

**REQUEST FOR PROPOSALS (RFP)**  
**RFP/2018-016**

**Title of the Project**

*Consultancy Services for Study:- Identification and Evaluation of Funding Mechanisms, Preparation of Case Studies, Assessment of Country Level Frameworks, and Preparation of New Financing Structures for Renewable Energy in Small Island Developing States (SIDS) to appraise and finance renewable energy projects*

**International Renewable Energy Agency**  
**Abu Dhabi, UAE**

*The International Renewable Energy Agency (IRENA) does not charge a fee at any stage of the procurement process (e.g. vendor registration, bid submission or any other stage). In the event that you have any reason to suspect that any activity purporting to be made on behalf of IRENA may be fraudulent, please contact [procurement@irena.org](mailto:procurement@irena.org).*

**October 2018**

**REQUEST FOR PROPOSALS (RFP-2018-016)**  
**Section 1: Letter of Invitation**

15 October 2018

Dear Madam or Sir,

The International Renewable Energy Agency (IRENA) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the following consultancy for *Study: - Identification and Evaluation of Funding Mechanisms, Preparation of Case Studies, Assessment of Country Level Frameworks, and Preparation of New Financing Structures for Renewable Energy in Small Island Developing States (SIDS) to appraise and finance renewable energy projects*

This RFP includes the following documents:

- Section 1 – This Letter of Invitation
- Section 2 – Instructions to Proposers, including the Data Sheet
- Section 3 – Terms of Reference, including technical evaluation criteria
- Section 4 – Proposal Submission Form
- Section 5 – Documents Establishing the Eligibility and Qualifications of the Proposer
- Section 6 – Technical Proposal Form
- Section 7 – Financial Proposal Form
- Section 8 – General Terms and Conditions for Professional Services
- Section 9 – Form for Performance Security
- Section 10 – Form of Bank Guarantee for Advance Payment
- Section 11 – Form of Contract

1. Your offer comprising a Technical and Financial Proposal, in separate sealed envelopes, should be submitted in accordance with the Data Sheet.
2. You are kindly requested to submit an acknowledgment letter to IRENA via the following email address: [procurement@irena.org](mailto:procurement@irena.org), or to the following postal address:  
Procurement Office: Attention – Luay Shalkhoub, Chief, Procurement Officer.  
International Renewable Energy Agency  
IRENA Headquarters, Masdar City, P.O. Box 236  
Abu Dhabi, United Arab Emirates
3. The letter should be received by IRENA no later than **20 October 2018**; 1400 H GST (Gulf Standard Time). The same letter should advise whether your company intends to submit a Proposal. If your company decides not to submit a proposal, we would appreciate it if you would kindly indicate the reason for our records. Please use the RFP reference number **(RFP/2018/016)** in your subject line.
4. Should you need further clarification, kindly communicate with the contact person indicated in the attached Data Sheet as the focal point for queries relating to this RFP.

We look forward to receiving your Proposal and thank you in advance for your interest in IRENA procurement opportunities.

Yours sincerely,

David Iyamah,  
Director  
Administration and Management Services.

## Section 2: Instruction to Proposers

### Definitions of Terms

- a) “*Contract*” refers to the agreement that will be signed by and between the IRENA and the successful Proposer and all the attached documents thereto, including the General Terms and Conditions for Professional Services (GTC) and the Appendices.
- b) “*Country*” refers to the country in which the Services are to be performed as indicated in the Data Sheet.
- c) “*Data Sheet*” refers to such part of the Instructions to Proposers used to reflect conditions of the tendering process that are specific for the requirements of the RFP.
- d) “*Day*” refers to calendar day.
- e) “*Instructions to Proposers*” (Section 2 of the RFP) refers to the complete set of documents which provides Proposers with all information needed and procedures to be followed in the course of preparing their Proposals.
- f) “*LOI*” (Section 1 of the RFP) refers to the Letter of Invitation being sent by IRENA to the Proposers.
- g) “*Material Deviation*” refers to any content or characteristic of the Proposal that is significantly different from an important aspect or requirement of the RFP, substantially alters the scope and quality of the requirements, limits the rights of IRENA and/or the obligations of the Proposer, or compromises the competitive position of other Proposers or otherwise adversely impacts the fairness and principles of the procurement process.
- h) “*Proposal*” refers to the Proposer’s response to the RFP, including the Proposal Submission Form, Technical and Financial Proposal and all other documentation attached thereto as required by the RFP.
- i) “*Proposer*” refers to any legal entity that may submit, or has submitted, a Proposal for the provision of Services requested by IRENA through this RFP.
- j) “*RFP*” refers to the Request for Proposals consisting of instructions and references prepared by IRENA for the purposes of selecting the best service provider to perform the Services described in the Terms of Reference.
- k) “*Services*” refers to the entire scope of tasks and deliverables requested by IRENA under the RFP.
- l) “*Supplemental Information to the RFP*” refers to a written communication issued by IRENA to prospective Proposers containing clarifications, responses to queries received from prospective Proposers, or changes to be made to the RFP, before the deadline for the submission of Proposals.
- m) “*Terms of Reference*” or “*TOR*” refers to the document included in this RFP as Section 3 which describes the objectives, scope of services, activities, tasks to be performed, responsibilities of the Proposer, expected results and deliverables and other data pertinent to the performance of the range of duties and services expected of the successful Proposer.

## **A. GENERAL**

1. IRENA hereby solicits Proposals in response to this RFP. Proposers must strictly adhere to all the requirements of this RFP. No changes, substitutions or other alterations to the provisions stipulated in this RFP may be made or assumed unless approved in writing by IRENA in the form of Supplemental Information to the RFP. However, whilst fully complying with the RFP requirements, Proposers are encouraged to provide any suggestions and solutions that may achieve a more cost-effective and value-for-money approach to fulfilling the requirements of this RFP.
2. Submission of a Proposal shall be deemed to constitute an acknowledgement by the Proposer that all obligations stipulated in this RFP shall be met and that, unless specified otherwise, the Proposer has read, understood and agreed to all the instructions provided in this RFP.
3. Any Proposal submitted will be regarded as an offer by the Proposer and shall not constitute or imply the acceptance of any Proposal by IRENA. This RFP does not commit IRENA to award a contract. The Proposal submitted by the successful Proposer will be the basis for negotiations which may lead to conclusion of a Contract with the successful Proposer.
4. IRENA implements a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, and unethical practices. IRENA is committed to preventing, identifying and addressing all acts of fraud and corrupt practices against IRENA as well as third parties involved in IRENA's activities.
5. Proposers shall not be in any position of conflict of interest arising from their current or future work with respect to IRENA. All Proposers found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Proposers shall be considered to have a conflict of interest if they:
  - 5.1 are or have been associated in the past, with a firm or any of its affiliates which have been engaged with IRENA to provide services for the preparation of the design, specifications, Terms of Reference and other documents to be used for the procurement of the Services;
  - 5.2 were involved in the preparation and/or design of the programme/project related to the Services;
  - 5.3 have owners, officers, directors, controlling shareholders, or key personnel who are related to IRENA personnel involved in procurement functions; or
  - 5.4 are found to be in conflict for any other reason, as may be established by and at the discretion of IRENA.
6. Proposers shall disclose in their Proposal their knowledge of any other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. Failure of such disclosure may result in the rejection of the proposal or proposals affected by the non-disclosure.
7. More than one Proposal from any company, either in its own name or as part of a joint venture, consortium or partnership, shall not be considered. If any Proposer submits or participates in more than one Proposal in response to this RFP, all such Proposals shall be disqualified and rejected. If IRENA has reasons to believe that collusion exists between Proposers, all such Proposers shall be disqualified.

## B. CONTENTS OF PROPOSAL

### 8. Sections of Proposal

Proposers are required to complete, sign and submit in the number of copies indicated in the **Data Sheet** (DS no. 18) the following documents:

- 8.1 Proposal Submission Form (see Section 4 of this RFP);
- 8.2 Documents Establishing the Eligibility and Qualifications of the Proposer (see Section 5 and the **Data Sheet** (DS no. 23) of this RFP);
- 8.3 Technical Proposal Form (see Section 6 of this RFP);
- 8.4 Financial Proposal Form (see Section 7 of this RFP); and
- 8.5 Any attachments and/or appendices to the Proposal, including those specified in the **Data Sheet** (DS no. 24).

### 9. Clarification of Request for Proposals

Proposers may request a clarification of any of the RFP documents no later than the deadline for the submission of requests for clarification indicated in the **Data Sheet** (DS no. 16). Any request for clarification must be sent in writing or by electronic means to the IRENA address indicated in the **Data Sheet** (DS no. 17). IRENA will respond in writing or by electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Proposers who have provided confirmation of their intention to submit a Proposal.

IRENA shall endeavour to provide such responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of IRENA to extend the submission date of the Proposals, unless IRENA deems that such an extension is justified and necessary.

### 10. Amendment of Request for Proposals

At any time prior to the deadline for submission of Proposals, IRENA may for any reason, such as in response to a clarification requested by a Proposer, make changes to the RFP in the form of a Supplemental Information to the RFP. All Proposers who have provided confirmation of their intention to submit a Proposal will be notified in writing of all amendments to the RFP.

In order to afford prospective Proposers reasonable time to consider the amendments in preparing their Proposals, IRENA may, at its discretion, extend the deadline for submission of Proposals, if the nature of the amendment to the RFP justifies such extension.

## C. PREPARATION OF PROPOSALS

### 11. Cost of Proposal

The Proposer shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal is selected or not. IRENA shall in no case be responsible or liable for those costs, regardless of the conduct or outcome of the process.

## 12. Language of Proposal

The Proposal, as well as all related correspondence exchanged by the Proposer and IRENA, shall be written in the English language, unless a language other than English has been specified in the **Data Sheet** (DS no. 4). Any printed literature furnished by the Proposer written in a language other than the language specified in the **Data Sheet** (DS no. 4) must be accompanied by a translation into the language specified in the **Data Sheet** (DS no. 4). For the purposes of interpretation of the Proposal and in the event of any discrepancy or inconsistency in meaning, the version translated into the language specified in the **Data Sheet** (DS no. 4) shall prevail.

## 13. Proposal Submission Form

Proposers shall submit their Proposals using the Proposal Submission Form furnished in Section 4 of the RFP.

## 14. Technical Proposal Format and Content

Unless otherwise stated in the **Data Sheet** (DS no. 24), the Proposer shall structure the Technical Proposal in the format provided in Section 6 and in accordance with the following:

- 14.1 Expertise of Firm/Organisation – this section shall provide details regarding the management structure of the Proposer, organisational capability/resources, the experience of the Proposer, the list of projects/contracts (both completed and ongoing, both domestic and international) which are related or similar in nature to the requirements of the RFP, and proof of financial stability and adequacy of resources to complete the Services (see Clause 15 of this Section 2 for further details).
- 14.2 Proposed Methodology, Approach and Implementation Plan – this section should demonstrate the Proposer’s response to the Terms of Reference by: identifying the specific components proposed, how the requirements shall be addressed, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; identifying the works/portions of the work that will be subcontracted; and demonstrating how the proposed methodology meets or exceeds the specifications, while ensuring appropriateness of the approach to the local conditions and the rest of the project operating environment. This methodology must be laid out in an implementation timetable that is within the duration of the Contract as specified in the Terms of Reference.
- 14.3 Management Structure and Key Personnel – This section should include the comprehensive curriculum vitae (CVs) of key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. CVs should establish competence and demonstrate qualifications in areas relevant to the TOR.

In complying with this sub-section 14, the Proposer assures and confirms to IRENA that the personnel being nominated are available to implement the Services within the duration of the Contract indicated in the Terms of Reference. If, at any time prior to award of the Contract, any of the key personnel listed in the Technical Proposal become unavailable, except for unavoidable reasons such as death, medical incapacity or delay in the implementation of the Services through no fault of the Proposer, IRENA reserves the right to consider the Proposal non-responsive. Any substitution of personnel arising from unavoidable reasons shall be made only with IRENA’s approval of the justification for the substitution and with IRENA’s approval of the replacement, who shall be of either equal or superior credentials to the one being replaced and which shall not involve any additional cost to IRENA.

