addressing, such as quality assurance, to build a thriving market. We expect not only obvious points about catalyzing investment and policy change but also on areas such as building consumer awareness and demand, improving access to finance and PURE for customers, overcoming PURE distribution challenges, breaking down broader market barriers, and meeting the training and support needs of all stakeholders to maximise the impact of PURE investments.

Recommendations should wherever possible be grounded in best practice from previous initiatives to support the PURE sector in other countries, drawing on recent reports noted previously. Where best practice does not exist given the market’s stage of development, innovative approaches should be proposed, supported by a clearly articulated rationale. Throughout the recommendations, the consultant will consider: a) how to maximise the participation of women and other excluded groups in all interventions as entrepreneurs, employees and customers; b) what strategies might be deployed to reach the most remote areas and lowest income households and SMEs; potential delivery and financing models for fragile, conflict-affected and vulnerable (FCV) or humanitarian settings; innovative solutions to end-of-life management including the development of both in-house and third-party repair services. Recommendations subsections should include:

* **On the customer side, the recommendations should consider the kinds of interventions most likely to succeed in addressing consumer awareness and demand, access to finance and training or support needs – for each technology / business model analyzed, from a gender disaggregated perspective.** On consumer awareness and demand, there may be a need for further data gathering around the payback periods and cost-benefit for end-users or adopting PURE technology. This evidence gathering could inform messaging, which could be communicated through different channels, such as ‘above the line’ or ‘below the line’ public awareness campaigns. Regarding customer access to finance, it may make sense to work with local financial institutions and MFIs, to train them in PURE technologies and small business and loan management, and potentially de-risk them to build new portfolios of lending to PURE customers. There may also be a role for PURE suppliers to sell PURE systems on credit, partner with microfinance entities, or sell access to PURE as a service. Regarding customer training and support, it may make sense to work with different stakeholders that are already working with farmers, in different ways, so that they are able to support them in adapting their business models or partnering to allow PURE players to only sell, and existing trainers to carry on doing the training. This must also include an assessment of repairability and end of product life / recycling and waste management in country as well.
* **For PURE suppliers, there may be a need to support technological and business model innovation, or to encourage the adoption of emerging technologies in areas such as remote PURE usage and business trainings, systems monitoring or mobile payments.** The consultant will describe and explore the role of non-standard market players in the PURE market, such as pay-as-you-go (PAYG) companies, existing microfinance players who could be encouraged to finance or partner on PURE technology, and mobile phone companies, etc., their geographic spread and interest in partnerships. Existing PURE suppliers are likely to require considerable technical assistance and capacity building support, if they are to develop new innovative business models or scale up existing businesses to meet increased demand. This could be provided through workshops, one-to-one business mentoring and coaching, or through provision of resources and toolkits online. Regarding access to finance, PURE suppliers are likely to require particular support in order to become investment-ready, in areas such as governance, financial management and accounting, and business systems and processes. There may also be underlying capacity needs around salesforce or technical training, and enhancing business performance in areas such as sales, marketing, distribution, logistics, maintenance, repair, warranties, recycling and disposal. All of this should consider the gendered elements of PURE business as well from the supply side: women in leadership and management, ease/difficulty of female-led businesses to attract funding, etc. Finally, there may also be a need to develop a strategy for attracting new international businesses, with innovative PURE technologies and business models into some countries, in addition to supporting companies already active in a given country.
* **For the financial sector, there may be a need to improve liquidity, and/or provide de-risking mechanism to reduce credit risk, in order to incentivise financial sector institutions to begin or increase lending to PURE customers or suppliers.** Recommendations should be made, regarding how to bridge the gap between the rates, terms and collateral requirements acceptable to PURE customers and distributors, and those currently available from financial institutions and from PURE financiers. In many markets microfinance loans are not reported into credit reference bureaus, so little financial information or history exists around the low income, often unbanked customers PURE sectors likely target. The financial sector therefore often has a high perception of risk for several reasons, including, a limited understanding of the potential savings or increases in revenue that customers can achieve when they adopt PURE, limited familiarity and quality of equipment, and a limited understanding of the current business models of PURE suppliers. If this is the case then awareness-raising, training and technical support to financial institutions may be required to assist them in accurately assessing risk going forward. Finally an assessment of the appropriateness of carbon credits to support various technologies’ roll out, and the market readiness for carbon credits must be assessed.
* **Policy and regulation -** The study will likely identify barriers around policy and regulation, broader market gaps, if/how quality assurance, e-waste and other environmental and social risks, and carbon policy should be established or improved for key product categories. Recommendations should be made regarding how these might be improved or addressed.
* **Collaboration** - finally, based on the stakeholder mapping, recommendations should be made regarding the roles of different stakeholders in the sector, potential partnerships, and mechanisms for stakeholder coordination, which could improve the chances of successful design and implementation of a sector-wide approach to supporting PURE.

