

Terms of Reference for Consultancy Work on Strengthening Support for Domestic Solar Companies, Facilitating Workshops for Co-creation and Partnership Support in Uganda

1. Background on the TEMARIN Project

The TEMARIN project (see [here](#) for more) is a three-year, DANIDA (Danish Development Agency) funded project covering the countries of Kenya and Uganda with the overall aim to support countries in accelerating the transfer, diffusion and uptake of specific climate technologies. The project focus is on strengthening domestic markets for climate technologies, removing bottlenecks for domestic firms operating in these markets and increasing cooperation among private actors, public actors and international actors to build global and national partnerships for upscaling implementation.

The project has three key components

1. Generate market knowledge and explain successful cases of market-led transfer and diffusion of climate technologies including small-scale irrigation, captive solar PV and ICT based agricultural extension services (in Kenya).
2. Generate a better understanding of the role and growth patterns of domestic solar PV companies/SMEs, and their challenges (in Kenya and Uganda), and co-create recommendations to strengthen support for domestic PV firms
3. Provide a platform for partnership facilitation to increase technology transfer and diffusion in select climate mitigation and adaptation technologies (in Uganda)

The TEMARIN project has been running in Kenya throughout 2020 and the current work in Uganda will to a large extent replicate and build on this work (see TEMARIN [webpage](#) on UNEP-DTU website to explore outputs from Kenya).

2. Linkages with TNA and NDC Action

The TEMARIN project builds on the Technology Needs Assessment (TNA) project <https://tech-action.unepdtu.org/>, currently being implemented by UNEP-DTU Partnership (UDP) in Uganda. The TNA project, supported by UNEP and UNFCCC, helps developing countries determine their technology priorities for mitigating and adapting to climate change. In Uganda, the national stakeholders have prioritized the energy sector and the solar PV technology within climate mitigation. The TNA project first phase (of technology prioritisation) and the second phase (of barrier analysis) have been completed in Uganda. The TNA consultants are developing concrete action plans to address the barriers and challenges identified. The TNA process is aimed at strengthening countries' ability to analyse and prioritize climate technologies, guiding them towards implementation of the UNFCCC Paris Agreement.

In parallel to this, Uganda has also communicated and committed its Nationally Determined Contributions (NDC) to reduce greenhouse gas (GHG) emissions in support of the Paris Agreement. Uganda has a NDC plan that spells out clearly their priority sectors and mitigation and adaptation actions that supports its low-carbon development pathway. The NDC project <https://unepdtu.org/project/ndc-action/> supports efforts of 10 countries including Uganda, to

translate NDCs into strategies and actions ready for financing and implementation. The NDC Project is coordinated by UNEP and implemented with the UNEP DTU Partnership (UDP) providing technical and expert support. UDP will directly work with National Technical institutions in guiding their work on the identified two priority sectors - Agriculture and Clean Energy - and activities and will provide technical assistance on policies and programme development.

The TEMARIN Project complements and has direct synergies with both the TNA and NDC projects implemented in Uganda. In line with TNA and NDC prioritization in Uganda, the TEMARIN project has a large focus on the solar PV sector across different market segments and application areas. The TEMARIN project, however, has a direct focus on supporting growth of the domestic markets and increasing domestic private sector engagement in solar PV.

The project takes an innovation systems approach in which the knowledge and experience at the individual company level will be explored in an industry wide context and thus can provide recommendations at a general level. The project will analyse several domestic companies and entrepreneurs who have managed to grow and advance in this sector from being small one-man operations into SME with 10+ staff. This will provide an in-depth understanding of business growth trajectories and the conditions/resources (skills, finance, linkages) under which they took place. This will provide a rich data set that can guide policy makers and others in pursuing this agenda of localising investments in the industry. Findings and recommendations on how to support such business upgrading - including needed initiatives and policies - will be fed into both public and private sector decision-making processes.

3. This Assignment

A local consultant, with knowledge of the clean energy sector, along with experiences in supporting business growth or entrepreneurship, as well as strong links to the relevant policy making fora is being recruited to support the agenda of advancing local value capture in the solar energy sector in Uganda.

The overall aim is to explore the conditions under which domestic/local private companies (Uganda-owned) can increase their share of the global value chain for specific climate technologies – and support them in doing so – in order to maximise local job creation and reduce investment project costs. In this process, the project aims to generate relevant market knowledge and insights (captive PV market report), profile and understand the growth of domestic/local solar companies (reports and workshops), identify critical bottlenecks, and elevate the discussion to co-create practical solutions, supporting partnerships, and recommendations (workshops and bilateral consultations) by plugging them into the work of policymakers/relevant Ministries.