The Technical Proposal shall not include any financial information. A Technical Proposal containing

any form of financial information that could lead to the determination of the price offer may be declared non-compliant.

## 15. Financial Proposals

The Financial Proposal shall be prepared using the attached standard form provided in Section 7. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. All outputs and activities described in the Technical Proposal must be priced separately on a one-to-one correspondence. Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

## 16. Currencies of Proposals

All prices from Proposers shall be quoted in the preferred currency indicated in the **Data Sheet** (DS no. 15).

16.1 Should the Proposer submit a Financial Proposal in a currency that is different from the preferred currency specified in the **Data Sheet** (DS no. 15), IRENA will convert the currency quoted in the Proposal to the preferred currency in accordance with the prevailing United Nations operational rate of exchange on the deadline for submission of Proposals; and

16.2 In the event that the Proposal that is found to be the most responsive to the RFP requirements is quoted in a currency different from the preferred currency indicated in the **Data Sheet** (DS no. 15), IRENA reserves the right to award the Contract in the preferred currency specified in the **Data Sheet** (DS no. 15) using the conversion method specified in sub-section 16.1 above.

## 17. Documents Establishing the Eligibility and Qualifications of the Proposer

The Proposer shall furnish evidence of its status as an eligible and qualified vendor, using the forms provided in Section 5 of this RFP, with such eligibility and qualifications to be documented to IRENA's satisfaction. This evidence shall include, and must demonstrate, the following:

17.1 That, in the case of a Proposer offering to supply goods under the Contract which the Proposer did not manufacture or otherwise produce, the Proposer has been duly authorised by the goods' manufacturer or producer to supply the goods in the country of final destination; and

17.2 That the Proposer has the financial, technical, and production capability necessary to perform the Contract.

## 18. Joint Venture, Consortium or Association

If the Proposer is a group of legal entities that will form or have formed a joint venture, consortium, or association at the time of the submission of the Proposal, all of the members of the joint venture/consortium/association shall submit, along with the Proposal, a duly notarised agreement confirming that they have designated one member to act as the lead entity duly vested with the authority to bind the members of the joint venture/consortium/association jointly and severally, and that if their Proposal is selected, the Contract shall be negotiated and entered into between IRENA and the designated lead entity who shall be acting for and on behalf of all the members of the joint venture/consortium/association.

After the Proposal has been submitted to IRENA, neither the lead entity nor the composition or constitution of the joint venture/consortium/association shall be altered without the prior consent of IRENA.

The organisation of the joint venture/consortium/association must clearly define the role of each of its component/member entities in the course of performing the Services.

Where a joint venture/consortium/association is presenting its track record and experience in a similar undertaking as those required in the TOR, it should present such information in the following manner:

- Those that were undertaken together by the joint venture/consortium/association; and
- Those that were undertaken by the individual members of the joint venture/consortium/association expected to be involved in the performance of the Services.

Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with the joint venture/consortium/association or any of its members cannot be claimed as the experience of the joint venture/consortium/association or those of any of its members, but should only be claimed by the individual experts themselves in their presentation of their credentials.

## 19. Alternative Proposals

Unless otherwise specified in the **Data Sheet** (DS no. 6), alternative proposals shall not be considered. Where alternative proposals are allowed in the **Data Sheet** (DS no. 6), IRENA reserves the right to award a Contract based on an alternative proposal when the conditions for its acceptance are met.

## 20. Period of Validity

Proposals shall remain valid for the period specified in the **Data Sheet** (DS no. 8), commencing on the deadline for submission also indicated in the **Data Sheet** (DS no. 20). A Proposal valid for a shorter period shall be immediately disqualified and rejected by IRENA.

In exceptional circumstances, prior to the expiration of the proposal validity period, IRENA may request Proposers to extend the period of validity of their Proposals. The request and the responses shall be made in writing, and shall be considered integral to the Proposal.

## D. SUBMISSION AND OPENING OF PROPOSALS

### 21. Submission and Opening of Proposals

21.1 The Technical Proposal and the Financial Proposal envelopes must be completely separate and each of them must be submitted sealed individually and clearly marked on the outside as either “TECHNICAL PROPOSAL” or “FINANCIAL PROPOSAL”, as appropriate. Each envelope **MUST** also bear the name of the Proposer. The outer envelopes shall:

- bear the name and address of the Proposer
- be addressed to IRENA as specified in the **Data Sheet** (DS no. 19); and
- bear a warning that states: “**DO NOT OPEN BEFORE – 7 November 2018; 1400H, GST for Proposal opening specified in the Data Sheet (DS no. 21)**”.

The Proposer shall assume the responsibility for the misplacement or premature opening of Proposals due to improper sealing and labelling.

21.2 Proposers must always submit their Proposals by mail/courier or by hand delivery.

21.3 Proposers shall enclose the original and each copy of the Proposal, in separate sealed envelopes, duly marking each of the envelopes as “Original Proposal” and “Copy of Proposal” as appropriate. The two envelopes shall then be sealed in an outer envelope. The number of copies



required shall be as specified in the **Data Sheet** (DS no. 18). In the event of any discrepancy between the original and a copy of the Proposal, the original shall prevail. The original of the Proposal shall be signed or initialled on every page by the Proposer or a person duly authorised to commit the Proposer and all copies shall be made from the signed original.

21.4 Proposers must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Proposer accepts the General Terms and Conditions for Professional Services in full as attached hereto as Section 8.

## 22. **Deadline for Submission of Proposals and Late Proposals**

22.1 Proposals must be received by IRENA at the address and no later than the date and time specified in the **Data Sheet** (DS nos. 19 and 20).

22.2 IRENA shall not consider any Proposal that arrives after the deadline for submission of Proposals. Any Proposal or modification of a Proposal that is received by IRENA after the deadline for submission of Proposals shall be declared late, rejected, and returned unopened to the Proposer.

## 23. **Withdrawal, Substitution, and Modification of Proposals**

23.1 Proposers are expected to have sole responsibility for taking steps to carefully examine in detail the full consistency of their Proposals to the requirements of the RFP, keeping in mind that material deficiencies in providing information requested by IRENA or a lack of clarity in the description of services to be provided may result in the rejection of the Proposal. IRENA shall not assume any responsibility regarding erroneous interpretations or conclusions made by the Proposer in understanding the RFP.

23.2 A Proposer may withdraw, substitute or modify its Proposal after it has been submitted by sending a written notice in accordance with Clause 21.1 of this Section 2, duly signed by an authorised representative, and shall include a copy of the authorisation (or a Power of Attorney). The corresponding substitution or modification of the Proposal must accompany the written notice. All notices must be received by IRENA prior to the deadline for submission of Proposals and submitted in accordance with Clause 21.1 of Section 2 (except that withdrawal notices do not require copies). The respective envelopes shall be clearly marked “WITHDRAWAL,” “SUBSTITUTION,” or “MODIFICATION”.

23.3 Proposals requested to be withdrawn shall be returned unopened to the Proposers.

23.4 No Proposal may be withdrawn, substituted, or modified in the interval between the deadline for submission of Proposals and the expiration of the period of proposal validity specified by the Proposer on the Proposal Submission Form or any extension thereof.

## 24. **Proposal Opening**

24.1 IRENA will open the Proposals in the presence of an ad-hoc committee of at least two (2) members formed by IRENA.

24.2 The Proposers’ names, withdrawals, substitutions and modifications, the condition of the labels/seals of the envelope, the presence or absence of required documents, and such other details as IRENA may consider appropriate will be announced at the opening. No Proposal shall be rejected at the opening stage, except for late submission, for which the Proposal shall be returned unopened to the Proposer.

## 25. Confidentiality

- 25.1 Information relating to the examination, evaluation, and comparison of Proposals and recommendation of contract award shall not be disclosed to Proposers or any other persons not officially concerned with such process, even after publication of the contract award.
- 25.2 Any effort by a Proposer to influence IRENA in the examination, evaluation and comparison of the Proposals or contract award decisions may, at IRENA's decision, result in the rejection of its Proposal.
- 25.3 In the event that a Proposer is unsuccessful, the Proposer may seek a meeting with IRENA for a debriefing. Such debriefing shall be limited to discussing the strengths and weaknesses of the Proposal of said Proposer in order to assist the Proposer in improving future proposals to IRENA. The content of other Proposals, their evaluation and how they compare to the Proposer's Proposals shall not be discussed.

## 26. Clarification of Proposals

To assist in the examination, evaluation and comparison of Proposals, IRENA may, at its discretion, ask any Proposer for a clarification of its Proposal.

IRENA's request for clarification and the response shall be in writing. Notwithstanding the written communication, no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by IRENA in the evaluation of the Proposals, in accordance with Clause 30 of this Section 2.

Any unsolicited clarification submitted by a Proposer in respect to its Proposal, which is not a response to a request by IRENA, shall not be considered during the review and evaluation of the Proposals.

## E. EVALUATION AND COMPARISON OF PROPOSALS

### 27. Preliminary Examination of Proposals

- 27.1 IRENA shall examine the Proposals to determine whether they are complete, whether the documents have been properly signed, and whether the Proposals are generally in order. IRENA reserves the right to reject any Proposal after preliminary examination of the Proposal, if IRENA finds a reason for such rejection, including but not limited to the discovery of significant or material deviation, conflict of interest or fraud, among others.
- 27.2 IRENA shall reject the Proposal of any Proposer found to appear in a United Nations Security Council sanctions list or such ineligibility lists as may be established or recognised by IRENA in accordance with its applicable rules, policies and procedures.

### 28. Evaluation of Proposals

- 28.1 IRENA shall examine the Proposal to confirm that the IRENA General Terms and Conditions for Professional Services and any Special Conditions of the RFP have been accepted by the Proposer without any deviation or reservation.
- 28.2 In the first stage, the evaluation committee shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other requirements in the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet** (DS

no. 26). Each responsive Proposal will be given a technical score. A Proposal shall be rendered non-responsive at this stage if it does not substantially respond to the RFP, and particularly the Terms of Reference, or if it fails to achieve the minimum technical score indicated in the Terms of Reference. No changes shall be made by IRENA to the criteria, sub-criteria and point system indicated in the **Data Sheet** (DS no. 26) after all Proposals have been received.

- 28.3 In the second stage, only the Financial Proposal of those Proposers that achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that did not meet the minimum passing technical score shall be returned to the relevant Proposers unopened. The overall evaluation score will be based either on a combination of the technical and financial scores, or on the lowest evaluated financial proposal of the technically qualified Proposers. The evaluation method that applies for this RFP shall be as indicated in the **Data Sheet** (DS no. 22).
- 28.4 IRENA reserves the right to undertake a post-qualification exercise aimed at determining to its satisfaction the accuracy, authenticity and validity of information provided by the Proposer through verification and reference checking, among other means that it deems appropriate, at any stage within the selection process.
- 28.5 When the **Data Sheet** (DS no. 22) specifies that the evaluation method to be used shall be the combined scoring method, the formula for evaluating the Proposals shall be as follows:

$$p = y (x/z)$$

where:

p = weighted percentage points for the Financial Proposal being evaluated

y = maximum weighted percentage number of points for the Financial Proposal, as indicated in the **Data Sheet** (DS no. 22)

x = price of the lowest priced Proposal

z = price of the Proposal being evaluated based on a combination of the technical and financial scores

## 29. **Responsiveness of Proposal**

- 29.1 IRENA's determination of a Proposal's responsiveness is to be based on the contents of the Proposal itself.
- 29.2 A substantially responsive Proposal is one that conforms to all the terms, conditions, and specifications of the RFP without material deviation, reservation, or omission.
- 29.3 If a Proposal is not substantially responsive, it shall be rejected by IRENA and may not subsequently be made responsive by the Proposer by correction of the material deviation, reservation, or omission.