Following the drafting of the reports will present initial findings to the World Bank team. At this point the World Bank team may instruct the firm to ‘zoom in’ on particular areas most relevant for future programme design, or again may decide to keep the scope of the study broad. The consultant or firm will be expected to finalise the study in line with guidance provided through the two presentation meetings without requiring a revision to the agreed budget for completion of the work.

Once the initial drafts are submitted it will be reviewed by the World Bank project team. Depending on the quality of the initial draft, the toolkit may require two or three rounds of feedback from the project team before it is approved for internal peer review.

Deliverables: 1) Draft template report on one country developed at the same time as a draft regional report for initial process and quality review and approval; 2) Suite of all remaining draft country reports delivered together for review; 3) Provision of all key raw data such as lists of stakeholders, interview templates, calculations behind conclusions that may be presented on aspects such as market sizing or financing mechanisms and related information; 4) final reports updated and revised after peer review process; 5) Multiple internal (World Bank) and government presentations to present and validate draft reports (both regional and country level), and 6) multiple public facing webinars to present and validate each report, 7) various more “digestible,” easy to understand summary products, such as infographics, two-page key takeaways, short videos etc. overviewing the main findings, their rationale, and what is needed to achieve radical progress.

* 1. **Regional-Level Report**

At the same time as the country reports are being drafted, the consultant will begin working on the regional report to be completed alongside the country reports. It is expected to dive much deeper into the potential for creating regional markets and eco/support systems. This will include considerations of multilateral regional and international organizations, movement of goods and people, any companies that already have regional presences and what has pushed/pulled them, among other considerations. It is clear that there very few, if any truly regional markets for PURE appliances. Rather, there are very nascent and disjointed national markets that are likely far from being harmonized or aligned more closely on a regional level. Mirroring the country reports, the regional reports shall contain sections on the following:

**Stakeholder Mapping** should consider: regional organizations that operate across multiple countries within the region, such as regional development banks, regional economic communities (e.g., COMESA, ECOWAS, EAC, African Union), and transnational companies and NGOs, and other relevant organizations such as industry bodies (e.g. GOGLA, ARE, AMDA, the African Forum for Utility Regulators [AFUR], Association of Power Utilities of Africa [APUA], African Association for Rural Electrification [CLUB ER, etc); cross-border stakeholders including: regional power pools in so far as they are relevant, regional donor or other programs and initiatives; and any inter-regional collaboration, including identifying stakeholders that facilitate cooperation between countries within the region.

**Policy, planning and regulations** should consider: regional policies and regulations that apply across multiple countries within the region, such as regional energy policies or trade agreements; harmonization efforts to streamline regulations, policy and standards across the region; and regional planning initiatives that impact energy infrastructure and PURE.

**Technologies, products, and services:** should look at regional technology trends, are promising technologies, prevalent, emerging, or missing across the region or are some countries missing out (and for what reasons?); shared solutions: are there technologies, products or services that are being adopted regionally, facilitating economies of scale and/or building regional supply chains? If not, again what is missing?

**Market size and scope** should consider: regional market potential, considering cross-border opportunities and regional integration in the short, medium and longer terms; comparative market analyses of various markets in the region looking at enabling environments, investment attractiveness, skilled labor availability and other key indicators; and aggregated regional data present a regional overview of market size and scope.

**Business models** should consider: regional scalability of businesses and business models, looking at readiness, appropriateness, and other key factors for assessing whether various models are scaling or may be able to scale internationally; cross-border ventures that facilitate cross-border trade and investment; and lastly should highlight regional adaptations looking at how business models are adapted to regional contexts and opportunities.

**Access to finance and support** wouldconsider: regional financial institutions such as development banks, commercial banks and regionally focused investors; cross-border financing if such support is available; and regional programs and initiatives that provide financial support for PUE.

**Market Barriers** should look at: common barriers affecting multiple countries within the region, such as trade restrictions or regional regulatory issues; compare differences between countries within the region, and any challenges that arise from regional dynamics, such as infrastructure connectivity, regional policy coherence, or implementation challenges of existing policies.

