

MINI-GRID AND OFF-GRID PROJECT PREPARATION

CONSULTANT BID DOCUMENT & TERMS OF REFERENCE

ULAANBAATAR, MONGOLIA

MAY 15, 2019

Job Title: Mini-Grid and Off-Grid Project Preparation
Location: Both remote and in Ulaanbaatar, Mongolia
Starting date: August 2019
Ending date: May 2020

I. INTRODUCTION

In Ulaanbaatar, Mongolia, 60% of residents live in make-shift housing using traditional tent structures (“gers”) or typically shoddily constructed detached houses in the “ger area.”¹ The vast majority of ger-area households are connected to the electricity distribution network but not connected to the city’s district heating system and use coal-fired household stoves for heating. The ger area’s reliance on coal heating is the primary cause for Ulaanbaatar’s air pollution crisis. Ger-area houses also lack access to clean water and waste disposal/sanitation services, with pervasive soil and water contamination and related public health issues. XacBank, an Accredited Entity of the Green Climate Fund (GCF), ultimately seeks to finance the development of scalable mini-grid/off-grid systems that generate and manage energy flows between clusters of adjacent households in Ulaanbaatar’s ger areas. The systems will be capable of serving multiple end uses (heating, waste processing and/or removal) under an affordable business model to alleviate utility inadequacies and pollution challenges.

The technical and business model flexibility of such systems is a major benefit to driving positive outcomes, but also presents a significant project-planning hurdle. XacBank does not have the internal expertise to make decisions regarding the feasibility or optimality of various technical configurations or business models for the mini-grid and off-grid system, nor do any such systems already exist in Ulaanbaatar. Successful project implementation will rely on prudent selection of technology combinations and system design, with careful consideration of market readiness and business model viability.

During this project, the engaged Consultant Team will carry out a study of the technical feasibility of various technology combinations, a market study of local market readiness and feasibility, and a financial structuring evaluation to determine the optimal business model for implementing a bankable mini-grid and off-grid system. These deliverables, along with those of various complementary project work streams shown in Section V. TECHNICAL PROPOSAL, will be used guide XacBank’s procurement of (and monitor the testing of) a single mini-grid/off-grid system to test its technical performance and business model in the 2019-2020 winter heating season in Ulaanbaatar, Mongolia.

The ultimate goals of the Feasibility Study activities are to determine the optimal configuration of technology combinations to serve heating needs, the optimal size of the systems, and the optimal business model aligned with the local market context, for example considering features such as community ownership, energy service company (ESCO) involvement, a pay-as-you-go (PAYG) or Microgrid-as-a-Service (MaaS), build-own-operate, build-own-transfer models, or others.

¹ Source: GERES Switch Asia II (2016)

II. CONSULTANT QUALIFICATIONS & DEFINITION OF ROLES

- a. XacBank will assemble a Consultant Team, which will be comprised of the roles listed in detail below. Each Consultant Team role can be fulfilled by a firm, an individual, or a select group of individuals from a specific firm. The final Consultant Team will be comprised of individuals or firms which will fulfil the following roles:
 - i. One (1) Team Leader
 - i. At least ten (10) years of experience in financial analysis, project finance, or financial advisory to banking institutions; or
 - ii. At least five (5) years of experience in mini-grid/micro-grid or off-grid projects from the technical, regulatory, and market enablement aspects; or
 - iii. At least five (5) years of experience in projects related to energy service companies or equivalent; or
 - iv. At least ten (10) years of experience with energy market regulation or development;
 - v. Extensive experience in international technical cooperation, knowledge management, and capacity building;
 - vi. Extensive experience in program design and project management;
 - vii. Experience in climate change, climate financing, climate policies, and analysis;
 - viii. Experience working on a similar such program would be preferred and should be highlighted in the proposal; and
 - ix. Work experience in developing countries is advantageous.
 - ii. One (1) Heating Technology Expert with at least five (5) years of work experience researching or developing mini-grid and off-grid heating solutions, or bringing such systems to market. Experience in cold climates mandatory.
 - iii. One (1) Water & Waste/Sanitation Expert with at least five (5) years of work experience researching or developing mini-grid and off-grid water and waste/sanitation solutions. Experience in regions with cold climates mandatory.
 - iv. One (1) Renewable Energy & Micro-grid Expert with at least 5 years of work experience researching or developing renewable energy or mini-grid and off-grid systems from the technical and financial perspectives. Experience in regions with cold climates preferred.
 - v. One (1) Financial Expert if the Team Leader does not have sufficient financial expertise (e.g., if the Team Leader has a background in engineering) with at least ten (10) years of work experience related to financial analysis, project finance, or financial advisory to banking institutions.
 - vi. One (1) Environmental and Social Impact Assessment Consultant
 - i. At least a Master's degree in international relations, finance, business or environment & resource management, or equivalent of five (5) years of work experience in those areas and/or international cooperation, knowledge management, and capacity building; or
 - ii. At least five (5) years of experience in environmental and social impact assessments;