## 30. **Nonconformities, Errors and Omissions**

- 30.1 Provided that a Proposal is substantially responsive, IRENA may waive any non-conformities or omissions in the Proposal that do not constitute a material deviation.
- 30.2 Provided that a Proposal is substantially responsive, IRENA may request the Proposer to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation

requirements. Failure of the Proposer to comply with the request may result in the rejection of its Proposal.

30.3 Provided that the Proposal is substantially responsive, IRENA shall correct arithmetical errors on the following basis:

30.3.1 If there is a discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of IRENA there is an obvious misplacement of the decimal point in the unit price, in which case the line item total as quoted shall govern and the unit price shall be corrected;

30.3.2 If there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and

30.3.3 If there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to the above.

30.4 If the Proposer does not accept the correction of errors made by IRENA, its Proposal shall be rejected.

## **F. AWARD OF CONTRACT**

### **31. Right to Accept, Reject, or Render Non-Responsive Any or All Proposals**

IRENA reserves the right to accept or reject any Proposal, to render any or all Proposals as non-responsive, and to annul the solicitation process and reject all Proposals at any time prior to award of Contract, without thereby incurring any liability to the affected Proposer(s), or any obligation to inform the affected Proposer(s) of the grounds for IRENA's action. Furthermore, IRENA shall not be obliged to award the Contract to the Proposer that submitted the lowest priced Proposal.

### **32. Award Criteria**

Prior to the expiration of Proposal validity, IRENA shall award the Contract to the qualified Proposer with the highest score based on the evaluation method indicated in the **Data Sheet** (DS no. 22).

### **33. Contract Signature**

Within fifteen (15) days from the date of receipt of the Contract negotiated between IRENA and the successful Proposer, the successful Proposer shall sign and date the Contract and return it to IRENA.

### **34. Performance Security**

34.1 A performance security, if required, shall be provided in the amount and form and by the deadline indicated in the **Data Sheet** (DS nos. 9 and 10), as applicable.

34.2 Failure of the successful Proposer to comply with the requirement of RFP Clause 33 or RFP Clause 35 shall constitute sufficient grounds for the annulment of the award and forfeiture of the performance security if any, on which event IRENA may award the Contract to the Proposer with **the second highest rated Proposal, or call for new Proposals.**

**35. Right to Vary Requirements at the Time of Award**

At the time of award of Contract, IRENA reserves the right to vary the quantity of services and/or goods, by up to a maximum ten per cent (10%) of the total offer, without any change in the unit price or other terms and conditions.

**36. Bank Guarantee for Advance Payment**

Except when the interests of IRENA so require, it is IRENA's policy to make no advance payment(s) on contracts. In the event that the Proposer requires an advance payment and if such request is duly accepted by IRENA, and the said advance payment exceeds 20% of the total proposal price or the amount of \$30,000, IRENA shall require the Proposer to submit a bank guarantee in the same amount as the advance payment and in the form provided in Section 10.

**37. Proposer's Conference**

When appropriate, a pre-proposal conference will be conducted at the date, time and location specified in the **Data Sheet** (DS no. 7). All Proposers are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Proposer. Minutes of the Proposers' conference will be either posted on the IRENA website or disseminated to the individual firms that have registered or expressed interest in the RFP, whether or not they attended the conference. No statement made during the conference shall modify the terms and conditions of the RFP unless such statement is issued as an amendment in the form of a Supplemental Information to the RFP.

**38. Vendor Protest**

The IRENA vendor protest procedure provides an opportunity for appeal to those persons or firms not awarded a purchase order or contract through a competitive procurement process. This procedure is not available to Proposers whose Proposals were rejected. In the event that you believe you have not received fair treatment, the following email provides further details regarding IRENA vendor protest procedures: [awardreview@irena.org](mailto:awardreview@irena.org).

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**Instructions to Proposers**

**DATA SHEET**

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Instruction to Proposers. In the case of a conflict between the Instruction to Proposers and the Data Sheet, the provisions in the Data Sheet shall prevail.

<b>DS no.</b>	<b>Data</b>	<b>Specific Instructions</b>
1.	Reference number:	<b>RFP-2018-016</b>
2.	Title of Services/Work:	Consultancy Services for “Study:- Identification and Evaluation of Funding Mechanisms, Preparation of Case Studies, Assessment of Country Level Frameworks, and Preparation of New Financing Structures for Renewable Energy in Small Island Developing States (SIDS)to appraise and finance renewable energy projects”
3.	Country:	Generic – SIDS Countries
4.	Language of the Proposal:	English only
5.	Conditions for submitting Proposals for parts or sub-parts of the TOR	<input type="checkbox"/> Allowed <i>[if yes, describe how and ensure that requirements properly define the sub-parts.]</i> <input checked="" type="checkbox"/> <b>Not allowed</b>
6.	Conditions for submitting alternative Proposals	<input checked="" type="checkbox"/> <b>Shall not be considered</b> <input type="checkbox"/> Shall be considered A Proposer may submit an alternative Proposal, but only if it also submits a Proposal that meets the base case. IRENA shall only consider the alternative Proposals offered by the Proposer whose Proposal for the base case was determined to be the Proposal with the highest evaluated score.
7.	A pre-proposal conference will be held:	<input checked="" type="checkbox"/> <b>No</b> <input type="checkbox"/> Yes The IRENA focal point for the arrangement is: <i>[insert name]</i>
8.	Period of Proposal validity commencing on the deadline of submission of Proposals	<input checked="" type="checkbox"/> <b>90 days</b> <input type="checkbox"/> 120 days

9.	Performance security	<input type="checkbox"/> Required <input checked="" type="checkbox"/> <b>Not required</b>
10.	Acceptable forms of performance security	<input type="checkbox"/> Bank guarantee (See Section 9 for template) <input checked="" type="checkbox"/> <b>Not applicable</b>
11.	Validity of performance security	<input checked="" type="checkbox"/> <b>Not applicable</b> [indicate number of days, but minimum of 90] days from the last day of Proposal submission
12.	Proposal prices shall be subjected to taxation	<input type="checkbox"/> Yes, please submit Proposal prices inclusive of all applicable taxes <input checked="" type="checkbox"/> <b>No, please submit Proposal prices exclusive of all taxes</b>
13.	Advanced payment upon signing of contract	<input type="checkbox"/> Allowed up to a maximum of ____% of the contract price <input checked="" type="checkbox"/> <b>Not allowed</b>
14.	Liquidated damages	<input checked="" type="checkbox"/> <b>Will not be imposed</b> <input type="checkbox"/> Will be imposed under the following conditions:
15.	Preferred currency of Proposal and method for currency conversion	[USD]
16.	Deadline for submitting requests for clarifications/questions	Three (03) days before the submission date.
17.	Contact Details for submitting clarifications/questions	Focal Person in IRENA: <i>Luay Shalkhoub</i> Address: Chief, <i>Procurement Officer</i> E-mail address dedicated for this purpose: <i>LShalkhoub@IRENA.Org</i>
18.	No. of copies of Proposal that must be submitted	Original: <b>One Original Hard Copy of the Technical Proposal and One Original Hard copy of the Financial proposal in two separate envelopes.</b> Copies: <b>One electronic version on a USB.</b> No Email submission.
19.	Proposal submission address <b>Submit via courier or in person to...</b>	Procurement Office International Renewable Energy Agency IRENA Headquarters Masdar City, PO Box 236 Abu Dhabi, United Arab Emirates

20.	Deadline of submission of Proposals	Date: <b>Wednesday, 7 November 2018</b> Time: <b>1400 H GST</b>
21.	Date, time and venue for opening of Proposals	Date: <b>Wednesday, 7 November 2018</b> Time: <b>1600 H GST</b> Venue: Procurement Office, IRENA Headquarters
22.	Evaluation method to be used in selecting the most responsive Proposal	<input type="checkbox"/> Lowest financial offer of technically qualified Proposals. The minimum passing technical score for Technical Proposals shall be <i>[insert]</i> .  <input checked="" type="checkbox"/> <b>Combined scoring method, using the 70%-30% distribution for Technical and Financial Proposals, respectively.</b>  <input type="checkbox"/> Combined scoring method, using the 60%-40% distribution for Technical and Financial Proposals, respectively.  <input type="checkbox"/> Combined scoring method, using the 50%-50% distribution for Technical and Financial Proposals, respectively.
23.	Required documents that must be submitted to establish qualification of Proposers (In “Certified True Copy” form only)	<input checked="" type="checkbox"/> Company profile, which should <u>not</u> exceed forty (40) pages, including CVs of all personnel that shall be performing the Services, projects implemented, and details relevant to the Services being procured.  <input checked="" type="checkbox"/> Valid certificate of registration of the business, including Articles of Incorporation or equivalent document if Proposer is not a corporation.  <input checked="" type="checkbox"/> Quality certificate (e.g., ISO, etc.) and/or other similar certificates, accreditations, awards and citations received by the Proposer, if any.
24.	Other information related to the RFP	<b>“Not applicable”.</b>
25.	Expected date for commencement of Contract	<b>7 January 2018</b>
26.	Criteria for the evaluation of Proposals	As specified in the TOR  <u>Important note:</u> The specified points are only suggested and may be modified based on the nature and demands of the TOR. However, <b>ABSOLUTELY NO CHANGES</b> to this table may be made by IRENA after the deadline of submission of Proposals.



### Section 3:

#### Terms of Reference (TOR) and Evaluation Criteria

Study: - Identification and Evaluation of Funding Mechanisms, Preparation of Case Studies, Assessment of Country Level Frameworks, and Preparation of New Financing Structures for Renewable Energy in Small Island Developing States (SIDS) to appraise and finance renewable energy projects

Secretariat of the International Renewable Energy Agency (IRENA)

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## I. BACKGROUND

The International Renewable Energy Agency (IRENA) is an intergovernmental body with a mandate to promote the widespread and increased adoption and the sustainable use of all forms of renewable energy (RE), to provide to its Members upon their request, advice on the financing for RE and support the application of related mechanisms. IRENA directs its principal partnership activities towards knowledge sharing, ensuring that existing information and experience is developed, organised, and made accessible in a usable format. Cooperation at the global, regional and national levels, knowledge sharing, enabling policies and enhanced capacity, and the encouragement of investment flows and strengthened technology and innovation, are essential elements in the Agency's efforts.

Renewables bring far reaching benefits in terms of lower energy costs, energy access, environmental protection, along with the potential to create new jobs. Amid rapidly falling technology costs, RE technologies have become increasingly cost-competitive with fossil fuels. Yet global investment in renewables has remained below its potential, and the investment shortfall indicates that there are enduring market barriers and perceptions of high risk that deter financiers.

Although these are barriers which any RE project must overcome, they are especially pronounced for small island developing states (SIDS). Small island markets have little leverage and projects in these markets receive financial terms that reflect their smaller purchasing power and lack of economies of scale. The high fuel costs for existing power generation systems in these islands result in SIDS spending a higher portion of their GDP on electricity and makes it less likely they can afford the significant upfront investment required to install renewables that will alleviate the dependence on fossil fuels.

There are, however, signs of efforts for altering the situation; IRENA's NDC analysis of 2017, finds that most of the global SIDS have renewable energy targets in their NDC's with a vast majority being quantified. SIDS have taken a generally comprehensive approach in developing their NDCs: mitigating climate change while advancing social and economic development, and at the same time building resilience to the inevitable impacts they are facing. If these NDC targets are fully implemented, they will result in more than 6GW of additional installed capacity of renewables in SIDS by 2030. It should be noted that many of the countries characterise their renewable energy targets as conditional, which can only be achieved with international support including on policy, finance and technology.