**Recommendations should consider**: guidance that that applies to multiple countries within the region and support regional integration and collaboration; cross-border solutions that facilitate cooperation and that leverage regional synergies; and realistic regional policy or programs which could enhance regional market conditions for PUE.

Following the drafting of the reports, the consultant will present initial findings to the World Bank team. At this point the World Bank team may instruct the firm to ‘zoom in’ on particular areas most relevant for future programme design, or again may decide to keep the scope of the study broad. The consultant or firm will be expected to finalise the study in line with guidance provided through the two presentation meetings without requiring a revision to the agreed budget for completion of the work.

Once the initial draft report is submitted, it will be reviewed by the COMESA and World Bank project teams. Depending on the quality of the initial draft, they may require two or three rounds of feedback from the project team before being approved for internal peer review.

Deliverables: 1) initial literature review and stakeholder consultations completed; 2) presentation of findings to World Bank team; 3) additional literature review and stakeholder consultations completed. 4) draft reports are completed and submitted for review, 4) after the draft is approved, a revised, final version of the regional reports will be submitted after all country reports have been finalized, 5) various more “digestible,” easy to understand summary products, such as infographics, two-page key takeaways, short videos etc. Overviewing the main findings, their rationale, and what is needed to achieve radical progress.

* 1. **Internal Peer Review**

The World Bank project team shall organize a steering committee that will include both World Bank and IFC representation, and an internal peer review process based on the revised deliverables received under 3.3 and shall forward the comments received to the Consultant. The internal peer review process will have two stages: quality enhancement review (QER) and Decision Meeting (DM). Peer reviewers will provide comments on the toolbox during both stages. The Consultant will discuss and agree with the project team how best to incorporate comments. The Consultant shall then make further revisions to the deliverables to take account of any comments received and shall summarize the comments and changes in a Comments Matrix. The project team will then review how comments have been incorporated and ensure responses in the Comments Matrix are satisfactory before approval.

The Consultant will be responsible for professional copy editing and should include this in the technical and financial proposal. The World Bank shall then separately commission a design firm to prepare the report and scope of work documents for publication1. The Consultant shall support the copy edit and final design process by engaging directly with the appointed firm, providing clarifications, corrections and illustrations as needed.

Deliverables: i) Revised and final market assessments and Comments Matrix following WB peer review; ii) Inputs into the copy edit and final design process.

* 1. **Publication and Launch**

The Consultant shall prepare a PowerPoint presentation, covering the country-level market assessments as well as the regional assessment, for review and approval. Once this is approved they will participate in up to three webinars where the Consultant may be asked to present the toolkit or act as discussant to share findings. Presentation of findings can be done remotely and will not require consultants to travel outside of the country where they are based.

Deliverables: i) Preparation of presentation slides; ii) Participation in up to three dissemination events.

1. **Budget and Payment Terms**

The resulting contract will be a lump sum contract and the selected Offeror will be required to complete the work for the amount of their proposal.  Offerors are requested to present, in their technical proposal, the approach and methodology for carrying out this work, a detailed level of effort chart showing their expected chronogram, time allocation and cost for the development of each of the deliverables, and any assumptions (including travel and accommodation) made regarding the level of effort for each of the deliverables and the scope of work to be fully performed.

1. **Milestones, Timeframe and Payment Schedule**

|  |  |  |
| --- | --- | --- |
| **Milestone** | **Timeframe** | **Payment Schedule** |
| **Contract signing** | | 0% |
| **Milestone 1: Inception Report** | | |
| Draft Inception Report | Month 1 |  |
| Final Inception Report | Month 2 | 20% |
| **Milestone 2: Methodology** | | |
| Draft Methodology | Month 2 |  |
| Final Methodology | Month 3 |  |
| **Milestone 3: 8x Country-Level Reports** | | |
| Draft Country Report (initial example report) | Month 4 | 20% |
| Final Country Reports | Month 9 |  |
| **Milestone 4: 2x Regional-Level Report** | | |
| Draft Regional-Level Report | Month 6 | 20% |
| Final Regional-Level Report | Month 10 |  |
| **Milestone 5: Internal Peer Review & Finalisation** | | |
| Incorporation of Comments from the Quality Enhancement Review | Month 11 | 20% |
| **Milestone 6: Publication and Launch** | | |
| Preparation of presentation slides | Month 9 |  |
| Revised and final Regional and Country-Level Reports following peer review, including comments matrix. Participation in up to two dissemination events | Month 12 | 20% |

The assignment is expected to commence in June and take approximately 12 months to complete, with roughly 3 months for methodology and 4.5 months each for the regional report and another 4.5 months for the country-level studies. However, the timeline above may vary depending on the needs of the WB team and other key stakeholders.

