

RFP No.: 26/07/PPIC/2026-ISA

**Country: Rwanda
Issued on: 20/07/2026**

Request For Proposal

**For Techno-Economic Study to Establish the Business
Case/Plan for Solar-Powered Irrigation and Feeder
Solarisation in Rwanda**



**International Solar Alliance (ISA)
Secretariat, Surya Bhawan, NISE Campus,
Gwal Pahari, Gurugram, Haryana – 122003, India
Website: www.isa.int**

RFP Notice

1. International Solar Alliance invites proposal for Hiring of Agency for Techno-Economic Study to Establish the Business Case/Plan for Solar-Powered Irrigation and Feeder Solarisation in Rwanda
2. The content of this RFP (26/07/PPIC/2026-ISA) enlists the requirements of the International Solar Alliance. It includes the terms which details out all that may be needed by the potential participants to understand the terms and the process and explain the contractual terms that the International Solar Alliance wishes to specify at this stage.
3. The selection of agency/consortiums through this RFP/tendering will be carried out based on the technical and financial proposal in accordance with the terms and conditions put forward by ISA. ISA is not bound to select any of the organizations submitting the proposals and reserves the right of rejection of any or all proposals without assigning any reason(s) thereof.
4. The technical and financial proposal, as per the requirements detailed in later sections may be submitted in a PDF format to procurement@isa.int before 17.08.2026, by 11:00 PM (IST) addressed to: Procurement, International Solar Alliance (ISA) at procurement@isa.int with subject line "RFP For Hiring of Agency for Techno-Economic Study to Establish the Business Case/Plan for Solar-Powered Irrigation and Feeder Solarisation in Rwanda".

Important dates, amounts and other details pertaining to this RFP Notice including submission and opening of proposal, address for communication, etc., are given in the table below:

S.No	Particulars	Date	Time
a)	Commencement of downloading of this RFP	20.07.2026	ISA Website
b)	Pre-Bid Meeting Date	03.08.2026	3:00 PM (IST) https://teams.microsoft.com/meet/4388148132268?p=ML0J2XAZuaLnVdXWql
c)	Last date for Submission of query through e-mail: procurement@isa.int	05.08.2026	05:00 PM (IST)
d)	Last date for receipt of documents as per RFP	17.08.2026	11:00 PM (IST) to be submitted to procurement@isa.int

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Section 1. Letter of Invitation

The International Solar Alliance (ISA) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the above-referenced subject.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

- Section 1: This Letter of Invitation
- Section 2: Instruction to Bidders
- Section 3: Bid Data Sheet (BDS)
- Section 4: Evaluation Criteria
- Section 5: Terms of Reference
- Section 6: Returnable Bidding Forms
 - Form A: Technical Proposal Submission Form
 - Form B: Bidder Information Form
 - Form C: Joint Venture/Consortium/Association Information Form (Not Applicable)
 - Form D: Qualification Form
 - Form E: Format of Technical Proposal
 - Form F: Financial Proposal Submission Form
 - Form G: Financial Proposal Form
- Section 7: Draft Contract Agreement

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by sending an email to procurement@isa.int, indicating whether you intend to submit a Proposal or otherwise. You may send the Technical Proposal and the Financial Proposal files separately. The financial proposal shall be encrypted with password and clearly labelled. Any Amendments to the RFP will be notified on ISA Website. Should you require further clarification, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

ISA looks forward to receiving your Proposal and thank you in advance for your interest in ISA procurement opportunities.

Issued by: Procurement Unit



Name: Vishal Pratap

Date: 20/07/2026

Section 2. Instructions to Bidders

GENERAL PROVISIONS	
1. <i>Introduction</i>	1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in Writing by ISA. 1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by ISA. ISA is under no obligation to award a contract to any Bidder as a result of this RFP.
2. <i>Fraud & Corruption, Gifts and Hospitality</i>	2.1 ISA strictly enforces a policy of zero tolerance on proscribed practices, including fraud, corruption, collusion, unethical or unprofessional practices, and obstruction of ISA vendors and requires all bidders/vendors observe the highest standard of ethics during the procurement process and contract implementation. 2.2 Bidders/vendors shall not offer gifts or hospitality of any kind to ISA staff members including recreational trips to sporting or cultural events, theme parks or offers of holidays, transportation, or invitations to extravagant lunches or dinners. 2.3 In pursuance of this policy, ISA (a) Shall reject a proposal if it determines that the selected bidder has engaged in any corrupt or fraudulent practices in competing for the contract in question; (b) Shall declare a vendor ineligible, either indefinitely or for a stated period of time, to be awarded a contract if at any time it determines that the vendor has engaged in any corrupt or fraudulent practices in competing for, or in executing a ISA contract. 2.4 All Bidders must adhere to the ISA Supplier Code of Conduct, which may be found at ISA Supplier Code of Conducts.pdf
3. <i>Eligibility</i>	3.1 A vendor should not be suspended, debarred, or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization. Vendors are therefore required to disclose to ISA whether they are subject to any sanction or temporary suspension imposed by these organizations. 3.2 It is the Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by ISA.
4. <i>Conflict of Interests</i>	4.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

	a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by ISA to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process; b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of ISA. 4.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to ISA, and seek ISA's confirmation on whether or not such a conflict exists. The ISA shall have the discretion to disqualify or proceed with a bidder where there is a probable conflict of interest subject to further evaluation and review of various factors such as access to sensitive information which may confer unfair advantage as against other bidders. The decision on a probable conflict of interest shall be made in the best interest of the work of the ISA. 4.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following: a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of ISA staff involved in the procurement functions and/or the Government of the country or any Implementing Partner receiving services under this RFP; and b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices. Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure. 4.4 The eligibility of Bidders that are wholly or partly owned by the Government shall be subject to ISA's further evaluation and review of various factors such as being registered, operated and managed as an independent business entity, the extent of Government ownership/share, receipt of subsidies, mandate and access to information in relation to this RFP, among others. Conditions that may lead to undue advantage against other Bidders may result in the eventual rejection of the Proposal.
PREPARATION OF PROPOSALS	
5. <i>General Considerations</i>	5.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal. 5.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify the ISA
6. <i>Cost of</i>	6.1 The Bidder shall bear any and all costs related to the preparation and/or

<i>Preparation of Proposal</i>	submission of the Proposal, regardless of whether its Proposal was selected or not. ISA shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.
7. Language	7.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and ISA, shall be Written in the language (s) specified in the BDS.
8. Documents Comprising the Proposal	8.1 The Proposal shall comprise of the following documents: c) Documents Establishing the Eligibility and Qualifications of the Bidder; d) Technical Proposal; e) Financial Proposal; f) Proposal Security, if required by BDS; g) Any attachments and/or appendices to the Proposal.
9. Documents Establishing the Eligibility and Qualifications of the Bidder	9.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to ISA's satisfaction.
10. Technical Proposal Format and Content	10.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP. 10.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared non-responsive. 10.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by ISA, and at no expense to ISA
11. Financial Proposals	11.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs. 11.2 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. 11.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.
12. Proposal Security	12.1 A Proposal Security, if required by BDS, shall be provided in the amount and form indicated in the BDS. The Proposal Security shall be valid up to thirty (30) days after the final date of validity of the Proposal. 12.2 The Proposal Security shall be included along with the Technical Proposal. If Proposal Security is required by the RFP but is not found along with the Technical Proposal, the Proposal shall be rejected. 12.3 If the Proposal Security amount or its validity period is found to be less than

	what is required by ISA, ISA shall reject the Proposal. 12.4 In the event an electronic submission is allowed in the BDS, Bidders shall include a copy of the Bid Security in their proposal and the original of the Proposal Security must be sent via courier or hand delivery as per the instructions in BDS. 12.5 The Proposal Security may be forfeited by ISA, and the Proposal rejected, in the event of any one or combination, of the following conditions: a) If the Bidder withdraws its offer during the period of the Proposal Validity specified in the BDS, or; b) In the event that the successful Bidder fails: i. to sign the Contract after ISA has issued an award; or ii. to furnish the Performance Security, insurances, or other documents that ISA may require as a condition precedent to the effectivity of the contract that may be awarded to the Bidder.
<i>13. Currencies</i>	13.1 All prices shall be quoted in the currency or currencies indicated in the BDS. Where Proposals are quoted in different currencies, for the purposes of comparison of all Proposals: a) ISA will convert the currency quoted in the Proposal into the ISA preferred currency, in accordance with the prevailing UN operational rate of exchange on the last day of submission of Proposals; and b) In the event that ISA selects a proposal for award that is quoted in a currency different from the preferred currency in the BDS, ISA shall reserve the right to award the contract in the currency of ISA's preference, using the conversion method specified above.
<i>14. Joint Venture, Consortium or Association</i>	14.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between ISA and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture. 14.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of ISA. 14.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 15 herein in respect of submitting only one proposal. 14.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and

	the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by ISA. 14.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between: a) Those that were undertaken together by the JV, Consortium or Association; and b) Those that were undertaken by the individual entities of the JV, Consortium or Association. 14.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials. JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.
<i>15. Only One Proposal</i>	15.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture. 15.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following: h) they have at least one controlling partner, director or shareholder in common; or i) any one of them receive or have received any direct or indirect subsidy from the other/s; or j) they have the same legal representative for purposes of this RFP; or k) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process; l) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or m) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.
<i>16. Proposal Validity Period</i>	16.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by ISA and rendered non-responsive. 16.2 During the Proposal validity period, the Bidder shall maintain its original

	Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.
<i>17. Extension of Proposal Validity Period</i>	17.1 In exceptional circumstances, prior to the expiration of the proposal validity period, ISA may request Bidders 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. 17.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal. 17.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.
<i>18. Clarification of Proposal</i>	18.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to an ISA staff member, ISA shall have no obligation to respond or confirm that the query was officially received. 18.2 ISA will provide the responses to clarifications through the method specified in the BDS. 18.3 ISA shall endeavor to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of ISA to extend the submission date of the Proposals, unless ISA deems that such an extension is justified and necessary.
<i>19. Amendment of Proposals</i>	19.1 At any time prior to the deadline of Proposal submission, ISA may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders. 19.2 If the amendment is substantial, ISA may extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.
<i>20. Alternative Proposals</i>	20.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered. If submission of alternative proposal is allowed by BDS, a Bidder may submit an alternative proposal, but only if it also submits a proposal conforming to the RFP requirements. ISA shall only consider the alternative proposal offered by the Bidder whose conforming proposal ranked the highest as per the specified evaluation method. Where the conditions for its acceptance are met, or justifications are clearly established, ISA reserves the right to award a contract based on an alternative proposal. 20.2 If multiple/alternative proposals are being submitted, they must be clearly marked as "Main Proposal" and "Alternative Proposal"
<i>21. Pre-Bid</i>	21.1 When appropriate, a Bidder's conference will be conducted at the date,

<i>Conference</i>	time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be sent to all the participants of the pre-bid conference. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.
SUBMISSION AND OPENING OF PROPOSALS	
<i>22. Submission</i>	22.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS. 22.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney, accompanying the Proposal. 22.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts the ISA General Contract Terms and Conditions. ISA GTBs.pdf
<i>23. Email Submission</i>	23.1 Email submission, if allowed or specified in the BDS, shall be governed as follows: a) Electronic files that form part of the proposal must be in accordance with the format and requirements indicated in BDS; b) The Technical Proposal and the Financial Proposal files MUST BE COMPLETELY SEPARATE. The financial proposal shall be encrypted with password and clearly labeled. The files must be sent to the dedicated email address specified in the BDS. c) The password for opening the Financial Proposal should be provided only upon request of ISA. ISA will request password only from bidders whose Technical Proposal has been found to be technically responsive. Failure to provide correct password may result in the proposal being rejected.
<i>24. Deadline for Submission of Proposals and Late Proposals</i>	24.1 Complete Proposals must be received by ISA in the manner, and no later than the date and time, specified in the BDS. ISA shall only recognize the date and time that the bid was received by ISA 24.2 ISA shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.
<i>25. Withdrawal, Substitution, and Modification of Proposals</i>	25.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission. 25.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to ISA, duly signed by an authorized representative, and shall include a copy of the authorization (or

	a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must accompany the respective written notice. All notices must be submitted in the same manner as specified for submission of proposals, by clearly marking them as “WITHDRAWAL” “SUBSTITUTION,” or “MODIFICATION” 25.3 Proposals requested to be withdrawn shall be returned unopened to the Bidders, only for manual submissions. For online submissions, bids will be disregarded by ISA.
26. <i>Proposal Opening</i>	26.1 There is no public bid opening for RFPs. ISA shall open the Proposals in the presence of an ad-hoc committee formed by ISA, consisting of at least two (2) members.
EVALUATION OF PROPOSALS	
27. <i>Confidentiality</i>	27.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award. 27.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence ISA in the examination, evaluation and comparison of the Proposals or contract award decisions may, at ISA’s decision, result in the rejection of its Proposal and may be subject to the application of prevailing ISA vendor sanctions procedures.
28. <i>Evaluation of Proposals</i>	28.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 24 of this RFP. ISA will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals. 28.2 Evaluation of proposals is made of the following steps: • Preliminary Examination • Minimum Eligibility and Qualification (if pre-qualification is not done) • Evaluation of Technical Proposals • Evaluation of Financial Proposals
29. <i>Preliminary Examination</i>	29.1 ISA shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. ISA reserves the right to reject any Proposal at this stage.
30. <i>Evaluation of Eligibility and Qualification</i>	1. Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria). 2. In general terms, vendors that meet the following criteria may be considered

	qualified: i. They are not included in the UN Security Council 1267/1989 Committee's list of terrorists and terrorist financiers. ii. They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments, iii. They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required; iv. They are able to comply fully with ISA General Terms and Conditions of Contract; v. They do not have a consistent history of court/arbitral award decisions against the Bidder; and vi. They have a record of timely and satisfactory performance with their clients. vii. The consulting firm should provide credentials, through adequate references or documentation, their current local presence in the ISA focus regions. Past experience of working with ISA and/or with multilateral/international organizations will be an added advantage.
<i>31. Evaluation of Technical and Financial Proposals</i>	31.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, ISA may invite technically responsive bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required. 31.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals submissions, ISA will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive. 31.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score. 31.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

	<u>Rating the Technical Proposal (TP):</u> TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100 <u>Rating the Financial Proposal (FP):</u> FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100 <u>Total Combined Score:</u> Combined Score = (TP Rating) x (Weight of TP, e.g. 70%/100) + (FP Rating) x (Weight of FP, e.g., 30%/100)
32. Due Diligence	32.1 ISA reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following: a) Verification of accuracy, correctness and authenticity of information provided by the Bidder; b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team; c) Inquiry and reference checking with Government entities with jurisdiction on the Bidder, or with previous clients, or any other entity that may have done business with the Bidder; d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary; e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder; f) Other means that ISA may deem appropriate, at any stage within the selection process, prior to awarding the contract.
33. Clarification of Proposals	33.1 To assist in the examination, evaluation and comparison of Proposals, ISA may, at its discretion, ask any Bidder for a clarification of its Proposal. 33.2 ISA's request for clarification and the response shall be in writing and 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 ISA in the evaluation of the Proposals, in accordance with RFP. 33.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by ISA, shall not be considered during the review and evaluation of the Proposals.

<i>34. Responsiveness of Proposal</i>	34.1 ISA's determination of a Proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission. 34.2 If a Proposal is not substantially responsive, it shall be rejected by ISA and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.
<i>35. Nonconformities, Reparable Errors and Omissions</i>	35.1 Provided that a Proposal is substantially responsive, ISA may waive any non-conformities or omissions in the Proposal that, in the opinion of ISA, do not constitute a material deviation. 35.2 ISA may request the Bidder 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. Such omission shall not be related to any aspect of the price of the Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal. 35.3 For Financial Proposal that has been opened, ISA shall check and correct arithmetical errors as follows: a) 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 ISA 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; b) 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 c) 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. 35.4 If the Bidder does not accept the correction of errors made by ISA, its Proposal shall be rejected.
AWARD OF CONTRACT	
<i>36. Right to Accept, Reject, Any or All Proposals</i>	36.1 ISA reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for ISA's action. ISA shall not be obliged to award the contract to the lowest priced offer.
<i>37. Award Criteria</i>	37.1 Prior to expiration of the proposal validity, ISA shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.

38. <i>Right to Vary Requirements at the Time of Award</i>	38.1 At the time of award of Contract, ISA reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.
39. <i>Contract</i>	39.1 Within fifteen (15) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to ISA. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, ISA may award the Contract to the Second Ranked Bidder or call for new Proposals. 39.2 If the performance, availability, or domain competence of any proposed or deployed team member is found unsatisfactory, ISA may require replacement of such team member. The Consultant shall provide a replacement, acceptable to ISA, within seven (7) days of receiving written notice from ISA. Failure to provide such replacement within the prescribed period shall constitute a ground for termination for cause by ISA.
40. <i>Performance Security</i>	40.1 A performance security, if required in BDS, shall be provided in the amount specified in BDS. Within fifteen (15) days of the contract signature by both parties. Where a performance security is required, the receipt of the performance security by ISA shall be a condition for rendering the contract effective.
41. <i>Bank Guarantee for Advanced Payment</i>	41.1 Except when the interests of ISA so require, it is ISA's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or USD 30,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment.
42. <i>Liquidated Damages</i>	42.1 If specified in BDS, ISA shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.
43. <i>Payment Provisions</i>	43.1 Payment shall be made only upon ISA's written acceptance of the work satisfactorily performed in accordance with the Contract. Subject to such acceptance, payment shall be effected within thirty (30) days from the later of: (i) receipt of a valid invoice from the Contractor through the authorised channel. 43.2 Notwithstanding, anything in this section, the contract or any other document, ISA may withhold up to ten percent (10%) of any disputed invoice amount corresponding to unresolved deficiencies until such deficiencies are cured.
44. <i>Termination for Convenience Payment</i>	44.1 If due to any decision of ISA, its governing body, donor, funding partner, or any external governmental or institutional circumstance, the assignment is dropped/terminated, suspended, or curtailed for reasons not attributable to Vendor default. The vendor shall be entitled solely to:(a) payments due