IRENA developed the SIDS Lighthouses Initiative (LHI) to support the strategic deployment of renewable energy in SIDS, to bring clarity to policy makers regarding the required steps, and to enable targeted action. As a joint effort of SIDS and development partners, this framework for action will assist in transforming

SIDS energy systems through the establishment of the enabling conditions for a renewable energy-based future, by moving away from developing projects in isolation to a holistic approach that considers all relevant elements spanning from policy and market frameworks, through technology options to capacity building. The LHI has five main objectives: 1) Develop and implement a structured approach to island power sector transitions to high shares of renewable energy through a set of guidelines, tools and support mechanisms, thus enabling more efficient use of resources. 2) Accelerate renewable energy transitions through the identification of needs and gaps, and learning from experiences on other islands. 3) Strengthen the knowledge base and build institutional capacity that can handle a rapid and profound transition. 4) Facilitate the development of enabling frameworks for investment 5) Identify funding opportunities and facilitate matchmaking between project developers and funding organizations.

Several SIDS have already set ambitious RE targets and this process has been motivated by the efforts towards improving energy security, conserving capital, and their vulnerability to the effects of climate change. However, the findings of the SIDS Lighthouses Quickscan Interim Report 2017 indicate that access to finance is a major issue in SIDS. Local equity and government funding are insufficient to achieve the renewable energy deployment envisioned, and often the framework to attract foreign investments into renewables is not in place, or is not effective in attracting the necessary investment. The report in fact indicates that creating conducive conditions for private investment usually correlates with high shares of renewable energy deployment and generation and one of the first steps is to identify the funding sources which can potentially invest in RE projects in SIDS.

### **Challenges in funding RE projects**

Many SIDS face political, administrative, technical and local capacity barriers, blocking the implementation of ambitious RE programs despite abundant resources and government's policy support. In particular, the lack of funding is a crucial barrier in building up a new energy supply system that is based on renewable energy sources. Many SIDS face challenges in accessing the capital necessary to meet the upfront costs of RE systems and face difficulty accessing the available funds, due to limited knowledge in the requirements of these funds and capacity to apply in a strategic way. For RE entrepreneurs, obtaining seed capital is challenging, but financing needed for scaling up is even harder to find. RE projects in these countries are dependent on international financial cooperation and have difficulty attracting private sector investment into their national energy sector.

Funding for RE projects is increasingly being made available through public, private and philanthropic sources. In order to access such funding, national governments and local RE developers need to be aware of the funding possibilities and possess the necessary capacity to develop successful project proposals, in compliance with the requirements of the different funds. This requires identification and detailed analysis of available funds as well as a comprehensive mapping of the funds and renewable energy projects in the target countries. Evaluating such funds' suitability to planned renewable energy projects can help these national governments and local RE developers prioritise their efforts.

The understanding of current financing flows and existing financing mechanisms for RE projects in SIDS, the evolving business models of RE deployment, local capacities to prepare projects, relevant national frameworks and potentially new financing mechanisms for enhancing investment levels, hence, needs further analysis.

## II. OBJECTIVE

The objective of the project is to determine the existing financing and risk mitigation options for RE projects in SIDS, mapping these options to existing and planned projects to assess the suitability, assess local capacities to prepare RE projects, design new structures for financing RE to enhance funding rates. The project will be structured in the following components:

1. Enhance the understanding of public, private, blended public/ private, international, regional, domestic funding sources as well as risk mitigation instruments that are available for renewable energy projects in SIDS. The focus will be on funds established since 2015 and onwards.
2. Analyse existing IRENA data on SIDS specifically on RE capacity deployment and identify national measures which have led to enhanced RE deployment.
3. Prepare at least 5 (five) case studies of RE projects in SIDS which have been financed on a commercial or concessional basis. Map the case study projects to existing sources of financing and assess opportunities for improvements or adjustments in the current structures for project development and project financing in SIDS.
4. Recommend country specific measures which have succeeded in creating a conducive environment for promoting the deployment of RE and have attracted foreign and domestic investment for renewable energy. Design at least 4 financing structures which have the potential to enhance the flow of private finance for RE projects in SIDS.

For this project, IRENA seeks a contractor to prepare a report covering the scope of work and addressing the tasks presented in section III of this Terms of Reference.

## III. SCOPE OF WORK

The scope of work should include but it is not strictly limited to the content mentioned in the sections below.

**Task 1:** Funding for RE projects is increasingly being made available through public, private and philanthropic sources. In order to access such funding, national governments and local RE developers need to be aware of the funding possibilities and possess the necessary capacity to develop successful project proposals, in compliance with the requirements of the different funds. Task 1 hence relates to the identification and detailed analysis of available funds for financing RE projects in SIDS.

1.1 Identify through desk research, funding sources and risk mitigation instruments for RE projects for SIDS. The contractor shall focus on funds which have been operationalised between 2015 and the start of the assignment. IRENA will provide information on funds which have been identified through previous analyses.

1.2 The fund selection process can be guided by the availability of information, the attractiveness and continued relevance of the fund as a financing source. Active funds which may not have closed renewable energy project deals as of the start of the assignment period shall also be included as potential options for RE financing.

1.3 The contractor will conduct phone interviews with a selection of private, public, philanthropic and blended funding sources to compile their views on (a) the financing gaps for RE deployment in SIDS, (b) the respective fund's strategy to promote RE finance in SIDS, including the financing models they are implementing (c) the funds recommendations on how private financing for RE projects in SIDS can be effectively scaled up. Any limitations in obtaining data or non-availability of information, where justified, may be supplemented by desk research and public sources of information.

1.4 In a matrix format, the contractor will compile each fund's financing structure, investment criteria, application process, eligibility criteria to apply, terms and conditions of the funding (where available), contact information of nodal points in the fund, website URL's of the funds, and depending on the availability of information, the fee structure (not limited to diligence fees and transaction closure fees).

**Task 2:** Prepare at least 5 case studies of RE projects in LHI partner SIDS which have been financed on a commercial or concessional basis (excluding pure grant funded projects) since 2015. Map the case study projects to existing sources of financing; assess opportunities for improvements or adjustments in the current structures for project development and project financing in SIDS.

2.1 Identify at least 5 existing RE projects or RE developers in LHI partner SIDS that have been financed by some of the funds identified in Task 1 as well as additional sources.

- RE projects and RE developer companies of varying sizes and business models may be considered and need not be restricted to grid connected, off grid and community energy service projects.
- Considering the economic diversity within LHI partner SIDS, due regard must be applied so that the case studies are spread across countries of varied economic development.
- Due regard must be applied to prioritise projects that can be replicated in the regional context.

2.2 Case studies of two pages each shall be prepared for the identified projects or developers, and at a minimum, will comprise descriptions of the business model, the investment proposition, the direct and indirect consumers or communities which are served and the effected changes in lifestyles or livelihoods, the sustainability and replicability of the project, the GHG abatement potential and the contact information including website URL's of the developer companies (wherever available).

2.3 Funds identified in Task 1 will be mapped to the case examples and analysed to determine the opportunities and gaps in the current funding instruments for RE in SIDS. Based on this mapping, the contractor shall address the following questions:

- Which funds are seen to be most suitable for financing RE projects in SIDS? and are there any common patterns or trends that explain the suitability.
- Have there been examples of innovative financing structures? E.g. credit enhancement of projects by using risk mitigation instruments or by leveraging public funds to attract additional investment.
- Are there any common attributes perceived in projects which achieve timely financial closure? e.g. a specific RE technology, a specific arrangement for power offtake or a specific scale of the project.

2.4 Drawing from the research on the project identification process, the contractor will provide an objective assessment of the capacities at the local level in SIDS to prepare and develop successful projects that are investment ready. The contractor shall provide recommendations on how to improve project concepts to attract project finance from diverse sources of capital and increase funding rates.

2.5 Recommendations will be made on how IRENA can support such projects to scale up and to be better prepared to access funding from the available funding sources. Recommendations will also be made on how existing funds' respective approaches can be adjusted in order to enhance financing rates for RE projects in SIDS.

Case studies shall only cover SIDS which are partners of the LHI: <http://islands.irena.org/>

Antigua & Barbuda, Bahamas, Barbados, Belize, Cape Verde, Cuba, Comoros, Cook Islands, Dominican Republic, Federated States of Micronesia, Fiji, Grenada, Guyana, Kiribati, Republic of Maldives, Republic of the Marshall Islands, Mauritius, Nauru, Niue, Palau, Papua New Guinea, St. Lucia, St. Vincent and the Grenadines, Samoa, Sao Tome and Principe, Seychelles, Solomon Islands, Tonga, Trinidad and Tobago, Turks and Caicos, Tuvalu, Vanuatu.

**Task 3:** IRENA publishes detailed capacity and power generation statistics covering all renewable energy technologies for every country in the world. This data is collected directly from members using the IRENA Renewable Energy Statistics questionnaire and is supplemented by desk research where official statistics are not available. Analyse existing IRENA data on SIDS specifically on RE capacity deployment and identify strategies which lead to enhanced RE deployment.

3.1 The contractor will analyse and summarize IRENA data on RE capacity deployment in SIDS in a graphical format and determine the annual growth rate of RE.

3.2 Identify country level measures (policy, legislative, regulatory, national programs etc) that have contributed to the deployment of RE in SIDS where capacity additions since 2015 are the most pronounced.

3.3 On a regional level, assess the RE deployment of the different SIDS groupings and determine the annual rate of capacity addition necessary, in order for SIDS groupings to achieve the IRENA estimated RE capacity addition targets in their NDC's.

**Task 4:** Recommend legislative, regulatory and policy measures which have the potential to attract additional foreign and domestic investment for RE projects. Design at least 4 financing mechanisms which have the potential to enable the enhanced flow of private finance for RE projects in SIDS.

4.1 Based on the analysis from previous tasks the contractor shall provide recommendations for legislative, regulatory, policy options and potential national programs which have the potential to attract additional investments for RE projects in SIDS, duly acknowledging global trends that creating conducive conditions for private investment largely correlates with enhanced RE deployment.

4.2 Drawing from previous analysis as well as their own assessment the contractor will design at least four financing structures for effectively scaling up private financing of RE projects in SIDS.

- The design of 4 financing structures will be guided by assessing the case study projects which have already achieved financial closure, the contractor's analysis of the funding options that are available for financing RE projects, and the contractor's analysis of any barriers that are suppressing funding rates.

- This can include options to leverage existing and potentially new sources of funding (public, private, philanthropic etc) for various stages of project development, risk mitigation at different stages of the project cycle, and financing in relation to SIDS.

The study should be drafted comprehensively for the main target readers, which include:

- » Policy-makers and regulators (Officers in Energy Ministries, National Energy Planning Bodies and regulatory bodies);
- » Renewable energy project developers;
- » Potential investors interested in the energy sector;
- » Development agencies and civil society organisations involved in the energy sector.

#### **IV. RESPONSIBILITIES OF THE CONTRACTOR AND OUTPUT**

The contractor will be responsible for developing a study covering the scope of work and answering the questions presented in section III of this Terms of Reference. The contractor will be responsible to elaborate and deliver the deliverables of the study mentioned in this document under the publication policies and guidelines of IRENA, the IRENA/OECD style requirements and the anti-plagiarism policy. Further documentation on the before mentioned will be provided once the contract entries into force.

**The estimated Timeline of Deliverables is also provided below, however, due to the structure of the funding source for this assignment, the finalised deliverables including the report, fact-sheet, slide deck, infographics must be submitted not later than 30 June 2019, beyond which no payments may be effected.**

##### **Deliverables**

The outputs of this work are:

1. Inception report with a draft table of contents of the report and the proposed methodology: The table of contents of the report and the detailed research methodology for the study will be agreed during the development of the inception report.
2. Submission of the mapping of funding sources and investment risk mitigation instruments that are available for RE projects in SIDS, the analysis of IRENA data on RE deployment in SIDS, identification of country level measures that have contributed to enhanced deployment of RE.
3. Submission of the case studies of RE projects in LHI partner SIDS, mapping the projects to existing sources of funding for RE, recommendations on how to improve project concepts to attract project finance from diverse sources of capital, recommendations on adjusting the approach of existing funding sources to enhance funding rates.
4. Analysis of existing IRENA data on SIDS specifically on RE capacity deployment and identification of strategies which lead to enhanced RE deployment.
5. Recommendations on national measures that have the potential to attract enhanced investment for RE projects in SIDS and the preparation of four financing structures which have the potential to enhance the private financing of RE projects in SIDS
6. Submission of the final report, fact-sheets, infographics and slide-deck.  
Fact-sheets, infographics and slide deck:
  - A four-page factsheet compiling the key messages from the study relevant to policy-makers;
  - Infographics presenting the key messages of the study in a graphical manner;

- A slide deck summarizing in a graphical manner the different sections of the report for outreach purposes.