The consultant will be supported on an ongoing basis by the World Bank Lighting Global team (bringing in other related specialist teams across agriculture, water and cooling), with input provided on each draft section at minimum at the outset, and upon completion of the initial draft. The consultant will also be required to coordinate, and where needed work alongside, with the World Bank team throughout the process to draw on teams experience, relationships and perspectives to keep the assignment on-track, ensure time is used as efficiently as possible and draw on all relevant resources to deliver a high-quality finished product.

1. **Requirements and Special Conditions**

* This work is being commissioned by ESMAP. The contract shall be issued by the WB according to its standard terms and conditions for consultancy services[[2]](#endnote-3)
* The Consultant shall report to Aaron Leopold.
* The Consultant shall comply with the WBG’s data protection requirements[[3]](#endnote-4). Any data and information collected or received for the purposes of this assignment shall be kept strictly confidential and used only to execute the assignment as outlined in this TOR document. Only specific members of the Consultant’s team and the WB task team shall be given access to any secure web server set up for the purpose of data storage. Only select team members shall have access to confidential versions of the data with location identifiers and personal information about the respondents. Before the data is shared with anyone outside of this group, confidential information shall be removed in accordance with good practices for microdata anonymization, as advocated by the International Household Survey Network.
* All outputs intended for dissemination or publication shall be drafted in conformity with the WBG Editorial Style Guide to streamline the process of copy editing and publication[[4]](#endnote-5).
* The final output(s) under this assignment shall be submitted to the WB in an editable format in the Consultant’s standard format. The Consultant shall provide the WB with any graphics as high-resolution image files or in their source format (including charts, illustrations and photographs). Where photographs have been used, the Consultant shall seek to obtain copyright permissions for the use of the images in the published report. The Consultant will be responsible for professional copy editing and should include this in the technical and financial proposal. The World Bank shall appoint a designer, who shall use the content provided by the Consultant to produce a final report which meets the WB’s editing and style requirements. The cost of design services shall be borne by WB, but the process shall require inputs and feedback from the Consultant, in particular to respond to any questions arising from the copy edit process.
* All the outputs, data, and other related deliverables under this assignment shall become the sole ownership of the WB unless otherwise specified or agreed, and the Consultant shall not license the materials or provide them to third parties without the written consent of the WB. The consultant will need to provide the WB team with raw materials, and direct findings as well as the final report and analysis. Furthermore, the Consultant shall not post or publish (electronically or in print) any project-related information without the explicit permission of the WB.
* It is likely that all final outputs shall be published on the World Bank website in accordance with the World Bank’s access to information policies. However, this may exclude any sensitive information provided during the assignment. The Consultant may be required to sign a non-disclosure agreement with one or more Client agencies to get access to certain data.
* A high degree of flexibility shall be required from the appointed Consultant, both in agreeing the final scope of work, and during implementation. Tasks may be modified and/or curtailed according to the needs of the client counterparts.
* The Consultant is responsible for organizing all bilateral meetings, and for their own logistics in getting to/from any physical meetings.
* The Consultant shall allow sufficient budget for travel to and/or within the assignment country as needed to complete the assignment and is responsible for their own security arrangements (if needed).
* The Consultant shall, as part of the inception phase, prepare contingency plans detailing how they will implement the contracted assignment with a minimum of delay, interruption or other disruption in the event of a security or health and safety event which affect the Consultant’s ability to perform their work. The Consultant is advised to check the WBG website for guidance for vendors in connection with COVID-19[[5]](#endnote-6).

1. **Consultant Qualifications**

The consultant or firm should have at least 5 years of experience in analysing off-grid solar and agricultural value chains and markets in developing countries including Sub-Saharan Africa. They should demonstrate experience in developing sustainable and effective financial instruments and incentives to support the uptake of PURE technologies. They should be comfortable using a range of research methods including quantitative analysis and modelling, ideally including GIS methodologies and techniques, as well as qualitative research based on interviews and focus group discussions. Experience with collecting data from consumers and analysing consumer affordability is desirable. Ideally candidates should have physical presence in more than one focus country. Strong knowledge of target countries’ rural economy is essential and established relationships with stakeholders across government, private sector, civil society and aid agencies is desirable.

Knowledge of the latest emerging technologies and business models in the PURE is essential. Technical expertise in the off-grid solar and agricultural sectors regarding: a) awareness-raising and demand creation; b) technical assistance and capacity building for customers, companies and financial institutions; c) consumer and distributor financing, is also essential. Knowledge of the latest PURE market development initiatives around the world, and best practice solutions to overcoming market barriers, is desirable.