	against deliverables already accepted; (b) invoices already validly raised in accordance with the payment terms; (c) where ISA specifically requires handover of partly completed work, reasonable pro-rata value of demonstrably usable work up to the date of discontinuance, as determined by ISA acting reasonably; (d) reimbursement of any priorly approved, documented, and non-cancellable commitments expressly authorised by ISA and incurred by the vendor in direct performance of the Contract before the date of termination. The payment set out in this Clause shall constitute the vendor's sole and exclusive remedy arising from such termination, suspension, or discontinuance. 44.2 No loss of profit, opportunity cost, idle charges, demobilization premium, or consequential damages shall be admissible.
45. <i>Non-offloading of Core Analytical Work</i>	45.1 The Consultant shall maintain strict confidentiality concerning the affairs of ISA and shall ensure continued availability of the identified personnel and core institutional resources necessary to meet the obligations of the assignment. The Consultant shall not substitute its institutional responsibility by off-loading the core analytical, drafting, modelling, or quality-assurance work to unnamed external individuals or ad hoc consultants not disclosed to ISA and approved in accordance with the Contract.
46. <i>Confidentiality and Restricted Use</i>	46.1 The Consultant shall not use ISA confidential information, reports, datasets or draft outputs for any other client, publication or marketing purpose without prior written approval of ISA.
47. <i>Other Provisions</i>	47.1 ISA may withdraw the RFP at any time by providing written notice to the bidder in any case in which the mandate of ISA applicable to the performance of the Contract or the funding of ISA applicable to the RFP is curtailed or terminated, whether in whole or in part. 47.2 The ISA is striving to achieve gender parity in all its activities. In this regard, female-owned organizations and/or teams with significant gender diversity are strongly encouraged to submit a proposal. 47.3 The ISA recognizes the importance of valuing diversity and promoting inclusion in all our work programs and partnerships. The ISA strives to engage with organizations and/or teams that reflect its geographical representation and diversity.

Section 3. Bid Data Sheet

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

BDS No.	Ref. to Section.2	Data	Specific Instructions / Requirements
1	7	Language of the Proposal	English
2		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
3	20	Alternative Proposals	Shall not be considered
4	21	Pre-Bid Meeting	August 03, 2026, 3:00 PM – 3:30 PM (IST) Pre-Bid Meeting Link: https://teams.microsoft.com/meet/4388148132268?p=ML0J2XAZu aLnVdXWql
5	10	Proposal Validity Period	120 days
6	41	Advanced Payment upon signing of contract	Not Allowed
7	42	Liquidated Damages	Will be imposed as follows: a. Where the contractor fails to fulfill the performance of the deliverables in accordance with the specified timelines in the approved strategy document or b. Where there is non-satisfactory performance of the contract in line with the contract terms, the contractor shall be liable to pay ISA the liquidated damages of a daily charge of 1% (one percent) of the total contract sum, for each day of the daily occurrence, up to a maximum amount of 15% (fifteen percent) of the contract sum; which surcharge is deductible from the vendor's outstanding invoices.

			Provided that ISA may the event of the contractor's default or failure to meet a timeline issue a Notice of Breach as a warning of first instance; and in the second instance terminate the contract; and the invoice due shall be calculated on a pro-rata basis following the provision of this section.
9	40	Performance Security	The successful Bidder shall furnish a Contract Performance Security equal to ten percent (10%) of the contract price in the form of an unconditional bank guarantee or such other form acceptable to ISA at the time of issuance of Letter of Award.
10	18	Currency of Proposal	US Dollars/Indian Rupees For companies registered in India, the payment will be made in INR, and the applicable exchange rate will be locked as per the UN Operational Rates of Exchange on the date of bid submission. Reference: https://treasury.un.org/operationalrates/OperationalRates.php
11	31	Deadline for submitting requests for clarifications/ questions	August 05, 2026, 5:00 PM (IST)
12	31	Contact Details for submitting clarifications/questions	Focal Person in ISA: Procurement Unit E-mail: procurement@isa.int Address: International Solar Alliance, 3rd Floor, Surya Bhawan, NISE Campus, Gwal Pahari, Gurugram, Haryana - 122003, India
13	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and responses/clarifications to queries	Direct communication to prospective Proposers by email E-mail: procurement@isa.int
14	23	Deadline of Submission	August 17, 2026 – 11:00 PM (Indian Standard Time)
14	22	Allowable Manner of Submitting Proposals	☐ Submission by email

15	22	Proposal Submission Address	E-mail: procurement@isa.int
16	22	Electronic submission (email) requirements	- Format: PDF files only - File names must be maximum 60 characters long and must not contain any letter or special character other than from Latin alphabet/keyboard. - All files must be free of viruses and not corrupted. - Password for financial proposal <u>must</u> not be provided to ISA until requested by ISA - Max. File Size per transmission: 5 MB
17	27 36	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively The minimum technical score required to pass is 70%.
18		Expected date for commencement of Contract	September, 2026
19		Maximum expected duration of contract	The project deliverables shall be completed within Twenty Weeks from the commencement of the contract. The timeframe may be modified on the basis of mutual consultation between the agency and ISA, however, all deliverables should be completed within the contract duration. All deliverables should be formatted and submitted in ready-to-use/print formats.
20	35	ISA will award the contract to:	One Proposer only
21	39	Type of Contract	Services contract
22		Draft Contract Agreement	Bidders must review the Draft Contract Agreement at Section 7 in full. Acceptance of contract terms is a condition of bid submission. Proposed deviations, if any, must be submitted in writing by the clarification deadline
23		Other Information Related to the RFP	<i>[All other instructions and information not yet mentioned so far in this Data Sheet but are relevant to the RFP must be cited here, and any further entries that may be added below this table row]</i>

Section 4. Evaluation Criteria

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- Appropriate signatures
- Power of Attorney
- Minimum documents provided
- Technical and Financial Proposals submitted separately
- Bid Validity
- Bid Security submitted as per RFP requirements with compliant validity period

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis.

Subject	Criteria	Document Submission requirement
ELIGIBILITY		
Legal Status	Vendor is a legally registered entity. JV/Consortium/Sub-contract is allowed under this contract	Form B: Bidder Information Form Form C: JV Form
Eligibility	Bidder is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization in accordance with ITB clause 3.	Form A: Technical Proposal Submission Form
Conflict of Interest	No conflicts of interest in accordance with clause 4.	Form A: Technical Proposal Submission Form
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form
QUALIFICATION		
History of Non-Performing Contracts¹	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form

¹ Non-performance, as decided by ISA, shall include all contracts where (a) non-performance was not challenged by the contractor, including through referral to the dispute resolution mechanism under the respective contract, and (b) contracts that were so challenged but fully settled against the contractor. Non-performance shall not include contracts where Employers decision was overruled by the dispute resolution mechanism. Non-performance must be based on all information on fully settled disputes or litigation, i.e. dispute or litigation that has been resolved in accordance with the dispute resolution mechanism under the respective contract and where all appeal instances available to the Bidder have been exhausted.

Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 3 years.	Form D: Qualification Form
Previous Experience	3 Similar Projects with proof	Form D: Qualification Form (Previous Relevant Experience)
Financial Standing	The Bidder shall have Minimum Average Annual Turnover of USD Hundred Thousand or equivalent in a freely convertible currency during the last Three Financial Years. For the avoidance of any doubt, Minimum Average Annual Turnover refers to the fee received by Bidder for providing advisory or consultancy services to its clients. The Bidder should have positive Net Worth for at least Three Financial Years out of the last Five Financial Years. Bidder may meet the financial requirement referred to above through its parent / affiliate company, provided legally admissible documentary support acceptable to ISA is submitted. Documentary proof in support of turnover and net worth shall be submitted in the form of a certificate certified by Chartered Accountant / Statutory Auditor along with copies of audited annual accounts for the relevant years. ISA reserves the right to waive minor deviations that do not materially affect the capability of the Bidder to perform the contract.	Form D: Qualification Form
	Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability	Form D: Qualification Form

Technical Proposal of Bidders who passes the minimum eligibility criteria will only be evaluated.