### **ESTIMATED TIMELINE**

<b>Deliverables</b>	<b>Cumulative timeline</b>
1. Contract date	0
2. Inception report with a draft table of contents of the report and the proposed methodology	2 weeks
3. Submission of the deliverables of Task 1 and Task 2	6 weeks
4. Submission of the deliverables of Task 3 and Task 4	10 weeks
5. Submission of first draft report	14 weeks
6. Review and comments by IRENA Secretariat	16 weeks
7. Finalised report after inclusion of IRENA Secretariat's comments	20 weeks
8. Fact-sheets, Infographics and slide deck	24 weeks

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## V. EVALUATION CRITERIA

IRENA requires a consulting firm (contractor) with proven experience and capacity to provide the required activities and outputs as described above. To assess the best value for money the qualitative evaluation of the request for proposals (RFP) will be based on:

Criteria	Criteria details	Weight (%)
A. Team Capabilities and Experience	The team is technically sound, qualified and with experience in delivering publications addressing technical, social, economic and financial issues relating to renewable energy.	35
	<p>Please provide CVs of all staff to be involved with the project and elaborate their individual roles. Team consisting of at least:</p> <p>(i) <b>One Senior Specialist</b>, also acting as Project Manager (post graduate degree in economics, finance, business administration, engineering, the environment) - experience minimum 10 years in advisory services for renewables and/or financing for renewables. A track record of quality experience may be considered in lieu of advanced qualifications. <u>(20 points)</u></p> <p>(ii) <b>One Specialist</b>– (under graduate degree in economics, finance, business administration, engineering, the environment)- experience minimum 7 years in advisory services for renewables and/or financing for renewable projects <u>(10 points)</u></p> <p>(iii) <b>Graphic designer</b>– experience minimum 3 years working with data charts and infographics <u>(5 points)</u></p>	
B. Technical Proposal	Methodology and elaborated proposal shows critical analysis and provide sound advice for policy-makers and investors using a clear, structured and complete framework. <u>(10 points)</u>	20
	The proposal reflects reference to reliable data and information sources, and possible externalities using reliable databases and information sources <u>(10 points)</u>	
	The contractor proposes different approaches and innovative ideas to carry out the assessments and analysis.	10
	Clear and concise work plan for the technical proposal, demonstrating extensive knowledge, experience and ability to carry out this project.	5



C. Expertise of the contractor	Present a portfolio of past work on preparing financing strategies and mechanisms for renewable energy, across a wide range of geographies	15
	Experience in production of reader friendly material, for non-expert readers, such as info-graphics on technical issues for policy-makers. Good understanding of preparing reports for international organisations. Provide concrete examples with the respective Uniform Resource Locator (URL), when applicable.	10
	Possess an inventory of different strategies recommended by the contractor in previous works for financing renewables.	5

## VI. PAYMENT

Payments will be as follows:

1. 10% upon submission, approval / acceptance by IRENA Secretariat of the inception report.
2. 30% upon submission, approval / acceptance by IRENA Secretariat of Tasks 1 and 2, the mapping of funding sources and investment risk mitigation instruments that are available for RE projects in SIDS, the case studies of RE projects in LHI partner SIDS, mapping the projects to existing sources of funding for RE and recommendations on how to improve project concepts to attract project finance from diverse sources of capital.
3. 30% upon submission, approval / acceptance by IRENA Secretariat of Tasks 3 and 4, the analysis of IRENA data on RE deployment in SIDS, Identification of country level measures, that have contributed to enhanced deployment of RE; recommendations on measures that have the potential to attract enhanced investment for RE projects in SIDS and the preparation of four recommended financing structures for scaling up private financing of RE projects in SIDS
4. 30% upon submission and acceptance by IRENA Secretariat of the final report, fact-sheets, infographics and slide-deck.

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**Section 4: Proposal Submission Form<sup>1</sup>**

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*This form must be returned along with the submission signed and stamped by an authorised person.*

To: IRENA, Chief Procurement Officer  
[Insert IRENA address as indicated in the Data Sheet]

Dear Sir/Madam:

We, the undersigned, hereby offer to provide professional services as described in your Request for Proposal dated 15 October 2018 and our Proposal. We are hereby submitting our Proposal, which includes the Technical Proposal and Financial Proposal sealed under separate sealed envelopes.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misrepresentation may lead to our disqualification.
- b) We are currently not on any United Nations sanctions list;
- c) We have no outstanding bankruptcy proceedings or pending litigation or legal action that could impair our operation as a going concern;
- d) We do not employ or otherwise engage, nor anticipate employing or engaging during the performance of the services required under the RFP any person who is or was recently employed by IRENA.

We confirm that we have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities required of us in this RFP and the General Terms and Conditions for Professional Services of IRENA.

We agree to abide by this Proposal for [insert Proposal validity period as indicated in the Data Sheet] days.

We fully understand and recognise that IRENA is not bound to accept this Proposal, that we shall bear all costs associated with its preparation and submission, and that IRENA will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

Yours sincerely,

Authorised Signature [*In full and initials*]: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

[Please mark this with your corporate seal, if available.]

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<sup>1</sup> No deletion or modification may be made to this form. Any such deletion or modification may lead to the rejection of the Proposal.

**Section 5: Documents Establishing the Eligibility and Qualifications of the Proposer**

**Proposer Information Form<sup>2</sup>**

Date: *[insert date (as day, month and year) of Proposal Submission]*

RFP no.: *[insert number]*

Page \_\_\_\_\_ of \_\_\_\_\_ pages

1. Proposer's legal name: <i>[insert Proposer's legal name]</i>		
2. In case of Joint Venture (JV), legal name of each party: <i>[insert legal name of each party in JV]</i>		
3. Actual or intended Country/ies of registration/operation: <i>[insert actual or intended Country of registration]</i>		
4. Year of registration: <i>[insert Proposer's year of registration]</i>		
5. Countries of operation:	6. No. of staff in each Country:	7. Years of operation in each Country:
8. Legal address/es in Country/ies of registration/operation: <i>[insert Proposer's legal address in country of registration]</i>		
9. Value and description of top three (3) biggest contracts for the past five (5) years:		
10. Latest credit rating (if any):		
1. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved:		
12. Proposer's authorised representative information  Name: <i>[insert authorised representative's name]</i> Address: <i>[insert authorised representative's name]</i> Telephone/Fax numbers: <i>[insert authorised representative's name]</i> Email address: <i>[insert authorised representative's name]</i>		
13. Attached are copies of original documents of:  <input type="checkbox"/> All eligibility document requirements listed in the Data Sheet <input type="checkbox"/> If Joint Venture/Consortium – copy of the Memorandum of Understanding/Agreement or Letter of Intent to form a JV/Consortium, or Registration of JV/Consortium, if registered <input type="checkbox"/> If case of Government corporation or Government-owned/controlled entity, documents establishing legal and financial autonomy and compliance with commercial law.		

<sup>2</sup> The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

**Joint Venture Partner Information Form (if registered)<sup>3</sup>**

Date: *[insert date (as day, month and year) of Proposal Submission]*

RFP No.: *[insert number]*

Page \_\_\_\_\_ of \_\_\_\_\_ pages

1. Proposer's legal name: <i>[insert Proposer's legal name]</i>		
2. JV's party legal name: <i>[insert JV's Party legal name]</i>		
3. JV's party Country of registration: <i>[insert JV's Party country of registration]</i>		
4. Year of registration: <i>[insert Party's year of registration]</i>		
5. Countries of operation:	6. No. of staff in each Country:	7. Years of operation in each Country:
8. Legal address/es in Country/ies of registration/operation: <i>[insert Party's legal address in country of registration]</i>		
9. Value and description of top three (3) biggest contracts for the past five (5) years:		
10. Latest credit rating (if any):		
1. Brief description of litigation history (disputes, arbitration, claims, etc.), indicating current status and outcomes, if already resolved:		
13. JV's party authorised representative information  Name: <i>[insert name of JV's party authorised representative]</i> Address: <i>[insert address of JV's party authorised representative]</i> Telephone/fax numbers: <i>[insert telephone/fax numbers of JV's Party authorised representative]</i> Email Address: <i>[insert email address of JV's Party authorised representative]</i>		
14. Attached are copies of original documents of: <i>[check the box(es) of the attached original documents]</i>  <input type="checkbox"/> All eligibility document requirements listed in the Data Sheet <input type="checkbox"/> Articles of Incorporation or Registration of firm named in 2. <input type="checkbox"/> In case of government-owned entity, documents establishing legal and financial autonomy and compliance with commercial law.		

<sup>3</sup> The Proposer shall fill in this Form in accordance with the instructions. Apart from providing additional information, no alterations to its format shall be permitted and no substitutions shall be accepted.

**Section 6: Technical Proposal Form**

<p><b>TECHNICAL PROPOSAL</b> [INSERT TITLE OF THE SERVICES]</p>
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*Note: Technical Proposals not submitted in this format may be rejected. The financial proposal should be included in a separate envelope.*

<b>Name of Proposing organization / firm:</b>	
<b>Country of registration:</b>	
<b>Name of contact person for this Proposal:</b>	
<b>Address:</b>	
<b>Phone / Fax:</b>	
<b>Email:</b>	

<b>SECTION 1: EXPERTISE OF FIRM/ ORGANISATION</b>						
<p><i>This section should fully explain the Proposer’s resources in terms of personnel and facilities necessary for the performance of this requirement. All contents of this section may be modified or expanded depending on the evaluation criteria stated in the RFP.</i></p>						
<p><b>1.1 Brief description of Proposer as an entity:</b> Provide a brief description of the organisation / firm submitting the Proposal, its legal mandates/authorised business activities, the year and country of incorporation, types of activities undertaken, and approximate annual budget, etc. Include reference to reputation, or any history of litigation and arbitration in which the organisation/firm has been involved that could adversely affect or impact the performance of services, indicating the status/result of such litigation/arbitration.</p>						
<p><b>1.2. Financial capacity:</b> Provide the latest Audited Financial Statement (Income Statement and Balance Sheet) duly certified by a Public Accountant, and with authentication of receipt by the relevant government’s Internal Revenue Authority. Include any indication of credit rating, industry rating, etc.</p>						
<p><b>1.3. Track record and experiences:</b> Provide the following information regarding corporate experience within the last five (5) years which are related or relevant to those required for this Contract.</p>						
Name of project	Client	Contract value	Period of activity	Types of activities undertaken	Status or date completed	References contact details (name, phone, email)

## SECTION 2 - APPROACH AND IMPLEMENTATION PLAN

*This section should demonstrate the Proposer's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, as specified, point by point; providing a detailed description of the essential performance characteristics proposed; and demonstrating how the proposed methodology meets or exceeds the requirements.*

2.1. Approach to the Service/Work required: Please provide a detailed description of the methodology for how the organisation/firm will achieve the Terms of Reference of the Project, keeping in mind the appropriateness to local conditions and project environment.

2.2. Technical quality assurance review mechanisms: The methodology shall also include details of the Proposer's internal technical and quality assurance review mechanisms.

2.3. Implementation timelines: The Proposer shall submit a Gantt chart or Project schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

2.4. Subcontracting: Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team.

2.5. Risks/mitigation measures: Please describe the potential risks for the implementation of this Project that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.