- iii. Experience with climate change, climate financing, climate policies and policy analysis;
 - iv. Experience with mini-grid/micro-grid or off-grid projects from the technical, regulatory, and market enablement aspects, or with energy service companies is preferred;
 - v. Knowledge of GCF procedures, financing modalities, fiduciary standards, ESS, and more is preferred; and
 - vi. Experience working on a similar assessment would be preferred and should be highlighted in the proposal.
 - vii. One (1) Gender Assessment Consultant
 - i. At least a Master's degree in international relations, finance, business or environment & resource management, or equivalent of five (5) years of work experience in those areas and/or international cooperation, knowledge management, and capacity building; or
 - ii. At least five (5) years of experience in gender-responsive project and process development and implementation;
 - iii. Experience with mini-grid/micro-grid or off-grid projects from the technical, regulatory, and market enablement aspects, or with energy service companies considered an advantage;
 - iv. Experience with climate change, climate financing, climate policies and policy analysis is preferred;
 - v. Knowledge of the GCF procedures, financing modalities, fiduciary standards, ESS, and more is preferred; and
 - vi. Experience working on a similar assessment would be preferred and should be highlighted in the proposal.
 - viii. At least one to two (1-2) Local Experts able to arrange local meetings and logistics, provide translations of all documents from Mongolian to English as needed by the other team members, and contribute specifically to activity 5b to develop draft cooperation agreements for ger-area households and advise on local legal matters as necessary. The qualifications below are meant to be indicative and will ultimately depend on the qualifications and expertise of other Consultant Team members.
 - i. One (1) Legal Expert with at least five (5) years of experience at a law firm registered in Mongolia, familiarity with Mongolia's legal environment, and experience supporting international consultant teams. Preference given to those with experience relevant to this project's scope, primarily to be involved in Activity 5b (see Table 1).
 - ii. One (1) Translation and Logistical Expert with at least five (5) years of working with international consultant teams and superb written and verbal English and translation ability.
- b. The Consultant shall be deemed as ineligible upon the following (which applies to all team members):
- i. If it breached or did not fulfill similar contractual obligations in the last three (3) years; or

- ii. If it is determined by a competent authority that the Consultant submitted a proposal with false information.