Technical Proposal Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity, and experience	400
2.	Proposed Methodology, Approach, and Implementation Plan	400
3.	Management Structure, Key Personnel and Academic Qualifications	200
	Total	1000

Definition	Similar work/assignment: "Experience in the areas outlined in Section 4"	
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Section 1. Bidder's qualification, capacity and relevant consulting experience		Points obtainable
1.1	Relevant experience in techno-economic studies, business cases and business plans for solar irrigation, productive-use energy or irrigation-energy models The Bidder shall demonstrate completed consulting/advisory assignments during the last ten years involving techno-economic studies, feasibility studies, business-case preparation, business-plan development, investment planning or scale-up strategy for solar irrigation, productive-use solar, irrigation-energy nexus, agricultural solarisation, rural energy access, mini-grid-linked productive use, feeder solarisation or public irrigation infrastructure. Marks shall be awarded only for assignments supported by contract, work order, completion certificate, client certificate or equivalent documentary evidence clearly showing the client, country, scope, duration, value where available, bidder's role and outputs. • Three relevant assignments: 70 marks • Four to five relevant assignments: 100 marks • More than five relevant assignments: 130 marks	130
1.2	Experience in financial modelling, cost-benefit analysis and viability assessment for energy, irrigation or rural infrastructure interventions The Bidder shall demonstrate experience in developing Excel-based or equivalent financial/economic models for investment decision-making, including capital and operating cost estimation, payback, NPV, IRR, levelised cost, sensitivity analysis, subsidy requirement, affordability assessment, avoided-cost analysis, diesel displacement, reliability benefits, avoided grid extension, peak-demand reduction or public subsidy efficiency. Higher marks shall be awarded where the assignments required comparison of alternative technology or delivery models rather than a single pre-decided solution. • Two relevant modelling assignments: 50 marks	100

	• Three to four relevant modelling assignments: 75 marks • More than four relevant modelling assignments, including at least one assignment comparing multiple business or delivery models: 100 marks	
1.3	Experience in Africa, Rwanda or comparable emerging-market irrigation and energy contexts The Bidder shall demonstrate completed assignments in Sub-Saharan Africa, Rwanda, East Africa or comparable emerging-market contexts involving renewable energy, irrigation, agriculture, rural infrastructure, power-sector planning, productive-use applications, off-grid/weak-grid energy access, mini-grids, utility-linked models or public-sector programme design. Additional credit shall be given for experience in contexts with smallholder agriculture, hillside/topographically constrained irrigation, weak-grid/off-grid areas, high energy cost for pumping, government subsidy programmes or donor/multilateral-funded implementation pathways. • At least one relevant assignment in Sub-Saharan Africa or comparable emerging-market context: 40 marks • Two to three relevant assignments in Sub-Saharan Africa, including at least one in East Africa or comparable smallholder irrigation context: 70 marks • More than three relevant assignments in Sub-Saharan Africa, including direct Rwanda experience or clearly comparable East African irrigation/energy-sector experience: 90 marks	90
1.4	Experience in policy, tariff, subsidy and institutional pathway analysis The Bidder shall demonstrate experience advising governments, utilities, regulators, development partners or public-sector institutions on tariff design, subsidy mechanisms, net/gross metering, avoided-cost pricing, public finance, PPP/blended finance, utility-linked renewable energy assets, mini-grid or feeder-level models, productive-use programmes, irrigation service models or institutional implementation pathways. Marks shall be awarded based on relevance to determining whether solar irrigation should be promoted as a farmer-level cost-saving intervention, off-grid/weak-grid productive-use intervention, grid-connected or utility-linked asset, public irrigation infrastructure, feeder-level solarisation/mini-grid-linked model, or hillside irrigation productivity and resilience intervention. • Two relevant policy/tariff/subsidy/institutional assignments: 35 marks • Three to four relevant assignments: 55 marks • More than four relevant assignments, including at least one assignment for a government, utility, regulator, multilateral or development partner: 80 marks	80
Total Section 1		400

Bidder shall submit documentary proof/copy of the orders and completion of relevant assignments/ Self certification with proof by the authorized signatory of the bidder for each assignment for the purpose of technical evaluation.

Section 2. Proposed Methodology, Approach and Implementation Plan		Points obtainable
2.1	Understanding of the Assignment and Analytical Framework Demonstrated understanding of Rwanda's context — mixed hydro/renewable grid, limited irrigation coverage, hillside topography — and the need to evaluate on-grid, off-grid, weak-grid, mini-grid, community, centralised pump-station and feeder-	50

	level models separately; clarity on how the approach will answer the TOR's core questions on viability, decarbonisation vs. cost-saving value, and subsidy/tariff trade-offs; logical linkage between scope items and deliverables while remaining at business-case/feasibility level.	
2.2	Field Assessment, Site Selection and Data Collection Methodology Robustness of the proposed criteria and process for selecting 5–6 representative sites across the four typologies, in consultation with MINAGRI and other Rwanda institutions; quality of the field data collection plan and farmer consultation approach conducted during the same field visits; approach to reviewing and integrating existing studies (Cyohoha, Nasho-GFI, Nasho-Buffett, Kagitumba-Matimba, Ndegó, etc.) and validating data with relevant Rwanda departments.	100
2.3	Technical Options, Cost Benchmarking and Financial Modelling Approach Rigour of the proposed comparison of standalone, grid-connected, community/cooperative, centralised pump-station, feeder-solarisation and mini-grid-linked models, including screening-level treatment of feeder-level solarisation and battery-vs-reservoir storage; soundness of the cost-benchmarking methodology and cost breakdown; quality of the proposed Excel-based financial model covering 4–5 representative cases (payback, NPV, IRR, levelised costs, sensitivity analysis); approach to assessing PM-KUSUM experience and identifying elements genuinely adaptable to Rwanda.	80
2.4	Tariff, Subsidy, Policy and Business Model Analysis Approach to analysing tariff structures, net/gross metering, avoided-cost pricing and the trade-off between farmer-tariff affordability and behind-the-meter solar pumping viability; methodology for assessing subsidy instruments against Rwanda's existing fuel/solar pump subsidy framework; approach to evaluating and comparing the nine listed business models for viability, bankability and scalability in Rwanda.	100
2.5	Stakeholder Engagement, Work Plan and Quality Assurance Quality of the stakeholder mapping and consultation plan and design of the single validation workshop; realism of the 20-week work plan against the TOR's phased schedule, including a credible risk register and fortnightly review/reporting mechanism with an action tracker; quality assurance and pilot-readiness approach for the two priority pilot sites, with clear go/no-go criteria and next-phase requirements.	70
Total Section 2		400

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	Team Leader / Project Director Minimum requirement: postgraduate degree in engineering, energy, economics, public policy, business administration, agriculture, irrigation, water resources or closely related field; minimum 12 years of professional experience. Scoring shall be based on: relevant professional experience beyond the minimum requirement, 10 points; leadership of at least three comparable renewable energy, irrigation, infrastructure feasibility, business-case or policy advisory assignments, 15 points; experience leading assignments for government, utility, multilateral or international development clients, 10 points; demonstrated quality assurance role in comparable multi-disciplinary studies, 5 points.	40
3.2	Solar Irrigation / Renewable Energy Technical Expert Minimum requirement: bachelor's degree in electrical engineering, mechanical engineering, renewable energy, energy systems, irrigation engineering or closely related field; minimum 8 years of relevant experience. Scoring shall be based on: years of relevant experience in solar PV, solar pumping, irrigation-energy applications or productive-use solar beyond the minimum requirement, 10 points; at least three completed assignments involving solar-powered irrigation, pump sizing, feeder solarisation, mini-grid or grid-connected renewable energy systems, 15 points; direct experience in field-based technical feasibility assessment, storage alternatives, high-head pumping or weak-grid/off-grid contexts, 5 points; experience in Sub-Saharan Africa or comparable emerging-market rural energy/agriculture contexts, 5 points.	35
3.3	Power Sector / Grid Integration Expert Minimum requirement: bachelor's degree in electrical engineering, power systems, energy planning or closely related field; minimum 8 years of relevant experience. Scoring shall be based on: years of relevant experience in power-sector planning, distribution systems, renewable-energy grid integration or feeder-level analysis beyond the minimum requirement, 8 points; at least three assignments involving grid-connected renewables, feeder solarisation, distribution network assessment, tariff analysis or utility-linked renewable energy projects, 12 points; demonstrated experience with weak-grid/off-grid reliability constraints, load-flow or feeder-level technical assessment, 10 points; experience coordinating with utilities, regulators or government energy agencies, 5 points.	35

3.4	Irrigation / Agriculture Economics Expert Minimum requirement: bachelor's degree in agriculture, agricultural economics, irrigation engineering, water resources, rural development, economics or closely related field; minimum 8 years of relevant experience. Scoring shall be based on: years of relevant experience in irrigation planning, agricultural economics, farmer economics, productive-use applications or rural development beyond the minimum requirement, 8 points; at least three assignments involving irrigation feasibility, agricultural value-chain analysis, water-use efficiency, smallholder irrigation or productive-use energy, 12 points; experience in Sub-Saharan Africa or comparable smallholder agriculture contexts, 5 points; demonstrated use of farmer-level data, crop economics, demand assessment or willingness-to-pay analysis, 5 points.	30
3.5	Financial Modelling / Business Case Expert Minimum requirement: bachelor's degree in finance, economics, business administration, engineering, public policy or closely related field; minimum 8 years of relevant experience. Scoring shall be based on: years of relevant experience in infrastructure, renewable energy, irrigation or public-sector financial modelling beyond the minimum requirement, 8 points; at least three assignments involving techno-economic modelling, cost-benefit analysis, tariff/subsidy design, PPP, blended finance or bankable business-case preparation, 12 points; evidence of advanced Excel-based modelling, scenario analysis and sensitivity testing, 5 points; experience converting technical options into investment, policy or implementation recommendations for government, utility, multilateral or donor clients, 5 points.	30
3.6	Local / Rwanda Institutional and Field Coordination Expert Minimum requirement: bachelor's degree in agriculture, engineering, economics, public administration, development studies, social sciences or closely related field; minimum 5 years of relevant experience. Scoring shall be based on: years of relevant experience in Rwanda or comparable East African contexts beyond the minimum requirement, 10 points; at least two assignments involving stakeholder consultation, field coordination, farmer engagement, government liaison or data collection for energy, irrigation, agriculture or rural infrastructure projects, 10 points; demonstrated understanding of Rwanda's institutional, agricultural, energy or local implementation context, 5 points; ability to support field logistics, consultations and local-language stakeholder engagement, 5 points.	30
Total Section 3		200

Kindly provide against each point the reference page number where narration/proof of the response to the point is provided in the bid.