2.6. Reporting and monitoring: If required in the TOR, please provide a brief description of the mechanisms proposed for this project for reporting to IRENA and partners, including a reporting schedule.

2.7. Anti-corruption strategy: Define the anti-corruption strategy that will be applied in this project to prevent the misuse of funds. Describe the financial controls that will be put in place.

2.8. Partnerships: Explain any partnerships with local, international or other organisations that are planned for the implementation of the Project. Special attention should be given to providing a clear picture of the role of each entity and how everyone will function as a team. Letters of commitment from partners and an indication of whether some or all have successfully worked together on other previous projects is encouraged.

2.9. Statement of full disclosure: This is intended to disclose any potential conflict in accordance with the definition of "conflict" under Clause 5 of Section 2 of the RFP, if any.

2.10. Other: Any other comments or information regarding the Project approach and methodology that will be adopted.

### SECTION 3: PERSONNEL

**3.1 Management structure:** Describe the overall management approach toward planning and implementing this activity. Include an organisation chart for the management of the Project describing the relationship of key positions and designations.

**3.2 Staff time allocation:** Provide a spreadsheet to show the activities of each staff member and the time allocated for his/her involvement. *(Note: This spreadsheet is crucial and no substitution of personnel will be tolerated once the contract has been awarded except in extreme circumstances. Any substitution shall be made only with IRENA's approval of the justification for the substitution and with IRENA's approval of the replacement, who shall be of either equal or superior credentials to the one being replaced and which shall not involve any additional cost to IRENA. No increase in costs will be considered as a result of any substitution.)*

**3.3 Qualifications of key personnel:** Provide the CVs for key personnel (team leader, managerial and general staff) that will be provided to support the implementation of this project. CVs should demonstrate qualifications in areas relevant to the Scope of Services. Please use the format below:

<b>Name:</b>		
<b>Position for this Contract:</b>		
<b>Nationality:</b>		
<b>Contact information:</b>		
<b>Countries of work experience:</b>		
<b>Language skills:</b>		
<b>Educational and other qualifications:</b>		
<b>Summary of experience:</b> <i>Highlight experience in the region and on similar projects.</i>		
<b>Relevant experience (from most recent):</b>		
<b>Period: From – To</b>	<b>Name of activity/project/ funding organisation, if applicable:</b>	<b>Job title and activities undertaken/description of actual role performed:</b>
<i>e.g. June 2004-January 2005</i>		
<i>Etc.</i>		
<i>Etc.</i>		
<b>Reference no.1 (minimum of 3):</b>	<i>Name; Designation; Organisation Contact Information – Address; Phone; Email; etc.</i>	
<b>Reference no.2</b>	<i>Name; Designation; Organisation Contact Information – Address; Phone; Email; etc.</i>	
<b>Reference no.3</b>	<i>Name; Designation; Organisation Contact Information – Address; Phone; Email; etc.</i>	
<b>Declaration:</b>		
I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract. I also understand that any wilful misstatement described above may lead to my disqualification, before or during my engagement.		
_____		
Signature of the Nominated Team Leader/Member		Date Signed

**Section 7: Financial Proposal Form**

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The Proposer is required to submit the Financial Proposal in a separate envelope from the rest of the RFP response as indicated in Clause 14 of the Instructions to Proposers.

The Financial Proposal must provide a detailed cost breakdown. The format shown on the following pages is suggested for use as a guide in preparing the Financial Proposal. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.

Assuming a (60) +/- 10% - day total engagement man-day for:

1. One Senior Specialist – Project Manager
2. One specialist
3. Graphic designer

please provide the following break out as follows:

	Deliverables	Period of the Engagement (Days) – per categories of resource proposed above	Daily Rate in USD	Total cost in USD
1	submission, approval / acceptance by IRENA of the inception report.			
2	submission, approval / acceptance by IRENA Secretariat of Tasks 1 and 2, the mapping of funding sources and investment risk mitigation instruments that are available for RE projects in SIDS, the case studies of RE projects in LHI partner SIDS, mapping the projects to existing sources of funding for RE and recommendations on how to improve project concepts to attract project finance from diverse sources of capital.			
3	submission, approval / acceptance by IRENA Secretariat of Tasks 3 and 4, the analysis of IRENA data on RE deployment in SIDS, Identification of country level measures, that have contributed to enhanced deployment of RE; recommendations on measures that have the potential to attract enhanced investment for RE projects in SIDS and the preparation of four recommended financing structures for scaling up private financing of RE projects in SIDS			
4	submission and acceptance by IRENA Secretariat of the final report, fact-sheets, infographics and slide-deck.			
	Total in USD			



Total Cost in USD in words: \_\_\_\_\_

Contractor's estimated engagement period: \_\_\_\_\_

Please fill in the above structure of the Financial Proposal. No other format will be accepted. Please ensure a breakdown of total individual deliverables is provided.

Name of bidder/firm: .....

Signature & Stamp of authorised person:

Address: .....

Date: \_\_\_\_\_/2018

## **Section 8: General Terms and Conditions for Professional Services**

### **1. DEFINITIONS**

In these General Terms and Conditions for Professional Services (hereinafter referred to as “General Terms and Conditions”) the following definitions shall apply:

“Agency” means the International Renewable Energy Agency.

“Contract” means the written agreement relating to the provision of Services entered into by the Agency and the Contractor and includes these General Terms and Conditions.

“Contractor” means the legal entity named in the Contract and with whom the Contract has been entered, or its successors.

“Parties” means the Contractor and the Agency collectively, and “Party” means either one of them.

“Services” means any service provided, or to be provided, to the Agency by the Contractor (or any of the Contractor’s sub-contractors) pursuant to or in connection with the Contract.

### **2. LEGAL STATUS**

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the Agency. Neither the Contractor, and any subcontractor, nor any of their personnel shall be considered to be employees or agents of the Agency.

### **3. PAYMENT TERMS**

(a) The Agency shall, unless otherwise specified in the Contract, make payment within 30 days of receipt of the Contractor's invoice which is issued only upon the Agency’s acceptance of the work specified in the Contract.

(b) The prices shown in the Contract cannot be increased except by express written agreement by the Agency. The Agency will not pay any charge for late payment unless expressly agreed to in writing.

### **4. CONTRACTOR’S RESPONSIBILITY FOR EMPLOYEES AND ASSIGNMENT OF PERSONNEL**

(a) The Contractor shall supervise and be responsible for the professional and technical competence of its employees and shall select, for work under the Contract, reliable individuals who will perform effectively in the implementation of the Contract, respect the local customs and conform to a high standard of moral and ethical conduct.

(b) The Contractor shall not replace or withdraw any personnel referred to in the Contract for the performance of the Services without the prior written approval of the Agency or unless requested by the Agency. The Agency shall not unreasonably refuse or delay approval of any such withdrawal or replacement.

(c) Prior to assignment, replacement or withdrawal of personnel for the performance of the Services, the Contractor shall submit to the Agency for its consideration, the curriculum vitae or detailed justification to permit evaluation by the Agency of the impact which such assignment, replacement or withdrawal would have on the Services.

(d) In the event of replacement or withdrawal of personnel, all costs and additional expenses resulting from the replacement, for whatever reasons, of any of the Contractor’s personnel shall be for the account of the Contractor. Such replacement or withdrawal shall not be considered as termination in part or in whole of the Contract.

### **5. SOURCE OF INSTRUCTIONS**

The Contractor shall neither seek nor accept instructions from any authority external to the Agency in connection with the performance of its obligations under the Contract. The Contractor shall refrain from any action which may adversely

affect the Agency and shall fulfill its commitments with the fullest regard to the interests of the Agency.

#### **6. OFFICIALS NOT TO BENEFIT**

The Contractor warrants that it has not and shall not offer any direct or indirect benefit arising from or related to the Contract or the award thereof to any official or employee of the Agency. The Contractor acknowledges and agrees that any breach of this Article is a breach of an essential term of the Contract.

#### **7. ASSIGNMENT AND INSOLVENCY**

(a) The Contractor shall not assign, transfer, pledge or make other disposition of the Contract or any part thereof, or any of the Contractor's rights, claims or obligations under the Contract except with the prior written consent of the Agency.

(b) Should the Contractor become insolvent, adjudged bankrupt, or should control of the Contractor change by virtue of insolvency, the Agency may, without prejudice to any other rights or remedies, immediately terminate the Contract by giving the Contractor written notice of termination.

#### **8. SUBCONTRACTING**

In the event the Contractor requires the services of one or more subcontractors, the Contractor shall obtain the prior written approval of the Agency for all such subcontractor(s). The Agency's approval of a subcontractor shall not relieve the Contractor of any of its obligations under the Contract, and the terms of any subcontract shall be subject to and in conformity with the provisions of the Contract.

#### **9. INDEMNIFICATION**

The Contractor shall indemnify, hold and save harmless and defend at its own expense the Agency, its officers, agents, servants and employees from and against all suits, claims, demands and liability of any nature or kind, including cost and expenses arising out of acts or omissions of the Contractor or its employees or subcontractors in the performance of the Contract. This requirement shall extend, inter alia, to claims or liabilities in the nature of workers' compensation, product liability and to liabilities

pertaining to intellectual property rights. The obligations under this clause do not lapse upon termination of the Contract.

#### **10. INSURANCE AND LIABILITIES TO THIRD PARTIES**

(a) The Contractor shall provide and thereafter maintain all appropriate workers compensation insurance, or its equivalent, with respect to its employees to cover claims for personal injury, bodily injury or death arising from or in connection with the implementation of the Contract.

(b) The Contractor shall provide and thereafter maintain insurance against all risk in respect of its property and any equipment used for the execution of the Contract.

(c) The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death, bodily injury, loss of and damage to property arising from or in connection with the implementation of the Contract or from the operation of any vehicles, boats, airplanes and other equipment owned or leased by the Contractor or its agents, servants, employees or subcontractors performing work or services in connection with the Contract.

(d) Except for insurance mentioned in paragraph (a), the insurance policies under this clause shall:

- (i) Name the Agency as additional beneficiary (additional insured);
- (ii) Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the Agency;
- (iii) Provide that the Agency shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.

(e) The Contractor shall, upon request, provide the Agency with satisfactory evidence of the insurance required under this Article.

(f) The Contractor acknowledges and agrees that neither the requirement for taking out and maintaining insurance as set forth in the Contract nor the amount of any such insurance, including, but not limited to, any deductible or retention relating thereto, shall in any way be construed as limiting the Contractor's liability arising under or relating to the Contract.

### **11. ENCUMBRANCES/LIENS**

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file in any public office or on file with the Agency against any monies due or to become due for any Services provided under the Contract, or by reason of any other claim or demand against the Contractor.

### **12. TITLE TO EQUIPMENT**

Title to any equipment and supplies that may be furnished by the Agency shall rest with the Agency and any such equipment shall be returned to the Agency at the conclusion of the Contract or when no longer needed. Such equipment, when returned shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear, and the Contractor shall be liable to compensate the Agency for any damage or degradation of the equipment that is beyond normal wear and tear.

### **13. OBSERVANCE OF THE LAW**

The Contractor shall comply with all laws, ordinances, rules and regulations bearing upon the performance of its obligations under the terms of the Contract.

### **14. COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS**

(a) Except as otherwise expressly provided in the Contract, the Agency shall be entitled to all intellectual property and other property rights, including but not limited to copyrights, patents and trademarks, with regard to products, documents or other materials which bear a direct relation to or are produced, prepared or collected in consequence or in the course of the execution of the Contract. At the request of the Agency, the Contractor shall take all necessary steps, prepare and process all necessary documents and assist in securing such proprietary rights and transferring them to the Agency in compliance with the requirements of the applicable law.

(b) To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or

acquired, independently of the performance of its obligations under the Contract, the Agency does not and shall not claim any ownership interest thereto, and the Contractor grants to the Agency a non-exclusive, perpetual and irrevocable license to use such intellectual property or other proprietary right.