III. SUBMISSION GUIDELINES

- a. Candidates should closely inspect the circumstances of the services to be performed. If additional information or clarification is required, the Consultant shall send questions to XacBank via email to ecobanking@xacbank.mn. Answers to questions will be simultaneously provided to all Consultants that have requested updates about this engagement in writing to ecobanking@xacbank.mn. The deadline for such questions, or requests to be informed of answers, is **June 1, 2019**. Answers will be provided either via email or during a call, the details of which would be announced via email.
- b. The Consultant Team will be filled on a role-by-role basis, and as such, candidates should submit proposals which indicate the specific role(s) that the candidate intends to fill. Candidates can submit proposals in two forms:
 - i. **Full proposal:** Candidates can submit a proposal for all roles shown in Section II. Proposals should clearly indicate whether the candidate will fill all roles itself or whether co-consultants that the candidate prefers to work with are being proposed (i.e., for the other roles required that the candidate feels it cannot fulfill itself).
 - ii. **Partial scope proposal:** If a candidate feels strongly that they can fulfill only specific roles (or a single role), candidates are encouraged to submit a proposal only for those specific roles (or single role). In the case that a candidate submits a partial scope proposal, the candidate understands that a full Consultant Team encompassing all roles will be assembled by XacBank, and that selected candidates are expected to collaborate on all related work products for the entire duration of the work timeline. Candidates are expected to adhere to the timeline set forth by the Team Leader (in coordination with XacBank) in order to complete work in a timely, efficient manner.
- c. Interested candidates are allowed (and encouraged) to submit two proposals, in other words a proposal (technical and price) for both the “full” and “partial scope” proposals as defined above. Each proposal must at minimum include the information in Annex 1.
 - i. If XacBank receives no suitable full proposals, it will construct a team based on the partial scope proposals received to ensure the team as a whole has enough expertise to complete all work activities. This in particular is relevant to the Local Expert role in Section II; candidates can include the Local Expert in its proposal or not, depending on whether it already has local partners.
 - ii. By submitting partial scope proposals, candidates acknowledge they are willing to cooperate to the best of their ability with a team of other consultants assembled by XacBank, per XacBank’s recommendations after evaluation of all submissions.
- d. Technical proposals, financial proposals, and CVs for all team members should be submitted to ecobanking@xacbank.mn with the subject line “Consultant Proposal – Mini-Grid and Off-Grid Project Preparation” by **June 25, 2019** in English. All email attachments

must be less than 10MB in size (or submitted in separate emails if larger than 10MB). Candidates should at minimum provide all information shown in Annex 1 and use the CV template in Annex 2.

- e. XacBank shall select the Consultant Team in accordance with the evaluation method specified in Section VIII.
- f. Engagement contracts are expected to be signed in late July 2019.
- g. The Consultant shall be responsible for all costs and expenses regarding the preparation of the proposal, negotiation, and conclusion of the contract.
- h. The Consultant shall observe ethics norms and standards during the bidding procedure and contract performance.

IV. FINANCIAL PROPOSAL

- a. XacBank seeks an estimation for the above-described scope of work from qualified experts. A lump sum financial proposal per role occupied, broken down by each activity area covered by the role as stated in Table 2, should be included with the submission of the technical proposal.
- b. Interested candidates are strongly encouraged to submit price proposals for full or partial scope proposals (as defined in Section III b.i/ii), which should be clearly marked as such. See the Section III. SUBMISSION GUIDELINES for more details.
- c. Financial proposals should be in USD.
- d. Candidates should at minimum provide all information included in Annex 1.

V. TECHNICAL PROPOSAL

- a. The Consultant should prepare its technical proposal by examining the following documents fully. As previously stated in Section II. CONSULTANT QUALIFICATIONS & DEFINITION OF ROLES, candidates are expected to apply to fulfil specific roles. Each role will be expected to contribute to various activity areas, and to contribute to the production of the corresponding activity area deliverables. Table 1 outlines the scope of outcomes and activities to be tasked to the Consultant Team. Table 2 outlines the roles and the corresponding activity area to which each role is expected to contribute. Proposals should include a scope of work specific to the role to which the candidate is applying, and timeline necessary to complete associated outcomes. Candidates should note that during the project, there may be circumstances in which a specific role is asked to contribute to an activity area that the role is not listed under in this document. The role/activity connections shown are indicative in nature and meant to assist candidates in designing financial proposals for their proposed roles.
- b. Candidates are not limited to these specific activities and can design their approach based on prior experience, as long as the proposed scope of work is comprehensive and covers at least all of the activities in Table 1. The Consultant Team is encouraged to draw from prior

studies and existing literature for assumptions (e.g., thermal energy demand, baselines) in assessing the feasibility of technology configurations, and to supplement such prior studies as necessary with input from team experts.

- c. Candidates should at minimum provide all information included in Annex 1.