The assignment will include:

- 1) an analytical component including data collection, interviews and surveys, analyses, report writing, generating new and relevant market knowledge.
- 2) an organising component including workshop design, organisation, facilitation and engagement.
- 3) a partnership component including mapping and facilitating potential partnership opportunities.

A parallel contract is also being advertised for undertaking additional activities as part of the TEMARIN project. The consultants engaged in the TEMARIN project will be required to coordinate and collaborate on certain activities.

4. Scope of work

Activity 1 - Deep Dive Analytical Work - Analysis of the domestic Solar MSMEs, their growth trajectories and challenges in Uganda

1.1. Work plan on how the various activities under this will be carried out and linking these with a plan also for workshops and partnerships work (along with some preliminary ideas)

Deliverable 1.1: Work plan

1.2. Detailed Analysis of the role and growth trajectories of Solar MSMEs, at least 10 domestic the project portfolios, partnerships, the critical barriers limiting their upscaling activities. The companies/MSMEs to be sampled are those who have established themselves in the industry for over 5 years and have managed to capture larger shares of the value chain i.e. moved into higher value-added activities. *(UDP will provide technical and methodology support for this.)*

The tasks for this include:

- 1.2.1. Identifying/selecting 10 domestic PV companies (Ugandan-owned) cutting across various solar market segments including off-grid, mini-grid, productive use, captive PV, utility-scale.
- 1.2.2. Primary data collection on the company profiles, their project portfolios, their growth trajectories, business models, key milestones, funding support, and partnerships. This will include 10-15 interviews, 2-3 focus group discussions with firm owners and staff. Additional interviews to be conducted with industry associations, government representatives, donor organizations, research institutes, financiers and such relevant stakeholders, totalling perhaps 10-15. *UDP will participate and support with the interview guides and taking a lead in the initial interviews*
- 1.2.3. Profiling the sampled domestic PV companies - their age, size, staff strengths, educational backgrounds, critical networks or local linkages they are a part of, and the chronology of the companies.
- 1.2.4. Analysing their market focus, how the companies have grown over time, their annual turnover, the business models, successful partnerships, and key milestones. *(UDP will provide technical and methodological support on this)*
- 1.2.5. Identifying the critical gaps and challenges including the skill gaps (technical, business, financial) currently in the industry limiting the domestic companies, the specific financing needs, the areas where companies lack policy support. *(UDP will provide methodological support on this).*
- 1.2.6. Mapping the existing support structures for the domestic solar companies - including the industry association, capacity-building organizations, training institutes, donor programs or initiatives, research centres, financing initiatives, and relevant ministries etc.
- 1.2.7. Identifying key policy, educational, fiscal and regulatory measures that could enhance the support for local actors.
- 1.2.8. Insights and findings from this activity will feed into stakeholder workshops as specified under activity 2

Deliverable 1.2: Draft MSME Report on the growth trajectories and challenges in Uganda – This needs to be finalised after the first and second stakeholder workshop. UDP will provide a report template, direct written contributions, as well as methodological and technical support for analytical components and review input.

Activity 2 - Organizing and Facilitating Interactive Workshops for co-creating ideas and action plans to reduce bottlenecks for the domestic solar MSMEs and to identify ways to enhance support to the domestic industry

The Consultant will be responsible for organizing and facilitating participatory stakeholder workshops and high-level events, in collaboration and with support from the UDP TEMARIN team.

2.1. First stakeholder workshop for validation of findings and co-creation of ideas and actions - Presenting preliminary findings based on Activity 1.2. to the stakeholders (15-20) for validation purpose and use this as a platform to identify relevant actions and policy measures for increased support for domestic PV companies in Uganda. The activities for this include:

- 2.1.1. Planning the workshop including but not limited to design and format (online), preparing workshop content including concept notes, presentations, flyers, whiteboard discussions, managing polls etc. *(UDP will provide analytical support on this)*
- 2.1.2. Practicalities for executing the workshop, inviting attendees and following up early on, speakers and payments. (Cost will be handled by the consultant but paid outside the consultancy contract)
- 2.1.3. Facilitating the workshop, moderating, engaging with the stakeholders and the points they raise, and stimulating discussions. *(UDP will provide analytical and technical/facilitation support in the workshop)*
- 2.1.4. Developing a plan for further engagement on the points highlighted in the workshop, in further working groups, plugging it into USEA work, and/or to existing donor initiatives.