The Consultant firm or consortium of firm’s core team shall include: i) a suitably qualified project manager; ii) relevant technical specialists covering PURE technologies, business models, access to finance, market systems, and technical assistance iii) a team with experience working in the off-grid energy sector, the water and agriculture sectors, environmental and social risk analysis and market systems; iv) personnel based in as many target countries as possible, able to lead stakeholder consultation activities in person and provide analysis and recommendations based on deep local market knowledge.

## Instructions

## Two-stage process

This Request for Proposals (RfP) will take place in two stages, stage one is an Advertisement, describing the assignment in broad terms and asks firms to demonstrate they respond to the firm selection criteria. Pre-qualified firms are then invited to submit proposals.

The Consultant’s offer shall be submitted in two sections:

* **Technical Proposal:** (i) Consultant’s organization; (ii) Consultant’s experience related to provision of PURE and the objectives of the assignment; (iii) Comment/suggestion on the TOR; (iv) Description of approach, methodology and work plan, including time and resourcing for in-country work and stakeholder engagement; (v) Table showing level of effort for each task ; and (vi) Team composition, summary of the skills, experience, nationality, and gender of each core team member, task assignments and level of effort. The following should be included as an annex: (i) Detailed CVs of key personnel; (ii) Detailed work schedule.
* **Financial Proposal:** (i) Financial proposal submission form (to be completed and signed); (ii) Summary of costs, broken down by major component[[6]](#endnote-7); (iii) Breakdown of daily fees; (iv) Summary of any optional items for consideration by the WB team[[7]](#endnote-8).

The Financial Proposal shall include provision for time spent in meetings and organizing of consultation events, as needed. The cost of obtaining any required data, reports or other documents/materials must be included in the Consultant’s core offer. The Financial Proposal must list the unit costs of travel and per diem assumed by the Consultant in preparing their offer.

Shortlisted firms may associate or partner with other shortlisted or non-shortlisted firms and may alter their choice of partners and/or sub-contractors as needed for the purposes of meeting the criteria outlined in this document. It is anticipated that all firms will have a strong local presence and/or local partner(s) to satisfy the criteria outlined.

The Consultant must note in their Technical Proposal any restrictions that may affect the ability of their team, or individual staff members, to travel to the assignment country and any locations specified.

## Evaluation process

Technical Proposals shall be evaluated by the evaluation committee according to the following criteria (percentage of overall technical score in brackets):

1. Track record of the Consultant (including any sub-contractors) in publishing high quality market assessments and other reports in the distributed renewable energy and PURE sectors [25%].
2. Proposed methodology and work plan [25%].
3. Likelihood of achieving the stated objective and outcomes, in particular the Consultant’s contacts with key stakeholders in the assignment country, plan for consultation and technical feedback, and logistical capacity for the organization [25%];
4. Experience and qualifications of the key personnel, in particular, ensuring a good combination of relevant expertise, diversity within the team[[8]](#endnote-9), deep technical skills, and familiarity with international best practice on promotion of PURE in off-grid and mini-grid settings [25%].

The Technical Score will have a weighting of 80%, and the Financial Score 20%, when the final score is calculated. Technical Proposals below a certain threshold shall be excluded from final consideration. Proposals consisting of all-male teams will automatically receive a score of zero (0) for criteria (iv).

1. Accelerating the Productive Use of Electricity, World Bank ESMAP, 2023 [↑](#endnote-ref-2)
2. <https://www.worldbank.org/en/about/corporate-procurement> [↑](#endnote-ref-3)
3. World Bank Group Data Protection Annex (2019): <http://pubdocs.worldbank.org/en/582191574786833295/Data-Protection-Annex.pdf> [↑](#endnote-ref-4)
4. <https://openknowledge.worldbank.org/handle/10986/33367> [↑](#endnote-ref-5)
5. <https://www.worldbank.org/en/about/corporate-procurement/announcements/guidance_on_COVID-19> [↑](#endnote-ref-6)
6. As a minimum, the key country visits and work components must be itemized. [↑](#endnote-ref-7)
7. For example, tasks or components being proposed by the Consultant that are not specified in the TOR and are not included in the Consultant’s core offer. [↑](#endnote-ref-8)
8. In support of the World Bank’s commitments on equality, the evaluation committee will consider the proposed team’s diversity, particularly with respect to gender. [↑](#endnote-ref-9)