1. Background

Rwanda is exploring the possibility of scaling solar-powered irrigation to improve agricultural productivity, expand climate-resilient agriculture, reduce dependence on rain-fed cultivation and support productive use of energy in rural areas. Irrigation remains a strategic requirement for Rwanda because the country has significant irrigation potential, but actual irrigation coverage remains limited. The Rwanda Irrigation Master Plan identified and mapped around 589,713 hectares of potential irrigation areas, while recent agricultural survey data indicates that only a small share of farmers currently practice irrigation. In Season A 2025, 13.4% of farmers practiced irrigation, including 12% of small-scale farmers and 64.1% of large-scale farmers. Among farmers using irrigation, lakes/streams and underground water were the main sources of water. This indicates both the need and the opportunity to expand irrigation in a structured, affordable and sustainable manner.

Expansion of irrigation can support dry-season cultivation, higher cropping intensity, better yields, higher farmer income, food security and resilience against rainfall variability. However, irrigation expansion also requires reliable and affordable energy for pumping. The energy requirement may differ significantly depending on water source, total dynamic head, distance from grid, irrigation technology, farm size, crop value, farmer payment capacity and ownership model. Therefore, solar-powered irrigation should not be treated as a uniform solution. It needs to be evaluated separately for on-grid, off-grid, weak-grid, mini-grid, diesel-replacement, community and feeder-level models.

Rwanda's topography is an important determinant of irrigation energy requirement. Rwanda is a hilly country, and many irrigation opportunities involve hillside irrigation or pumping from valleys, lakes, rivers, reservoirs or low-lying water sources to higher command areas. This can increase total dynamic head, energy consumption, pumping cost and the need for water storage. The study shall therefore explicitly consider topographical context, especially hillside irrigation, when assessing pump sizing, solar configuration, storage requirement, viability and affordability.

Rwanda's electricity system has a relatively cleaner generation profile compared to many countries in the region. As per Rwanda's electricity statistics for the second quarter of 2024, hydropower was the largest contributor to electricity generation at about 49.44%, followed by methane gas at 38.45%, peat at 3.03%, solar at 1.26%, thermal fuel oil at 0.69%, and imports at 7.13%. Renewable sources accounted for about 50.70% of produced electricity during that quarter. Rwanda's total installed power generation capacity is reported at around 408.9 MW, with electricity access estimated at 75.9%, comprising 54% on-grid access and 21.9% off-grid access. In installed capacity terms, Rwanda's generation technology mix includes thermal sources, hydropower and solar, with solar still forming a relatively small part of the system. These figures shall be validated by the concerned Rwanda authorities before public release of the TOR.

This energy mix is important for the present study. Since Rwanda's grid already has a significant hydropower and renewable component, the case for on-grid solar water pumping cannot be assumed to be strong only on decarbonisation grounds. On-grid solar pumping must therefore be evaluated carefully on the basis of cost saving, tariff structure, farmer affordability, grid reliability, avoided diesel use where relevant, utility avoided cost, irrigation productivity and public policy benefits. The study should also examine whether on-grid solar pumping actually displaces fossil-based marginal generation or mainly substitutes relatively cleaner grid electricity.

Rwanda has solar resource potential, with solar radiation of around 5 kWh/m²/day and approximately five peak sun hours per day. However, the country's total on-grid installed solar energy remains modest, at around 12 MW. This suggests that solar has an important role to play, but its application in irrigation should be designed around the real economic and system value it can create. In areas already served by reliable and relatively clean grid electricity, the business case for behind-the-meter solar pumping may depend mainly on tariff savings, utilisation levels and the value of avoided peak-period grid demand. In areas where the grid is unavailable, weak, expensive to extend, or where diesel pumping is being used, solar pumping may have a stronger case from the perspective of energy access, avoided diesel cost, reliability, resilience and productive-use development.

Preliminary indications suggest that on-grid solar water pumping may have a long payback period under current cost and tariff assumptions. Indicative system costs of USD 5,000-9,000 per hectare and payback periods of around 15 years suggest that the business case requires careful validation before scaling. If farmer electricity tariffs are reduced, farmer affordability may improve, but the financial case for behind-the-meter solar pumping may weaken further because the value of electricity savings will reduce. Therefore, the study must clearly distinguish between farmer affordability, project viability, utility impact, emissions benefit and public subsidy requirement.

Rwanda's small-scale irrigation programme is understood to provide different levels of support for different technologies, including subsidies for fuel pump systems and higher subsidy support for solar systems, with farmers covering the remaining cost. The study shall review the current subsidy framework, validate the applicable support levels with Rwanda authorities, and examine whether the future programme should use capital subsidy, operational subsidy, tariff support, concessional finance, credit guarantee, results-based financing, or a combination of these instruments.

The case for off-grid, weak-grid and mini-grid-linked solar irrigation also needs to be examined. Rwanda still has a meaningful share of off-grid electricity access, and national policy already recognises standalone solar PV as a cost-effective option for households and users located far from planned grid coverage. This logic may also be relevant for productive-use applications such as irrigation, particularly where agricultural loads are dispersed, grid extension is costly, or irrigation demand can anchor mini-grid economics. Therefore, the study shall compare on-grid solar pumping with off-grid, weak-grid, mini-grid, community, centralised pump-station and feeder-level solarisation models.

For the purpose of this TOR, feeder-level solarisation refers to a model in which a solar PV plant is connected at the distribution feeder, transformer or substation level to supply or offset the electricity demand of a cluster of irrigation pumps or pump stations connected to that feeder, rather than installing separate behind-the-meter solar systems at each individual pump. The model shall be assessed only at screening level to determine whether irrigation loads are sufficiently clustered, whether a suitable feeder or transformer arrangement exists, and whether the utility, metering and commercial framework can support such an approach.

The study shall assess whether solar-powered irrigation is viable in Rwanda, and if viable, under what technical configuration, tariff structure, financing model, subsidy mechanism and institutional arrangement. It shall draw on Rwanda's existing irrigation programmes and international experience, especially India's PM-KUSUM scheme, including standalone pumps, grid-connected pump solarisation and feeder-level solarisation. However, the study shall not attempt to mechanically replicate PM-KUSUM. It shall identify elements that may be adapted to Rwanda's context, keeping in view Rwanda's energy mix, irrigation potential, topography, farmer affordability, utility structure, off-grid access needs, O&M

ecosystem and public-policy priorities.

The study shall clearly answer:

1. Is solar-powered irrigation viable in Rwanda under current cost and tariff conditions?
2. Is the case for on-grid solar pumping strong enough when Rwanda's grid already has significant hydro and renewable generation?
3. Does on-grid solar pumping provide a decarbonisation benefit, or is the main benefit limited to cost saving, tariff management, reliability and irrigation productivity?
4. Which models are most viable: standalone, on-grid, weak-grid, mini-grid, community, centralised pump-station or feeder solarisation?
5. Does lowering farmer electricity tariff improve farmer affordability but worsen solar investment viability?
6. What level and form of subsidy or concessional finance is required, including CapEx support, OpEx support, tariff support, concessional debt or blended support?
7. How do existing Rwanda subsidy programmes for fuel and solar pumps affect the future business model?
8. Is the business case stronger in off-grid, weak-grid or diesel-dependent irrigation areas?
9. How does Rwanda's hillside topography affect pump sizing, energy cost, storage requirement and viability?
10. Will batteries or elevated reservoirs be required to reduce pumping from grid power during periods of peak grid demand?
11. What is the status of the existing solar pump ecosystem, including installed base, performance, O&M and after-sales support?
12. Should Rwanda treat solar irrigation as an energy asset, farmer asset, utility-linked asset, mini-grid productive-use asset, or public irrigation infrastructure?
13. Which policy or regulatory changes are needed before scaling?
14. What are the go/no-go criteria for scale-up?
15. Will REG require solar-powered irrigation systems to include batteries or elevated reservoirs so that pumping from grid power can be reduced during periods of peak grid demand?

2. Objective of the Assignment

The objective of the assignment is to establish a practical and evidence-based business case and business plan for solar-powered irrigation and solarisation of agriculture in Rwanda before scaling.

The assignment shall assess selected representative models, estimate costs and financial viability, identify tariff and subsidy requirements, recommend pilot structures, and define the institutional and policy pathway for implementation. It shall specifically determine whether solar irrigation should be promoted as:

1. A farmer-level cost-saving intervention.
2. An off-grid or weak-grid productive-use intervention.
3. A grid-connected or utility-linked energy asset.

4. A public irrigation infrastructure intervention.
5. A feeder-level solarisation or mini-grid-linked irrigation model.
6. A hillside irrigation productivity and resilience intervention where topography makes energy cost a critical factor.

The study shall not assume that on-grid solar pumping is automatically justified on decarbonisation grounds. It shall quantify whether the value proposition is based on emissions reduction, energy cost saving, diesel displacement, reliability improvement, irrigation productivity, public subsidy efficiency, avoided grid extension, reduction of peak-period grid demand, or a combination of these factors.

3. Scope

This assignment is not intended to be a detailed DPR for each site. It is also not intended to undertake a large-scale national field survey. It is a country-level business planning and feasibility-level assessment, supported by limited representative field validation.