Table 1 – Project outcomes and activities

ACTIVITY AREA	OUTCOME	DETAIL
1. Pre-feasibility, feasibility studies and project design	a. System configuration overview	<p>a. Assessment of existing heating/energy options and overview of technology configurations to serve heating, human waste processing (and/or removal), or hot water heating needs (or a combination thereof) in an enclosed system, including representative comparison of system components, equipment lifetime, ease of use for end user, system modularity, and suitability for landscape/climate. Potential technologies (and combinations thereof) could include:</p> <ul style="list-style-type: none"> i. Solar PV ii. Micro turbine iii. Battery storage iv. Micro-CHP v. Diesel or natural gas vi. Waste-to-energy vii. Solar thermal (e.g., flat plate or vacuum tube collectors) viii. Large-scale thermal storage with water tank heat pump ix. Borehole thermal energy storage (BTES) or variations of the seasonal thermal energy storage (STES) technology x. Biogas anaerobic digester xi. Waste sewage/processing technologies xii. Hot water heating technologies xiii. Others as defined at project inception <p>b. Development of technological eligibility criteria for future systems to be installed under an aspirational mini-grid and off-grid program.</p> <p>c. In-depth cost evaluation of viable technologies to be done in <i>Activity area 5 – Financial Structure</i> to identify optimal size of system to achieve bankability.</p>
2. Environmental, social and gender studies	a. Gender Assessment	<p>Overview: Gender Assessment to identify critical gender issues that need to be considered to inform the various aspects of the project concept. Furthermore, during the project proposal phase, the consultant will ensure gender issues and gender mainstreaming actions are taken across relevant project areas. Potential actions include:</p> <p>a. Under Activity area 1:</p> <ul style="list-style-type: none"> i. Ensuring the ease of use to end users appropriately considers gender dimensions, with the understanding that end users of the utilities will be both women and men, but with differentiated roles, responsibilities, perceptions, capacity and knowledge

		<ul style="list-style-type: none"> ii. Ensuring cost of technologies to end user considers usage assumptions for both men and women equally weighted <p>b. Under Activity area 3:</p> <ul style="list-style-type: none"> i. Contributing to the risk assessment work stream's ability to identify likely risk from a gender perspective and providing subsequent mitigation options, if found relevant <p>c. Under Activity area 4:</p> <ul style="list-style-type: none"> i. Establishing baselines to measure gender-related issues of relevance to the project objectives, particularly collecting sex-disaggregated baseline data where relevant and including gender-related project/program level indicators <p>d. Under Activity area 5:</p> <ul style="list-style-type: none"> i. Ensuring that women and men equally participate and effectively engage to define their needs, priorities, and options during multi-stakeholder engagement activities ii. Ensuring potential solution provider(s) are aware of the importance the GCF places on gender issues given current and developing/evolving guidelines <p>e. Under Activity area 6:</p> <ul style="list-style-type: none"> i. Ensuring the public awareness strategy clearly articulates how women and men will participate and engage effectively ii. Ensuring that the mini-grid system testing implementation and monitoring is designed such that all gender assessment recommendations are taken into account
	b. Environmental and Social Impact Assessment	<p>Overview: Environmental and Social Impact Assessment development to provide description of the likely environmental and social risk and impacts expected from the project's activities and the types of mini-grid and off-grid systems. This will also include the mitigation measures and other management options to avoid and reduce the risks and impacts of the project. Potential considerations include:</p> <ul style="list-style-type: none"> a. Screening of the project and scoping of the assessment process b. Stakeholder identification with overview of existing social and cultural conditions (focusing on those directly affected and other stakeholders) c. Gathering of environmental and social baseline data d. Legal and institutional framework consideration e. Impact identification, prediction, and analysis f. Generation of impact avoidance, mitigation or management; measures and actions g. Significance of impacts and evaluation of residual impacts <p>The Environmental and Social Impact Assessment must be in line with the GCF's guidelines, including:</p> <ul style="list-style-type: none"> a. Stakeholder engagement and grievance redress: information on multi-stakeholder engagement with environmental and social impact (activity area 5d) will need to be provided as part of the stakeholder analysis, which will provide information on the various project stakeholders, the consultation events conducted, the issues raised by