### **15. CONFIDENTIALITY**

(a) All technical, financial or other documentation and data the Contractor compiled for or received from the Agency under the Contract shall be treated as confidential and shall be delivered only to the Agency's authorised officials on completion of the work or services or as requested by the Agency.

(b) The Contractor may not communicate at any time to any other person, Government or authority external to the Agency, any information known to it by reason of its association with the Agency which has not been made public except with the authorisation of the Agency, nor shall the Contractor at any time use such information to private advantage. These obligations do not lapse upon termination of the Contract.

### **16. USE OF NAME, EMBLEM, OR OFFICIAL SEAL OF THE AGENCY**

The Contractor shall not advertise or otherwise make public for purposes of commercial advantage that it is a Contractor of the Agency, nor shall the Contractor, in any manner whatsoever, use the name, emblem or official seal of the Agency or any abbreviation of the name of the Agency in connection with its business or otherwise, without the prior written approval by the Agency. These obligations do not lapse upon termination of the Contract.

### **17. FORCE MAJEURE**

(a) *Force majeure* as used herein shall mean any unforeseeable and irresistible act of nature, any act of war (whether declared or not), invasion, revolution, insurrection, terrorism, or any other acts of a similar nature or force, provided that such acts arise from causes beyond the control and without the fault or negligence of the Contractor.

(b) In the event of or as soon as possible after the occurrence of any cause constituting *force majeure*, the Contractor shall give notice and full particulars in writing to the Agency of such

occurrence if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under the Contract. The Contractor shall also notify the Agency of any other changes in conditions or the occurrence of any event which interferes or threatens to interfere with the Contractor's performance under the Contract. Upon receipt of the notice required under this Article, the Agency shall take such action as, in its sole discretion, it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under the Contract.

(c) If the Contractor is rendered permanently unable, wholly or in part, by reason of force majeure to perform its obligations and meet its responsibilities under the Contract, the Agency shall have the right to terminate the Contract on the same terms and conditions as are provided for in Article 19 ("Termination") of these General Terms and Conditions, except that the period of notice may be seven (7) days instead of thirty (30) days.

## **18. AMENDMENT**

Except as otherwise expressly provided in the Contract, the provisions of the Contract and the annexes thereto may be amended or supplemented only by means of a written agreement signed by all of the Parties or their authorised representatives.

## **19. TERMINATION**

(a) The Agency may terminate the Contract in whole or in part, and at any time, upon thirty (30) days' notice of termination to the Contractor. The initiation of arbitral proceedings in accordance with Article 20 ("Settlement of Disputes") of these General Terms and Conditions, shall not be deemed a termination of the Contract.

(b) The Agency may terminate forthwith the Contract at any time should the funding for the Agency be curtailed or terminated, in which case the Contractor shall be reimbursed by the Agency for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.

(c) In the event of termination by the Agency, no payment shall be due from the Agency to the Contractor except for work and services

satisfactorily performed and accepted by the Agency in accordance with the express terms of the Contract.

(d) Should the Contractor be adjudicated bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the Agency may, without prejudice to any other right or remedy it may have under the Contract terminate the Contract forthwith. The Contractor shall immediately inform the Agency of the occurrence of any of the above events.

## **20. SETTLEMENT OF DISPUTES**

(a) **Amicable Settlement:** The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the Parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the Conciliation Rules then obtaining of the United Nations Commission on International Trade Law ("UNCITRAL"), or according to such other procedure as may be agreed between the Parties.

(b) **Arbitration:** Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 20(a) above ("Amicable Settlement"), within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim measures") and Article 34 ("Form and effect of the award") of the UNCITRAL Arbitration Rules. The arbitral

tribunal shall have no authority to award punitive damages, nor to award interest in excess of the London Inter-Bank Offered Rate (“LIBOR”) then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such

arbitration as the final adjudication of any such dispute, controversy or claim.

**21. PRIVILEGES AND IMMUNITIES**

Nothing in or relating to the Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the Agency.

**Section 9: Form for Performance Security<sup>4</sup>**

***This must be finalised using the official letterhead of the issuing bank. Except for indicated fields, no changes may be made to this template.***

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To: IRENA  
[Insert contact information as provided in Data Sheet]

WHEREAS [name and address of Contractor] (hereinafter called “the Contractor”) has undertaken, in pursuance of Contract No. [insert Contract number] dated [insert Contract date], to execute Services (hereinafter called “the Contract”):

AND WHEREAS it has been stipulated by you in the said Contract that the Contractor shall furnish you with a Bank Guarantee by a recognised bank for the sum specified therein as security for compliance with his obligations in accordance with the Contract:

AND WHEREAS we have agreed to give the Contractor such a Bank Guarantee:

NOW THEREFORE we hereby affirm that we are the Guarantor and responsible to you, on behalf of the Contractor, up to a total of [amount of guarantee] [in words and numbers], such sum being payable in the types and proportions of currencies in which the Contract Price is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of [amount of guarantee as aforesaid] without your needing to prove or to show grounds or reasons for your demand for the sum specified therein.

This guarantee shall be valid until a date 30 days from the date of issue by IRENA of a certificate of satisfactory performance and full completion of services by the Contractor.

***SIGNATURE AND SEAL OF THE GUARANTOR BANK***

Date: .....

Name of Bank: .....

Address: .....

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<sup>4</sup> If the RFP requires the submission of a performance security, which shall be made a condition to the signing and effectivity of the Contract, the performance security that the Proposer’s bank will issue shall use the contents of this template

### Section 10: Form of Bank Guarantee for Advance Payment

*This must be finalised using the official letterhead of the issuing bank. Except for indicated fields, no changes may be made to this template.*

*Note: All italicized text is for indicative purposes only to assist in preparing this Form and shall be deleted from the final product.*

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\_\_\_\_\_ [*Bank's name, and address of issuing branch or office*]  
**Beneficiary:** \_\_\_\_\_ [*Name and address of IRENA as provided in Data Sheet*]  
**Date:** \_\_\_\_\_  
**Advance Payment Guarantee No.:** \_\_\_\_\_

We have been informed that [*name of company*] (hereinafter called "the Contractor") has entered into Contract No. [*reference number of the Contract*] dated [*insert date*] with you, for the provision of [*brief description of Services*] (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of [*amount in words*] (*[amount in figures]*) is to be made against an advance payment guarantee.

At the request of the Contractor, we, [*name of Bank*], hereby irrevocably undertake to pay you any sum or sums not exceeding in total an amount of [*amount in words*] (*[amount in figures]*)<sup>5</sup> upon receipt by us of your first demand in writing accompanied by a written statement stating that the Contractor is in breach of its obligation under the Contract because the Contractor has used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Contractor on its account number \_\_\_\_\_ at [*name and address of Bank*].

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Contractor as indicated in copies of certified monthly statements which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the monthly payment certificate indicating that the Consultants have made full repayment of the amount of the advance payment. Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees, ICC Publication No. 458.

\_\_\_\_\_  
[*signature(s)*]

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<sup>5</sup> The Guarantor Bank shall insert an amount representing the amount of the advance payment and denominated in the currency of the advance payment as specified in the Contract.



**Section 11: Form of Contract**

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**Contract**

**between**

**the International Renewable Energy Agency (IRENA)**

**and**

**[INSERT NAME OF THE CONTRACTOR]**

**for the provision of**

**[INSERT DESIGNATION OF THE SERVICES]**

**Solicitation:** [INSERT RFP REFERENCE NUMBER]

**Contract No.:** [INSERT NUMBER OF CONTRACT]

This Contract, dated as of the Effective Date, is entered into by and between the International Renewable Energy Agency, having its headquarters located in Masdar City, P.O. Box 236, Abu Dhabi, United Arab Emirates (hereinafter “IRENA”), and **[INSERT NAME OF THE CONTRACTOR]**, duly incorporated under the laws of **[INSERT NAME OF THE COUNTRY]** and having its principal office located at **[INSERT ADDRESS OF THE CONTRACTOR]** (hereinafter the “Contractor”).

WHEREAS the Contractor desires to provide IRENA, and IRENA desires to obtain from the Contractor, the Services described in this Contract on the terms and conditions set forth in this Contract;

WHEREAS the offer of the Contractor dated **[INSERT DATE]**, submitted in response to the IRENA **[INSERT REFERENCE TO THE SOLICITATION DOCUMENT: Request for Proposal/Invitation to Bid No..., dated ...]**, was accepted by IRENA;

NOW, THEREFORE, IRENA and the Contractor (hereinafter collectively the “Parties” and individually a “Party”) hereby agree as follows:

### **Article 1: Contract Documents**

- 1.1 This document and the documents listed in Article 1.2 below (“Contract Documents”) constitute the entire agreement by and between the Parties with regard to the subject hereof and supersedes all prior representations, contracts and proposals, whether written or oral, by and between the Parties on this subject.
- 1.2 The Contractor and IRENA agree to be bound by the provisions contained in the following documents, which are complementary of one another but in case of ambiguities, discrepancies or inconsistencies between or among them shall take precedence in the following order:
  - a) This document;
  - b) The IRENA General Terms and Conditions for Professional Services, attached hereto as Annex 1. The provisions of such Annex shall control the interpretation of this Contract and in no way shall be deemed to have been derogated by the contents of this document and any other Annexes, unless otherwise expressly stated;
  - c) The Terms of Reference **[INSERT REFERENCE AND DATE AS APPLICABLE]**, attached hereto as Annex 2; and
  - d) The Contractor’s technical proposal **[INSERT REFERENCE AND DATE AS APPLICABLE]**, not attached hereto but known to and in the possession of both Parties and incorporated herein by reference.

### **Article 2: Definitions**

- 2.1 In this Contract, terms shall have the same meanings as respectively assigned to them in the IRENA General Terms and Conditions for Professional Services and the Terms of Reference, annexed to this Contract.
- 2.2 In addition, the following terms shall have the meanings hereby assigned to them for the purposes of this Contract:

- a) “Acceptance” means certification by IRENA that a particular Service or Deliverable has been provided and that the Service or Deliverable satisfies the applicable Acceptance Criteria. Deliverables accepted pursuant to the foregoing certification shall be considered “Accepted”.
- b) “Acceptance Criteria” means the criteria used by IRENA to evaluate Acceptance for each Service or Deliverable separately and as integrated with any previously Accepted Service or Deliverable as provided herein. The term “Acceptance Criteria” shall be deemed to include that each Service or Deliverable shall meet the applicable specifications related to such Service or Deliverable, as set forth in this Contract including the Terms of Reference and, as applicable, the Contractor’s technical proposal, and operates in accordance with such other specific criteria as may be developed and recorded in writing by the Parties in the implementation of this Contract.
- c) “Completion Date” means, for any Deliverable or task, the date set forth in this Contract and, as applicable, the Implementation Schedule, on or before which such Deliverable or task must be completed and/or delivered to IRENA.
- d) “Contract” means the Contract Documents and any amendments as may be made thereto in accordance with Article 18 of the IRENA General Terms and Conditions for Professional Services.
- e) “Contract Documents” has the meaning set forth in Article 1.
- f) “Contractor” has the meaning set forth in the introductory paragraph of this Contract or its successors, subject to recognition by IRENA. If the Contractor wishes IRENA to recognize a successor in interest to this Contract or a name change, the Contractor shall notify IRENA in writing accordingly. The Contractor shall be the only interface for all matters pertaining to execution of the Services under this Contract.
- g) “Deliverables” means any and all items to be developed and delivered by the Contractor to IRENA under this Contract including as described in the Terms of Reference and, as applicable, the Contractor’s technical proposal.
- h) “Effective Date” has the meaning set forth in Article 11.
- i) “Implementation Schedule” means the schedule which identifies the various tasks and responsibilities of the Parties as set forth in the Terms of Reference.
- j) “Personnel” means any personnel, employee, official, agent, servant, representative and sub-contractor (or any of the sub-contractor’s personnel, employee, official, agent, servant and representative) of the Contractor.
- k) “Services” means the work to be performed by the Contractor under this Contract including as described in the Terms of Reference and the Contractor’s technical proposal, and any incidental services, functions or responsibilities not specifically described in this Contract, but which are required for and are related to the proper performance of the Services.