1. Review the current tariff, policy, subsidy, energy mix, irrigation and institutional framework relevant to solar-powered irrigation.
2. Assess whether on-grid solar pumping has a strong business case in Rwanda given the existing generation mix, topography and tariff structure.
3. Examine whether the case for solar irrigation is stronger in off-grid, weak-grid, diesel-dependent or mini-grid-compatible areas.
4. Review existing Rwanda experience with irrigation, solar pumps and productive-use energy, including design studies prepared by consultants hired by RAB for Cyohoha, Nasho-GFI, Nasho-Buffett, five sites at Kagitumba-Matimba, Ndego and other relevant schemes made available to the consultant.
5. Review the installed base of solar pumps, their operational performance, after-sales support and O&M ecosystem in Rwanda.
6. Map all relevant stakeholders for implementation of solarisation of agriculture in Rwanda.
7. Conduct field assessment of 5-6 representative sites.
8. Select two pilot sites from the representative sites for more detailed feasibility-level analysis, including concept-level technical configuration, indicative cost, financing structure and ownership/O&M model.
9. Conduct limited farmer consultations during field visits.
10. Use secondary data for crop economics, validated through field consultations and stakeholder inputs.
11. Identify technically suitable solar irrigation configurations, including battery versus reservoir storage where relevant.
12. Estimate benchmark costs for selected configurations.
13. Develop representative financial models for key business models.
14. Assess farmer affordability, utility impact, subsidy requirement and public policy value.
15. Compare standalone, on-grid, weak-grid, mini-grid, community, centralised pump-station and feeder-solarisation options.
16. Undertake technical and financial assessment at representative model level.
17. Conduct screening-level assessment of feeder solarisation and mini-grid-linked irrigation, not detailed feeder engineering.
18. Conduct one stakeholder validation workshop.

19. Prepare a practical pilot and scale-up decision framework.
20. Prepare a concise policy, financing and implementation roadmap.

4. Representative Sites and System Typologies for Field Assessment

The consultant shall assess 5-6 representative sites only. These sites shall be selected in consultation with the Ministry of Agriculture and Animal Resources and other relevant Rwanda institutions to reflect the main possible use cases. The site selection shall not be treated as a statistical sample. The purpose is to validate assumptions and develop representative business models.

Typology	Indicative size	Likely relevance
Off-grid micro-scale portable systems	0.5-2 ha	Smallholders, mobile/portable pumps, scattered users, limited grid access.
Off-grid small-scale pumping systems	2-50 ha	Farmer groups, cooperatives, weak-grid or no-grid areas, possible water storage.
On-grid medium-scale systems	50-500 ha	Existing grid-connected schemes, pump stations, community/cooperative irrigation.
On-grid large-scale systems	500-3,000 ha	Large public or organised irrigation schemes; potential for centralised pump-station or feeder-level solarisation.

The sample may include:

1. One existing grid-connected pumping site.
2. One off-grid or weak-grid irrigation site.
3. One diesel-dependent or high-energy-cost irrigation site, if available.
4. One surface-water pumping site from river, lake or reservoir.
5. One groundwater or borewell-based site, if relevant.
6. One farmer cooperative or water-user association site.
7. One potential feeder-solarisation, clustered irrigation-load or mini-grid-linked irrigation site.
8. One hillside irrigation site or pump-to-higher-command-area site, where relevant.

5. Field Data Collection and Farmer Consultations

At each selected site, the consultant shall collect only essential data required for business case development. Farmer consultations shall be conducted during the field visits themselves to avoid duplicate cost and to ensure direct validation of assumptions.

1. Irrigable area and current irrigated area.
2. Current crops and cropping seasons.
3. Water source and seasonal availability.
4. Approximate total dynamic head and topographical context, including hillside pumping requirements.
5. Existing pump type, pump capacity and operating hours.
6. Current energy source and energy consumption.

7. Current electricity or diesel expenditure.
8. Irrigation method and water distribution arrangement.
9. Existing grid availability, reliability and peak-demand constraints.
10. Farmer group, cooperative or water-user association structure, if any.
11. Current water charges, irrigation service charges or farmer contribution, if any.
12. Farmer willingness and ability to pay.
13. Indicative income improvement from irrigation, validated against typical crop choices and market realities.
14. O&M practices, spare parts availability and after-sales support.
15. Constraints in adoption of solar pumping.
16. Potential need for battery storage or elevated reservoir storage to reduce grid draw during peak demand.

Detailed hydrological investigation, borewell testing, soil testing, detailed engineering survey and DPR-level design are excluded from this assignment.

6. Review of Existing Studies and Data Validation

The consultant shall review relevant existing studies, designs, programme documents and data made available by the Government of Rwanda, RAB, REG, districts and development partners. The review shall include existing design studies and reports for Cyohoha, Nasho-GFI, Nasho-Buffett, five sites at Kagitumba-Matimba, Ndego and other relevant irrigation or solar pumping projects.

The client side shall facilitate centralisation of relevant existing studies and reports for the consultant. Energy, tariff, irrigation, subsidy and agriculture data used in the TOR and study shall be validated with the concerned Rwanda departments before public release or use in final recommendations.

The consultant shall clearly distinguish between validated official data, secondary data, stakeholder estimates and field observations.

7. Crop Economics and Farmer Affordability

The consultant shall primarily use secondary data for crop economics, including government data, agricultural extension data, published studies, market price data, irrigation programme data and development partner reports. During field visits, the consultant shall validate key assumptions through limited farmer consultations.

1. Current crop pattern and typical crop choices in relevant regions.
2. Potential high-value crop opportunities, while recognising that not all farmers can shift to high-value crops.
3. Current and potential cropping intensity.
4. Indicative yield improvement and productivity gain from irrigation.
5. Approximate gross margin improvement.
6. Market access constraints and price risks.
7. Farmer affordability under realistic crop choices and payment capacities.
8. Whether irrigation investment can be recovered through increased farm income.

9. Impact of CapEx subsidy, OpEx subsidy, tariff support and concessional finance on farmer affordability.

8. Technical Options to be Assessed

The consultant shall compare the following representative configurations:

1. Standalone solar pump for small farmers or farmer groups.
2. Solar pump with elevated reservoir or ground-level water storage.
3. Solar pump with battery storage, only where operationally justified.
4. Grid-connected solar pump for individual or group irrigation.
5. Community or cooperative solar pump model.
6. Centralised pump-station model.
7. Feeder-level solarisation, at screening level only.
8. Mini-grid-linked irrigation model, where relevant.
9. Hybrid grid-solar model.
10. Diesel-to-solar replacement model, where relevant.

For each option, the consultant shall provide indicative sizing, key components, cost range, O&M requirement, suitability conditions and likely value proposition.

The value proposition shall be clearly classified as one or more of the following:

1. Electricity cost saving.
2. Diesel displacement.
3. Improved irrigation reliability.
4. Improved farmer income.
5. Utility avoided cost.
6. Reduced need for grid extension.
7. Reduced peak-period grid demand through batteries, reservoirs or pumping schedule management.
8. Public irrigation infrastructure benefit.
9. Emissions reduction, where actually demonstrated.

9. Feeder-Level Solarisation and Mini-Grid Assessment

The consultant shall assess whether feeder-level solarisation, similar in principle to the relevant PM-KUSUM approach, can be considered in Rwanda. Feeder-level solarisation shall be understood as a distribution-network-level approach in which a solar PV plant is connected at feeder, transformer or substation level to supply or offset the electricity demand of a cluster of irrigation pumps or pump stations connected to that feeder.

This shall be a screening-level assessment covering:

1. Whether irrigation loads are sufficiently clustered.
2. Whether dedicated or identifiable feeders, transformers or grid-injection points exist.
3. Whether the utility can procure or use solar power for irrigation loads.

4. Whether feeder solarisation can reduce farmer cost or utility cost.
5. Whether a PPA, avoided-cost model, net-metering, gross-metering or other settlement mechanism is possible.
6. Whether feeder solarisation is more suitable than individual pump solarisation.
7. Whether mini-grid-linked irrigation can be a practical option in off-grid or weak-grid areas.
8. Whether solar irrigation can reduce the need for expensive grid extension in low-load agricultural areas.
9. Whether batteries or reservoir storage would be required to reduce pumping from grid power during peak demand periods.

Detailed feeder mapping, protection studies, grid load-flow studies and interconnection engineering are excluded.

10. Tariff, Subsidy, Energy Mix and Policy Analysis

The consultant shall review:

1. Existing water-pumping tariff.
2. Relevant industrial, productive-use and agricultural tariffs.
3. Whether farmer tariff reduction improves affordability but worsens the payback of behind-the-meter solar pumping.
4. Whether feed-in tariff, gross metering or net metering can support the business case.
5. Whether REG is required by policy or regulation to give credit for solar energy put into the grid for net-metered systems, and the rate payable for any excess energy supplied.
6. Whether utility avoided-cost pricing can be applied.
7. Whether public subsidy is justified.
8. Current subsidy structure for fuel pumps and solar pumps, including farmer contribution requirements.
9. Possible subsidy mechanisms, including CapEx subsidy, OpEx subsidy, tariff reduction, interest subvention, credit guarantee, results-based financing and concessional debt.
10. Whether Rwanda requires a dedicated solar irrigation policy or programme framework.
11. Rwanda's electricity generation mix and its implication for the emissions-reduction case.
12. Whether on-grid solar pumping displaces fossil-based marginal generation or mainly replaces relatively clean grid electricity.
13. Whether off-grid or diesel-replacement solar pumping has a stronger decarbonisation and energy-access case.
14. Whether Ministry of Finance or other fiscal authorities need to be consulted on subsidy and financing design.