		<p>the potentially affected communities, and the process to ensure participation and involvement of affected communities</p> <p>b. Any environmental and social management framework (ESMF) needed to mitigate or manage environmental and social risks of the project, to be used by XacBank in the GCF's environmental and social screening documents, especially where specific sites are yet to be determined (to describe the due diligence and risk management processes)</p> <p>c. If the project will feature any land acquisition, involuntary resettlement, or physical and economic displacement, it will be important to include this in the scope of assessment and management planning</p>
3. Risk Assessment	a. Risk Assessment	Definition of the project's key technical, financial, regulatory, social, and political risks from the perspective of various stakeholders, and identification of mitigation options for each risk
4. Identification of programme / project level indicators	a. Baseline definition	<p>a. Definition of baselines such as the following to enable mini-grid system impacts to be quantify (particularly relevant for the non-heating end uses</p> <ul style="list-style-type: none"> i. Air quality (e.g., PM2.5) ii. CO2 emissions per household per year iii. Soil quality iv. Health v. Others as identified at project inception <p>b. Consultants should plan to use existing documentation and studies to define baselines, to the extent possible. If there isn't enough existing documentation, then a scope of work to define the baseline should be developed, or the baseline/indicator could be excluded, subject to discussion with XacBank</p> <p>c. Quantification of expected single project & aggregate program outcomes with regards to baseline indicators</p> <p>d. Development of methodology for XacBank to measure project impacts on ongoing basis</p>
5. Advisory services and/or other services to financially structure a proposed activity	a. Financial structure	<p>a. Business model evaluation:</p> <ul style="list-style-type: none"> i. Overview of business model options, such as Energy Service Company (ESCO), pay-as-you-go (PAYG) model, and microgrid-as-a-service (MaaS), community ownership, and/or lease-to-own models and their associated pricing options and financing implications, and other business models as defined at project inception ii. Evaluation of the various business models in terms of security of flows to financier, administrative burden to XacBank, cost and flexibility to end user, market demand/alignment, cost of energy, internal rate of return (IRR), and net present value (NPV) with selection of a tariff structure and levels based on international best practices and local affordability iii. Stakeholder mapping to determine which stakeholders to be involved (e.g., international or national private or public entities; co-financing structure)

		<ul style="list-style-type: none"> iv. Additional revenue-generating technology options (and their impact on system cost and the ultimate business model) should be considered, particularly for sanitation/waste processing (e.g., toilet waste charcoal briquettes or fertilizer) v. Other items as necessary <p>b. Financial modelling:</p> <ul style="list-style-type: none"> i. Financial model reflecting technologically viable system to serve end uses, an appropriate business model under which to implement that technology (at an optimal system size), and cash flows of household payments/loan repayment. XacBank's expectation is that the Consultant Team will identify which technology/end uses (i.e., heating, waste processions or removal) are bankable under a particular business model and can be financed by a loan
	b. Legal advice	Draw up drafts cooperation agreements for ger-area households, clearly stating their financial obligation, ownership rights, and the project's obligations to them; understand the framework of permits and insurances necessary to proceed with the project; investigate the possibility of acquiring insurance on the system to reduce risk
	c. Procurement strategy	Understand the various procurement channels for the materials needed to develop systems. Develop procurement strategy for project at scale (and mini-grid system testing activity 6c)
	d. Multi-stakeholder engagement	<ul style="list-style-type: none"> a. Conduct a robust process of feedback-gathering from project stakeholders to identify potential implementation roles / responsibilities given stakeholders, considering, in particular, the input of ger-area household owners, identify strategies for garnering new (and/or leverage existing) ger-area household willingness to cooperate, support, and participate in the program (e.g., via eco-communities or EE housing clusters), and identify target ger area b. Identify specific entities (local or international) with whom XacBank could partner for the project's implementation at scale and provide comparative study of solution providers / potential supplier companies c. If needed, define co-financing structure and other potential co-financiers (e.g., domestic & international, public & private) and donors who may support such projects in deployment at scale d. Part of the stakeholder engagement (tied to activity area 2.a. environmental and social impact assessment) will be project level grievance redress describing the processes for receiving and resolving complaints from affected or potentially affected communities
	e. Results management strategy	<ul style="list-style-type: none"> a. Establish appropriate benchmarks for mini-grid and off-grid system testing implementation progress (for activity 6c) b. Create and manage sound reporting standards for the course of the project (for activity 6c) c. Set schedule in terms of time and budget that allows the project to move to completion without adverse social, economic and environmental consequence.