Deliverable 2.1: Detailed workshop report (UDP will share an example of this from the Kenya work)

2.2. Second Stakeholder Workshop around a priority issue or theme that serves as a critical barrier to the domestic industry, for instance on finance - inviting select domestic and international financiers to co-create ideas and action points for bridging the domestic financing gap. This could build on existing discussions ongoing at the country level in this theme. The consultants are welcome to bring forth ideas for additional thematic issues or priority areas. This specific sub-activity could be subject to changes based on the project evolution.

- 2.2.1. Planning the workshop including but not limited to design and format (online), preparing workshop content including concept notes, presentations, flyers, whiteboard discussions, managing polls etc. *(UDP will provide analytical support on this)*

- 2.2.2. Practicalities for executing the workshop, inviting attendees and following up early on, speakers and payments. *(Cost will be handled by the consultant but paid outside the consultancy contract)*
- 2.2.3. Facilitating the workshop, moderating, engaging with the stakeholders and the points they raise, and stimulating discussions. *(UDP will provide analytical and technical/facilitation support in the workshop)*
- 2.2.4. Developing a plan for further engagement on the points highlighted in the workshop, in further working groups.

Deliverable 2.2a: Detailed workshop report and a roadmap for how the identified measures and actions are taken up and implemented further by relevant actor-groups or stakeholders and identify roles and responsibilities.

Deliverable 2.2b: Finalise MSME Report on the growth trajectories and in Uganda – This needs to be finalised after the first and second stakeholder workshop. UDP will work closely with the consultant in finalising the report.

2.3. High-level regional event (potentially in a webinar format) inviting stakeholders from East Africa (esp. Kenya and Uganda) presenting findings from the project to a wider audience including government representatives, private sector, financiers, donors, research institutes.

- 2.3.1. Preparing the workshop content including presentation and such outputs.
- 2.3.2. Planning the webinar/workshop including but not limited to design and format (online), preparing workshop content including concept notes, presentations, etc. *(UDP will provide analytical support on this)*
- 2.3.3. Practicalities for executing the webinar workshop, inviting attendees and following up early on, speakers and rehearsals.
- 2.3.4. Facilitating the workshop, moderating, engaging with the stakeholders and stimulating discussions. *(UDP will provide analytical and technical/facilitation support in the workshop)*

Deliverable 2.3: Hi-level event report summarizing the key takeaways and project contributions

2.4. Developing a policy roadmap to inform the develop concrete recommendations and the priority actions needed to mainstream domestic PV companies in the solar PV industry in Uganda, while drawing distinction between short-term and long-term policy recommendations.

This will be based on the primary data collected (Activity 1.2), inputs from the validation and co-creation workshops undertaken with key stakeholders and targeted interviews with expert stakeholders to identify agreeable and practical action points.

Deliverable 2.4: Policy Brief and Roadmap to highlight key findings based on Activity 1 and 2, and Policy Recommendations for supporting domestic solar PV companies

Activity 3 - Partnership Facilitation Support for the Climate Mitigation Technology (Solar PV), building on the market insights generated and opportunities identified in Activity 1 and 2

- 4.1. Identifying or Mapping potential partnership opportunities particularly within the solar captive PV market (supporting industrial/commercial development) and solar water pumps market (supporting agriculture/irrigation). Draw on ideas, examples and inspiration on how successful partnerships have been built or enabled among other climate technologies.
 - 4.1.1. Identifying the type of partnerships that should be pursued and provide a justification for the same. The partnerships could be in the form of investment partnerships (private company-investor), or partnerships within the industry, or technology partnerships (technology supplier-installer-NGO), public-private etc.
 - 4.1.2. Having identified a partnership focus area based on (i), the consultant will identify and prioritize critical actors (private sector, relevant investors, NGOs, research orgs); their roles and interests, identify areas of potential partnerships and demonstrate their alignment, and initiate discussions.
 - 4.1.3. Develop a plan for how such a partnership can be supported, what are the sub-activities entailed for such a support. For instance, in case of an investment partnership, the consultants could map the key private sector companies and do potential matchmaking with investors based on their lending criteria, priorities and volumes.

Deliverable 3.1 - Report on mapping actors, potential partnerships and a work plan

- 4.2. Facilitating a partnership process, setting up a platform for enabling or encouraging partnerships with the aim of enhancing climate technology diffusion in Uganda in the mitigation sector, and increasing the role of the private sector.
 - 4.2.1. Plan to set up a formal platform or bilateral consultation through a networking event (depending on how many stakeholders or partners are involved) to facilitate discussions and engagement,
 - 4.2.2. Design the modalities for such an event and for the partnership, with the aim that such partnership building will concretely lead to technology diffusion and market strengthening.
 - 4.2.3. Practical arrangements for the event with possibilities for one-on-one matchmaking sessions or bilateral engagements.