The consultant shall clearly explain the difference between solar as a farmer-owned asset, utility-linked energy asset, public irrigation infrastructure, and off-grid or mini-grid productive-use solution.

11. Cost Benchmarking

The consultant shall prepare indicative cost benchmarks for representative models. Cost shall be presented in USD per system, USD per hectare, RWF equivalent and cost per farmer where applicable.

The cost breakdown shall include, as relevant:

1. Solar PV.
2. Pump and motor.
3. Controller, inverter or VFD.
4. Mounting structure.
5. Electrical balance of system.
6. Water conveyance.
7. Battery storage, if any.
8. Elevated reservoir or water storage, if any.
9. Grid interconnection, if any.
10. Installation.
11. O&M.
12. Replacement cost.
13. Taxes, duties and local logistics where relevant.

12. Financial Modelling

The consultant shall prepare an Excel-based financial model at representative-model level only. The model shall not be prepared separately for each field site. The model shall cover 4-5 representative cases, including:

1. Standalone solar pump for smallholder group.
2. Grid-connected solar pump.
3. Community/cooperative pump model.
4. Centralised pump-station model.
5. Feeder solarisation model, where data allows.
6. Mini-grid or off-grid productive-use irrigation model, where relevant.

The model shall calculate:

1. Capital cost.
2. Annual O&M cost.
3. Replacement cost.
4. Energy savings.
5. Diesel savings, where applicable.
6. Crop-income improvement.
7. Payback period.
8. NPV.
9. IRR.
10. Levelised cost of water.
11. Levelised cost of solar energy.
12. Farmer affordability.
13. Subsidy requirement.
14. Utility impact.

15. Public subsidy per hectare.
16. Sensitivity to tariff, capex, utilisation, crop value, subsidy and financing cost.
17. Emissions-reduction benefit, where applicable.
18. Cost per tonne of CO2 avoided, where emissions reduction is material.

13. Business Models to be Assessed

The consultant shall assess a limited set of practical business models:

1. Farmer-owned model.
2. Cooperative or water-user association model.
3. Government-supported capital subsidy model.
4. RESCO or service-provider model.
5. Utility-linked grid-connected model.
6. Feeder-solarisation model.
7. Mini-grid-linked irrigation model.
8. Public irrigation infrastructure model.
9. Hybrid public-private model where public infrastructure is combined with private O&M or service delivery.

Each model shall be assessed for viability, farmer affordability, bankability, subsidy requirement, O&M responsibility, payment risk, scalability, suitability for Rwanda, relevance for on-grid/weak-grid/off-grid areas, and nature of benefit: cost saving, productivity gain, diesel displacement, grid reliability or decarbonisation.

14. Solar Irrigation Ecosystem and O&M Assessment

The consultant shall assess the broader solar irrigation ecosystem in Rwanda because long-term success depends not only on technology selection but also on installation quality, maintenance, service response and availability of spare parts.

1. Installed base of solar pumps and solar irrigation systems in Rwanda, to the extent data is available.
2. Operational performance of existing systems.
3. Common failure points and downtime issues.
4. Availability of local suppliers, installers and after-sales service providers.
5. Spare parts availability and warranty practices.
6. Current O&M arrangements for public irrigation schemes, farmer groups and individual systems.
7. Capacity-building needs for farmers, cooperatives, districts and service providers.
8. Implications for scaling and long-term sustainability.

15. PM-KUSUM Learning

The consultant shall review PM-KUSUM of India and identify relevant lessons for Rwanda. The review shall focus on:

1. Standalone solar pumps.

2. Grid-connected pump solarisation.
3. Feeder-level solarisation.
4. Role of distribution utility.
5. Capital subsidy.
6. Farmer contribution.
7. Feed-in tariff or surplus power purchase.
8. Water-saving incentive.
9. Procurement standardisation.
10. Quality assurance and O&M.

The consultant shall clearly identify elements of PM-KUSUM that can be adapted to Rwanda, elements that are not suitable for Rwanda, and modifications required for Rwanda's institutional, tariff, agricultural, topographical and utility context.

16. Stakeholder Mapping and Consultations

The consultant shall map and consult stakeholders relevant to solarisation of agriculture in Rwanda. This shall include:

1. Relevant agriculture ministry or agency.
2. Energy ministry or infrastructure ministry.
3. Rwanda Agriculture and Animal Resources Development Board and other relevant implementation agencies.
4. Electricity utility and REG-related entities.
5. Electricity regulator.
6. Ministry of Finance or fiscal authorities, where subsidy or public financing options are discussed.
7. Selected districts.
8. Farmer cooperatives or water-user associations.
9. Solar pump suppliers.
10. Irrigation equipment suppliers.
11. Financial institutions.
12. Development partners and ongoing project teams, where relevant.

Farmer consultations shall be conducted during field visits itself. The consultant shall ensure that the study supplements and harmonises with ongoing irrigation and energy initiatives, and does not duplicate or disrupt them.

17. Validation Workshop and Review Mechanism

The consultant shall organise one stakeholder validation workshop. The workshop shall present field findings, cost benchmarks, financial model results, tariff and subsidy implications, business model options, pilot recommendations and key policy recommendations. Inputs received during the workshop shall be incorporated into the final report.

During the assignment, the client and consultant shall hold fortnightly review calls to ensure ongoing

alignment, timely resolution of data gaps and early clarification of emerging issues. The consultant shall maintain an action tracker capturing data requests, pending decisions, stakeholder inputs and agreed follow-up actions.

18. Pilot Design and Phase-2 Readiness

The consultant shall recommend a practical pilot programme. The study shall identify two priority pilot sites for more detailed feasibility-level analysis, preferably from existing irrigation systems suitable for solarisation. For these pilots, the consultant shall provide concept-level technical configuration, indicative cost, financing structure, ownership model, O&M arrangement and implementation pathway.

This assignment shall not include construction-level design, tender drawings, detailed BOQ, equipment procurement, financing commitment, construction funding or supervision of installation. Those activities may be taken up as a separate Phase 2 after the business case is validated, the pilot sites are confirmed, and funding or implementation partners are identified.

The pilot design shall include:

1. Recommended pilot models.
 2. Indicative number of pilot sites and two priority pilot opportunities.
 3. Site selection criteria.
 4. Technical configuration at concept level.
 5. Indicative cost.
 6. Financing structure.
 7. Subsidy requirement.
 8. Farmer contribution.
 9. Ownership model.
 10. O&M arrangement.
 11. Monitoring indicators.
 12. Go/no-go criteria for scaling.
 13. Next-phase requirements for detailed design, tendering, financing and implementation.
- The pilot shall be designed to test business models, and not merely to demonstrate technology.

19. Deliverables

The consultant shall submit:

1. Inception Report including stakeholder mapping, detailed methodology, data request list and action tracker.
2. Data Collection Framework and Site Selection Note.
3. Review Note on Existing Studies, Existing Solar Pump Ecosystem and Data Validation.
4. Field Assessment Note covering 5-6 sites.
5. Policy, Tariff, Subsidy and Programme Diagnostic Note.
6. Technical Options, Storage Options and Cost Benchmarking Note.
7. Representative Financial Model in Excel.

8. Business Model, Subsidy and Farmer Affordability Assessment Note.
9. Pilot Concept Note for two priority pilot sites, including concept-level technical configuration, indicative cost, ownership, O&M and financing pathway.
10. Draft Final Report.
11. Validation Workshop Presentation.
12. Final Report.
13. Executive Summary for Decision-Makers.
14. PowerPoint presentation for government and development partners.

20. Duration and Governance

The assignment shall be completed within 20 weeks from commencement. The assignment is expected to start after final validation of the TOR and availability of required data and documents from the concerned Rwanda institutions.

Timeline	Activities
Weeks 1-4	Inception, data request, site selection and mobilisation of existing studies.
Weeks 5-8	Field visits, farmer consultations and stakeholder consultations.
Weeks 9-15	Technical options, cost benchmarking, financial modelling and subsidy analysis.
Week 16	Draft findings and review call.
Week 17-18	Validation workshop.
Weeks 19-20	Final report, financial model, pilot concept note and presentation.

Fortnightly review calls shall be held with the selected consultant. The consultant shall circulate minutes, updated action tracker and emerging issues after each review call.

21. Payment Terms:

Timeline	Activities	% of the contract price
Weeks 1-4	Inception, data request, site selection and mobilisation of existing studies.	5%
Weeks 5-8	Field visits, farmer consultations and stakeholder consultations.	10%
Weeks 9-15	Technical options, cost benchmarking, financial modelling and subsidy analysis.	5%
Week 16	Draft findings and review call.	
Week 17-18	Validation workshop.	20%
Weeks 19-20	Final report, financial model, pilot concept note and presentation.	60%

22.Team Composition

The consulting team shall be lean and multidisciplinary. Minimum team:

1. Team Leader / Renewable Energy and Business Model Expert.
2. Solar Pumping / PV Engineer.
3. Irrigation or Water Resources Expert with experience in hillside irrigation or high-head pumping contexts.
4. Agricultural Economist.
5. Financial Modelling Expert.
6. Power Tariff / Utility Expert.
7. Local Field Coordinator.
8. O&M / After-Sales Ecosystem Expert, which may be covered by one of the above experts where justified.