**Article 3: Obligations of the Contractor**

- 3.1 The Contractor shall perform and complete the Services with the necessary diligence and efficiency and in accordance with the highest industry and professional standards, under the terms mutually agreed in this Contract.
- 3.2 The Contractor shall perform the Services in accordance with the Implementation Schedule and submit the Deliverables to IRENA according to the following schedule:

No.	Deliverable Description <i>(Procurement to ensure that the deliverable description mirrors the terms of the Terms of Reference contained in Annex 2. If the deliverables are sufficiently described in the Terms of Reference, it may be sufficient to indicate “Progress Report as specified in Annex 2”, “Final Report as specified in Annex 2”, etc.)</i>	Completion Date
1		
2		
3		

- 3.3 The Contractor shall provide the services of qualified English-speaking Personnel as specified and in accordance with the Contractor’s technical proposal. Any replacement by the Contractor of the Personnel specified in its technical proposal shall be made in accordance with Article 4 of the IRENA General Terms and Conditions for Professional Services.
- 3.4 Without limiting and further to Article 4 of the IRENA General Terms and Conditions for Professional Services, the Contractor shall be fully responsible and liable for all work and services performed by its Personnel, and for its Personnel’s compliance with the terms and conditions of this Contract.
- 3.5 The Contractor shall be responsible, at its own costs, for obtaining all licenses, permits and authorisations from governmental or other authorities, legally required for the performance of the Services under this Contract.
- 3.6 The Contractor represents and warrants the accuracy of any information or data provided to IRENA for the purpose of entering into this Contract.
- 3.7 The Contractor represents and warrants that any Service performed under this Contract shall be its own work. In the performance of the Services, the Contractor shall not infringe any third party intellectual property or other proprietary right nor shall it violate any third party rights of privacy. The Contractor shall obtain all necessary permissions for and appropriately acknowledge in the Deliverables any use of any intellectual property or other proprietary rights that pre-existed the performance of the Contract.
- 3.8 In the event of a breach of Article 3.7 above, including in case of plagiarism, IRENA, in its sole discretion and without prejudice to any of IRENA’s other rights and remedies under this Contract or otherwise, exercise any or all of the following:
  - 3.8.1 Reduce any payments owed to the Contractor for the Deliverables at a rate proportionate to the breach, with such rate to be determined by IRENA in its sole discretion;

- 3.8.2 If the breach is identified after acceptance of the Deliverable by IRENA, require the return to IRENA of any payments made to the Contractor for the Deliverable at a rate proportionate to the breach, with such rate to be determined by IRENA in its sole discretion;
- 3.8.3 Terminate the Contract forthwith and without limitation to Article 19(c) of the IRENA General Terms and Conditions for Professional Services.

#### Article 4: Price and Payment

- 4.1 In consideration of the complete and satisfactory performance by the Contractor of all of the Services under this Contract, IRENA shall pay the Contractor a total fixed price of **[INSERT CURRENCY & AMOUNT IN FIGURES AND WORDS]** (hereinafter referred to as “the Contract Price”).
- 4.2 The Contract Price is inclusive of all costs, expenses, charges or fees that the Contractor may incur in connection with the performance of its obligations hereunder, including management, remuneration, and travel costs of Contractor’s Personnel, and all taxes, duties, levies, fees and other charges of any nature imposed by any authority or entity. *[If travel costs are not included in the Contract Price, include: The Contract Price however excludes travel expenses. Any travel by the Contractor that may be required under this Contract must be authorised by IRENA in advance and undertaken in accordance with IRENA’s travel policy.]*
- 4.3 The Contract Price shall remain firm and fixed during the term of this Contract. It shall not be subject to any adjustment or revision because of price or currency fluctuations or the actual costs incurred by the Contractor in the performance of the Services under the Contract. The Contractor shall not do any work, provide any material or equipment or perform any service which may result in any charge to IRENA over and above the Contract without a formal written amendment to this Contract.
- 4.4 IRENA shall effect payments to the Contractor within thirty (30) days after receipt of the Contractor’s invoices and acceptance by IRENA of the Services and Deliverables represented by the invoices, unless IRENA disputes the invoice or a portion thereof. Invoices shall be submitted only upon achievement of the corresponding milestones and for the following amounts:

No.	Milestone	Amount (in USD/AED/EUR/GBP) <i>[select as applicable from the RFP]</i>
1	Acceptance of deliverable 1	<b>[INSERT AMOUNT]</b>
2	Acceptance of deliverable 2	<b>[INSERT AMOUNT]</b>
3	<i>(Procurement to fill and adjust as required)</i>	<b>[INSERT AMOUNT]</b>

- 4.5 The Contractor shall submit an original copy of its invoices by mail for all Services supplied under the Contract and in accordance with the payment milestones specified above to the following address:

International Renewable Energy Agency  
IRENA Headquarters, Masdar City  
P.O. Box 236, Abu Dhabi  
United Arab Emirates  
Tel.: +971-2-417-9000  
Attention: **[INSERT NAME OF PROJECT MANAGER]**

- 4.6 Invoices shall indicate the Contract reference number, the milestones achieved and corresponding amount payable, and specify the details of the bank account to which payment is to be made.
- 4.7 Payments effected by IRENA to the Contractor shall not be deemed to relieve the Contractor of its obligations under this Contract. *[If advance payment is agreed with the Contractor, add: nor shall it be deemed as acceptance by IRENA of the Contractor's performance of the Services and the Deliverables.]*
- 4.8 The Contractor acknowledges and agrees that IRENA may withhold payment in respect of any invoice in the event that, in the opinion of IRENA following review and evaluation of the Services and Deliverables in accordance with Article 7, the Contractor has not performed in accordance with the terms of this Contract.
- 4.9 If IRENA disputes any invoice or a portion thereof, IRENA shall notify the Contractor accordingly. IRENA and the Contractor shall consult in good faith to promptly resolve outstanding issues with respect to any disputed invoice. Once a dispute regarding an invoice or a portion thereof has been resolved, IRENA shall pay the Contractor the relevant amount within thirty (30) days after the final resolution of such dispute.

#### **Article 5: Temporary Suspension of the Services**

- 5.1 IRENA may, at any time, temporarily suspend, in whole or in part, the Services being performed by the Contractor under this Contract by giving thirty (30) days' advance notice in writing to the Contractor. The Services so suspended shall be resumed by the Contractor on the basis of a revised Implementation Schedule and on terms and conditions to be mutually agreed upon between the Parties.

#### **Article 6: Delays; Extension of Time for Performance**

- 6.1 The Contractor acknowledges and agrees that all time limits contained in this Contract and timely performance in completing the Services are of essence in respect of the performance of the Services.
- 6.2 In the event the Contractor anticipates a delay in the performance of the Services and delivery of the Deliverables, the Contractor shall immediately notify IRENA in writing of the extent of such delay and the overall impact such delay may have on completing the Services in accordance with the terms of this Contract. In such event, IRENA may, in its sole discretion, extend the Completion Dates and adjust the Implementation Schedule accordingly. The Contractor shall use its best efforts to ensure that any delay in the delivery of a Deliverable shall not result in the delay of any Deliverable to be subsequently delivered to IRENA under this Contract.
- 6.3 In the event a delay in the performance of the Services and delivery of the Deliverables by the Contractor is caused by the acts or omissions of IRENA, its personnel or other contractors, the Completion Dates shall be extended. Such extension of time shall be the sole remedy of the Contractor and the Contractor shall not be entitled to additional payments or compensation for damage resulting from any such delay, including, but not limited to, damage resulting from overheads or loss of productivity.

#### **Article 7: Review and Evaluation; Improper Performance**

- 7.1 IRENA may review and evaluate the Services performed and Deliverables provided under this Contract at any time during or after the performance of the Services and delivery of the Deliverables.

- 7.2 All Deliverables shall meet the Acceptance Criteria and the terms of this Contract before such Deliverable can be accepted by IRENA.
- 7.3 If any Service performed or Deliverable delivered by the Contractor does not conform to the Acceptance Criteria or to the terms of this Contract, without prejudice to any of IRENA's other rights and remedies under this Contract or otherwise, IRENA may, in its sole discretion, exercise the following:
- (a) If IRENA determines that the improper performance or the breach of the terms of this Contract can be remedied by way of re-performance or other corrective measures by the Contractor, IRENA requests the Contractor to take, and the Contractor shall take, at no additional cost or expense to IRENA, the measures necessary to re-perform or to take appropriate actions to remedy the improperly performed Services or the breach within such period as IRENA may specify following consultation with the Contractor.
  - (b) IRENA accepts the Deliverable with its deficiencies and reaches agreement with the Contractor on an equitable reduction to the Contract Price to reflect the improper performance of the Services and the uncorrected deficiencies in the Deliverables.
  - (c) If the Contractor does not take corrective measures or if IRENA reasonably determines that the Contractor is unable to remedy the improper performance or breach in a satisfactory and timely manner, or if IRENA, in its sole discretion, determines that the improper performance or breach cannot be remedied by re-performance or other corrective measures by the Contractor, IRENA may terminate the Contract in accordance with Article 19 of the IRENA General Terms and Conditions for Professional Services.

#### **Article 8: Notices; IRENA Focal Point**

- 8.1 Except as otherwise specified in this Contract, all notices and other communications between the Parties required or contemplated under this Contract shall be in writing and shall be delivered either by: (i) personal delivery; (ii) postage prepaid, return receipt requested, certified mail; (iii) confirmed email, transmitted to the Party for which such notice or communication is intended at the addresses specified below or at such other address as may be specified by the Parties:

##### **For IRENA:**

Chief Procurement Officer  
International Renewable Energy Agency  
IRENA Headquarters, Masdar City  
P.O. Box 236, Abu Dhabi  
United Arab Emirates  
Tel.: +971-2-417-9000  
Email: procurement@irena.org

##### **For the Contractor:**

[INSERT CONTACT DETAILS]

- 8.2 Without prejudice to the above, IRENA shall designate a member of its personnel to serve, as from the Effective Date of this Contract, as the primary IRENA representative under this Contract for all actions bearing upon the performance of the Services. IRENA shall promptly notify the Contractor of such designation. The IRENA Focal Point will have overall responsibility for ensuring that the Services are

carried out in accordance with this Contract and shall respond promptly to requests by the Contractor relating to the performance of the Services.

**Article 9: Special Conditions** *(This Article should be included only if, in its offer, the Contractor has expressly requested an amendment to the IRENA General Terms and Conditions)*

***Option 1***

*(Delete all text in italics in this Article 9 after selecting this option)*

9.1 Article [INSERT NUMBER] of the IRENA General Terms and Conditions for Professional Services in Annex 1 shall be amended to read:

“[INSERT NEW TEXT]”

9.2 Article [INSERT NUMBER] of the IRENA General Terms and Conditions for Professional Services in Annex 1 shall be deleted in its entirety.

***Option 2***

*(Delete all text in italics in this Article 9 after selecting this option)*

9.1 Not applicable.

**Article 10: Severability; No Waiver**

10.1 If any provision of this Contract shall be held to be invalid, illegal or unenforceable (in whole or in part), the validity, legality and enforceability of the remaining provisions of this Contract shall not in any way be affected or impaired thereby.

10.2 Failure by a Party to enforce a right shall not be deemed to be a waiver of that right unless otherwise expressly provided in this Contract.

**Article 11: Effective Date and Term**

11.1 The Contract shall enter into force on the last date of its signature by both Parties (“the Effective Date”) and it shall remain in force until the Parties fulfil all of their obligations hereunder.



IN WITNESS WHEREOF, the duly authorised representatives of the Parties have signed this Contract on the date(s) set forth below.

For IRENA:

Signature \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

For [INSERT NAME OF THE CONTRACTOR]:

Signature \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_