Deliverable 3.2 - Partnerships Report documenting the UDP experience, the approach, the process by which facilitation and partnership building was carried out, and the outcomes.

5. Deliverables

Deliverable 1:

1.1. Deliverable: Detailed Work plan

1.2. Deliverable: Draft MSME Report on the growth trajectories and challenges in Uganda

Deliverable 2:

- 2.1. Deliverable: First workshop report (*UDP will share an example of this from the Kenya work*)
- 2.2. Deliverable: a) Second workshop report and a road map for how the identified measures and actions are taken up and implemented further by relevant actor-groups or stakeholders, identify roles and responsibilities. b) Final MSME report (*UDP will share an example of this from the Kenya work*)
- 2.3 Deliverable: Hi-level event report summarizing the key takeaways and project contributions
- 2.4. Deliverable: Policy Brief and Roadmap to highlight key findings based on Activity 1 and 2, and Policy Recommendations for supporting domestic solar PV companies

Deliverable 3:

- 3.1. Deliverable - Report on mapping actors, potential partnerships and a work plan
- 3.2. Deliverable - Report on partnerships documenting the UDP experience, the approach, the process by which the facilitating and partnership building was carried out, and the outcomes.

6. Reporting and Collaboration with other TEMARIN Consultants

The consultant will be reporting to the TEMARIN managers at UNEP-DTU Partnership and will be required to collaborate with other TEMARIN consultants during the project implementation work in Uganda.

	Work Components under the TEMARIN project	Consultancy Contract 1 (this one)	Consultancy Contract 2
1.	Captive PV study + (maybe) Water pumps/new application areas	Supporting role	Lead role
2.	Deep Dive Work	Lead role as per Activity 1	Supporting role
3.	Stakeholder Workshops	Lead role as per Activity 2	Supporting role
4.	Partnership Activities	Lead role as part Activity 3	Joint Lead - esp. for enabling partnerships in captive PV market

7. Timeline

The contract period is 11 months from 25 January 2021 to 20 December 2021. This may be extended further.

8. Consultancy fee/ Budget

The consultants or consultancy firm will be retained on a contract with the UNEP DTU Partnership and payments based on satisfactory deliverables. They would be required to be available for the timely delivery of milestones throughout the project. The total budget amounts to USD 35.000 including all activities indicated in this ToR.

The consultant will be paid upon approval by UDP of four main deliverables as noted below and as elaborated above in detail:

Payment Instalments		Deliverables/ Expected Output	Expected completion date
1 st instalment	3000	Deliverable 1.1	05 Feb 2020
2 nd instalment	10000	Deliverables 1.2, 2.1	15 May 2020
3 rd instalment	12000	Deliverables 2.2, 2.4, 3.1	15 September 2020
Final instalment	10000	Deliverable 2.3, 3.2	10 December 2020

9. Qualifications and Skills

The appointed consultants should have the following qualifications/skills:

Essential

- Degree in renewable energy, environment, entrepreneurship, business development, policy or related field
- 7-10 years' experience within Uganda/East Africa, including conducting market assessments, analytical reports, and developing roadmaps/action plans
- Experience of developing, facilitating and delivering stakeholder workshops and group facilitating aimed at engaging multiple actors
- Working knowledge and experience in the clean energy sector in Uganda and East Africa.
- Experience in conducting detailed interviews and surveys.
- Proficient analytical and writing skills and excellent English communication skills
- Good oratory skills in the local language including Swahili and/or Bantu, or other local dialects

Highly Desirable

- Postgraduate degree in renewable energy, business development and entrepreneurship fields, or climate related fields
- Experience in the areas of market advisory, market research analysis, entrepreneurship support, business development, financial analysis
- Knowledge of and experience with donor projects/programs

10. Application Procedure

Interested consultants should submit their application to the TEMARIN team - Padmasai Lakshmi B, at lakpa@dtu.dk with copy to Mathilde Brix Pedersen brix@dtu.dk. Please make sure to include the following information:

- A cover letter demonstrating experience and knowledge in the clean energy sector and entrepreneurship/business fields including knowhow of the relevant actors and interest groups.
- Detailed CV along with summary of relevant projects and initiatives you have been a part of and your specific role within them.
- 1-pager write-up on preliminary ideas, reflections, and thoughts on your approach to this work and activities indicated in this ToR.

The deadline for submitting proposals is 11th January 2021. Interviews with shortlisted candidates will take place the following week.