	f. Missions to Mongolia	Two missions to carry out stakeholder engagement, research, inform technology configuration analysis, and perform other activities as needed.
6. Other project preparation activities	a. Market assessment	<ul style="list-style-type: none"> a. Evaluation of total market size depending on identified technical solutions (volume of households and total USD/MNT) b. Viability gap assessment of existing regulatory and policy framework c. Review of existing surveys (e.g., those of multilateral organizations) to define gaps and needs. d. Analysis of consumer readiness (e.g., surveys of willingness to pay, financial solvency of market/households, community acceptance and willingness to cooperate, definition of price points). e. Identification (financial and geographic) of XacBank's target market (e.g., considering income of households and goals of other ger-area redevelopment or district heating expansion plans). f. Supplier company overview. g. Others as necessary.
	b. Knowledge transfer	<ul style="list-style-type: none"> a. Articulate strategy for future participant training/engagement requirements so that the eventual system developer/lead can ensure participant know-how and ensure positive outcomes for all stakeholders.
	c. Mini-grid system testing	<ul style="list-style-type: none"> a. Oversight of XacBank's procurement of project developer and/or ESCO b. Oversight of development of a single mini-grid and off-grid system capable of generating and managing energy flows between a clusters of adjacent households, perhaps 10-20 households (the exact size of the system will depend primarily on the output of activity area 1 with consideration of outputs of other activities) c. All activities should reflect findings of other completed project activity areas (e.g., gender assessment, environmental and social impact assessment, business model findings, etc.) d. Recruitment of mini-grid system testing household participants e. Monitoring and evaluation of results in reports with lessons learned and changes to pre-mini-grid system testing deliverables
	d. Public awareness strategy	Definition of public awareness raising strategy and estimation of budgeting needs for the project
	e. Missions to Mongolia	Five missions to carry out stakeholder engagement, technical research, and other activities as needed and defined at project inception

Table 2 – Roles & Corresponding Activity Areas²

Activity area	1. Pre-feasibility, feasibility studies and project design	2. Environmental, social and gender studies		3. Risk Assessment	4. Identification of programme / project level indicators	5. Advisory services and/or other services to financially structure a proposed activity						6. Other project preparation activities				
<div>Outcome</div> <div>Role</div>	System configuration overview	Gender Assessment	Environmental and Social Impact Assessment	Risk Assessment	Baseline definition	Financial structure	Legal advice	Procurement strategy	Multi-stakeholder engagement	Results management strategy	Missions to Mongolia	Market assessment	Knowledge transfer	Mini-grid testing	Public Awareness Strategy	Missions to Mongolia
1. Team Leader																
2. Heating Technology Expert																
3. Water & Waste/Sanitation Expert																
4. Renewable Energy & Micro-grid Expert																
5. Financial Expert																
6. Environmental and Social Impact Assessment Consultant																
7. Gender Assessment Consultant																
8. Local Expert Role (can be one or two experts)																

² Table 2 outlines the roles and the corresponding activity area to which each role is expected to contribute. It should be considered indicative only and is meant to assist candidates in designing financial proposals for their proposed roles.

VI. TIMELINE

- a. The timeline shown in Table 3 is intended to be illustrative and would be subject to refinement in project kick-off discussions between XacBank and the Consultant Team.

Table 3 – Projected implementation timeline

	<i>Month³(August 2019 – May 2020)</i>									
	1	2	3	4	5	6	7	8	9	10
Activity and deliverable 1: Activity area: Pre-feasibility, feasibility studies and project design			x							
a. System configuration overview										
Activity and deliverable 2: Activity area: Environmental, social and gender studies				x						
a. Gender Assessment to identify project impacts.										
b. Environmental and Social Impact Assessment development.				x						
Activity and deliverable 3: Activity area: Risk assessment				x						
a. Risk Assessment										
Activity and deliverable 4: a. Activity area: Identification of programme/project level indicators Definition of baselines (adaptation and mitigation) and methodologies					x					
Activity and deliverable 5: Activity area: Advisory services and/or other services to financially structure a proposed activity				x						
a. Financial structure										
b. Legal advice				x						
c. Procurement strategy				x						
d. Multi-stakeholder engagement					x					
e. Results management strategy					x					
f. Missions to Mongolia										
Activity and deliverable 6: Activity area: Other project preparation activities				x						
a. Market assessment										
b. Knowledge transfer activity					x					
c. Mini-grid system testing									x	
d. Public awareness strategy										

³ Note: The “x” refers to a deliverable due date.

						x				
e. Missions to Mongolia	1	2	3	4	5	6	7	8	9	10

VII. DELIVERABLES

- a. All deliverables should be prepared in English.
- b. Major deliverables for each project activity area are included in Table 4. During the engagement, deliverables can be submitted as sections of consolidated reports or separately, as long as the agreed-upon deliverable timeline is adhered to. However, by the start of the mini-grid system testing (activity 6c), several deliverables should be completed, including those of Activity Area 1, 2, 5a, 5b, 5c, 5e, and 6a. After completion of mini-grid system testing, all deliverables should be combined into a single Feasibility Study document. All draft reports will be presented to and discussed with the XacBank Eco Banking Department and feedback will be incorporated into the final versions. In the case of partial scope proposals (see Section III. SUBMISSION GUIDELINES), consultants selected for a specific role will work together with other selected consultants to aggregate deliverables into one holistic Feasibility Study document. The Feasibility Study process will be overseen by whichever consultant is selected for the Team Leader role, and consultants are expected to collaborate and adhere to the stated timeline in order to produce deliverables in a timely, efficient manner.

Table 4 – Project deliverables

ACTIVITY AREA	OUTCOME	DELIVERABLE
1. Pre-feasibility, feasibility studies and project design	a. System configuration overview	1. Draft system configuration report 2. Final system configuration report
2. Environmental, social and gender studies	a. Gender Assessment to identify project impacts b. Environmental and Social Impact Assessment development	3. Draft Gender Assessment report 4. Final Gender Assessment report 5. Draft Environmental and Social Impact Assessment report 6. Final Environmental and Social Impact Assessment report
3. Risk assessment	a. Risk Assessment	7. Risk Assessment report
4. Identification of programme / project level indicators	a. Baseline definition	8. Draft baseline definition report 9. Final baseline definition report
5. Advisory services and/or other services to financially structure a proposed activity	a. Financial structure	10. Draft business model report 11. Final business model report 12. Draft financial model 13. Final financial model
	b. Legal advice	14. Draft legal report 15. Final legal report 16. Draft cooperation agreement for ger-area households 17. Final cooperation agreement for ger-area households
	c. Procurement strategy	18. Procurement strategy report

	d. Multi-stakeholder engagement	19.Stakeholder engagement best practices document (w/ comparative study of local / market-relevant solution providers)
	e. Results management strategy	20.Results management strategy document
	f. Missions to Mongolia	21.Mission reports as defined at project kick off
6. Other project preparation activities	a. Market Assessment	22.Draft Market Assessment report 23.Final Market Assessment report
	b. Knowledge transfer	24.Knowledge transfer activity report
	c. Mini-grid system testing	25.Procurement & implementation plan 26.Interim monitoring and evaluation reports 27.Mini-grid testing closing report
	c. Public Awareness Strategy	28.Budget estimate and definition of marketing strategy
	d. Missions to Mongolia	(To be refined during project kickoff) 29.Project inception report 30.Interim progress reports provided at the schedule specified at project inception 31.Project closing report (including all deliverables consolidated into Feasibility Study as described in Section VII).

VIII. EVALUATION PROCESS

- a. Bids will be evaluated based on XacBank's bid selection procedure as follows:
 - i. Technical proposal quality – 50%
 - ii. Experience/qualifications – 25%
 - iii. The competitiveness of the pricing proposal – 25%

IX. ANNEXES

Annex 1: Proposal content

Financial proposal content

- Indication of full proposal or partial scope proposal as defined in Section III
- Company information
- Consultancy firm name
- Country name
- Location
- Consultancy firm areas of expertise
- Contact person name and contact information
- A copy of the certificate of incorporation, a memorandum of association, or a commercial register

Technical proposal content

- Indication of full proposal or partial scope proposal as defined in Section III
- Consultant Team roles covered in the proposal
- Detailed scope of work / activities
- List of team members and activity assignments
- Illustrative implementation timeline and reporting & deliverable plan
- Full CV of each team member involved, according to the CV template in Annex 2

Annex 2: CV template (see accompanying file)