The same expert may cover more than one role where justified. The consultant may use short-term local support for field logistics and farmer consultations.

23.Exclusions

The following are excluded from this assignment:

1. Detailed DPR preparation for each site.
2. Construction-level detailed technical design.
3. Detailed hydrological survey.
4. Borewell testing.
5. Soil testing.
6. Detailed grid interconnection studies.
7. Load-flow studies.
8. Detailed feeder engineering.
9. Detailed engineering drawings.
10. Tender-level BOQ.
11. Large-scale farmer survey.
12. Detailed crop value-chain study.
13. Environmental and social impact assessment.
14. Procurement of equipment.
15. Financing commitment or funding of pilot systems.
16. Supervision of installation.

The assignment may, however, recommend next-phase requirements for detailed design, financing, tendering, procurement and installation of selected pilots.

24. Conclusion

The assignment shall provide a clear and practical basis for deciding whether Rwanda should proceed with scaling solar-powered irrigation, and if so, under which technical, financial and institutional model. The study shall remain focused on business case establishment, pilot preparation and decision support, not detailed project engineering or construction. It shall distinguish between on-grid, off-grid, weak-grid, mini-grid, centralised pump-station and feeder-level models, and clearly state where solar irrigation is justified by cost saving, productivity improvement, energy access, diesel displacement, utility benefit, public irrigation benefit or emissions reduction.

Section 6: Returnable Bidding Forms / Checklist

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your Proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted.

Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?	
▪ Form A: Technical Proposal Submission Form	☐
▪ Form B: Bidder Information Form	☐
▪ Form C: Joint Venture/Consortium/ Association Information Form	☐
▪ Form D: Qualification Form	☐
▪ Form E: Format of Technical Proposal	☐
▪ [Add other forms as necessary]	☐
Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	☐

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope/password protected email)

▪ Form F: Financial Proposal Submission Form	☐
▪ Form G: Financial Proposal Form	☐

Form A: Technical Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) is not under procurement prohibition by the United Nations, including but not limited to prohibitions derived from the Compendium of United Nations Security Council Sanctions Lists;
- b) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization;
- c) have no conflict of interest in accordance with Instruction to Bidders Clause 4;
- d) do not employ, or anticipate employing, any person(s) who is, or has been an ISA staff member within the last year, if said ISA staff member has or had prior professional dealings with our firm in his/her capacity as ISA staff member within the last three years of service with the ISA;
- e) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- f) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with the ISA or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the ISA and we *embrace the principles of the ISA Supplier Code of Conduct*.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the ISA.

We offer to provide services in conformity with the Bidding documents, including the ISA General Conditions of Contract and in accordance with the Terms of Reference

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorized by [Insert Name of Bidder] to sign this Proposal and bind it should ISA accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form B: Bidder Information Form

Legal name of Bidder	[Complete]
Legal address	[Complete]
Year of registration	[Complete]
Bidder's Authorized Representative Information	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Are you a UNGM registered vendor?	☐ Yes ☐ No If yes, [insert UNGM vendor number]
Are you an ISA vendor?	☐ Yes ☐ No
Countries of operation	[Complete]
No. of full-time employees	[Complete]
Quality Assurance Certification (e.g. ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	[Complete]
Does your Company have a Written Statement of its Environmental Policy? (If yes, provide a Copy)	[Complete]
Contact person ISA may contact for requests for clarification during Proposal evaluation	Name and Title: [Complete] Telephone numbers: [Complete] Email: [Complete]
Please attach the following documents:	▪ Company Profile, which should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured ▪ Certificate of Incorporation/ Business Registration ▪ Tax Registration/Payment Certificate issued by the Internal Revenue Authority evidencing that the Bidder is updated with its tax payment obligations, or Certificate of Tax exemption, if any such privilege is enjoyed by the Bidder ▪ Trade name registration papers, if applicable ▪ Local Government permit to locate and operate in assignment location, if applicable ▪ Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country ▪ Power of Attorney

Form C: Joint Venture/Consortium/Association Information Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

The bid may be submitted by an individual firm or by Joint Venture (JV) / Consortium with one of the members acting as the Lead Member of the JV / Consortium. In case of JV / Consortium, the number of members shall not exceed two (2) and all members shall be jointly and severally liable for the execution of the entire assignment in accordance with the terms and conditions of this RFP. It is Bidder's responsibility to ensure that its employees, joint venture members, sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by ISA.

JV / Consortium must comply with the following requirements:

- (i) Lead Member of the Bidding JV shall mean a firm / member who commits at least twenty-six percent (26%) participation in the JV, meets the technical experience requirement under Clause F(II), and is so designated by the other member in the Bidding JV. In case of Consortium, Lead Member would be one who is designated as Lead Member by both members through the Consortium Agreement.
- (ii) In case of JV, the bidding JV (also referred to as the Bidder) shall submit a Joint Deed of Undertaking in the Technical Bid. No change in the structure / constitution of the JV shall be permitted at any stage during bidding or execution of the assignment in the event of award, except with prior written consent of ISA;
- (iii) The qualifying criteria parameters, such as experience and financial resources of the relevant period, of the individual members of the JV / Consortium may be added together and the total criteria should not be less than that specified in the qualifying / eligibility criteria in this RFP, subject always to the specific requirement that the Lead Member must independently satisfy the technical experience requirement in Clause F(II);
- (iv) The pre-qualification of a JV / Consortium shall not necessarily pre-qualify any of its members individually or as a member in any other JV / Consortium or association. In case of dissolution of a JV / Consortium, each constituent firm may pre-qualify individually if it independently meets all qualification requirements, subject to prior written approval of ISA;
- (v) The bid submission must include documentary evidence of the relationship between the JV / Consortium members in the form of a JV / Consortium Agreement legally binding all

members jointly and severally for the proposed contract and clearly setting out the principles of constitution, operation, responsibilities regarding work and financial arrangements, participation share, and liabilities of each and all firms in the JV / Consortium. Such JV / Consortium Agreement must evidence the commitment of the parties to bid for this assignment and to execute the contract if the bid is successful. The JV/Consortium Agreement shall follow the template given at Section-2.

- (vi) One of the members shall be nominated as being in-charge of the contract and shall be designated as the Lead Member. This authorization shall be evidenced by a Power of Attorney (as per the format given in Section-2) signed by legally authorized signatories of all members and submitted with the bid;
- (vii) The JV / Consortium Agreement must provide that the Lead Member shall be authorized to incur liabilities and receive instructions for and on behalf of any and all members of the JV / Consortium and the entire execution of the contract shall be done with the active participation of the Lead Member;
- (viii) The Contract Agreement shall be signed by each JV / Consortium member. Subsequent declarations, letters and documents may be signed by the Lead Member authorized to sign on behalf of the JV / Consortium;
- (ix) An entity can be a member in only one JV / Consortium for this RFP. Any bid submitted by a JV / Consortium including an entity that is also a member of another JV / Consortium for the same RFP shall be rejected;
- (x) The JV / Consortium Agreement may specify the share of each individual member for the purpose of execution of the contract. This shall, however, not limit the joint and several liability of all members toward ISA;
- (xi) The Earnest Money Deposit (EMD) may be submitted by the JV / Consortium or by one or more members of the JV / Consortium;
- (xii) The JV / Consortium Agreement must specifically state that it is valid for the assignment for which bidding is being done. If the JV / Consortium breaks up during the bid validity period or during contract execution, the bid / contract shall be liable to rejection / termination in addition to other remedies available under the RFP / Contract;
- (xiii) If the JV / Consortium breaks up before award of work during bid validity, or after award of work, or during pendency of the contract, then in addition to the normal consequences under this RFP and the Contract, ISA may debar all JV / Consortium members from participating in

future procurements for such period as ISA may determine in accordance with its applicable rules;

- (xiv) The JV / Consortium Agreement shall be duly registered / notarized in accordance with applicable law so as to be legally valid and binding on the members before release of any payment; and;
- (xv) The JV / Consortium shall open a bank account in the name of the JV / Consortium, and all payments due to the JV / Consortium shall be credited by ISA only to that account, unless ISA agrees otherwise in writing. To facilitate statutory deductions and payment compliance, all statutory documents such as Permanent Account Number (PAN), Goods and Services Tax Identification Number (GSTIN), or equivalent tax registrations in the name of the JV / Consortium, as applicable, shall be submitted before any payment is made. Alternatively, both JV / Consortium members shall give a joint undertaking signed by both members authorizing Lead Member of JV / Consortium to raise Invoice and receive due payment on behalf of JV / Consortium members. Any dispute arising between the two members of JV / Consortium would not be brought upon to ISA nor ISA would be liable for any separate payment to two members.

Note: ISA reserves the right to waive minor deviations if they do not materially affect the capability of Bidder to perform the contract.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1	[Complete]	[Complete]
2	[Complete]	[Complete]
3	[Complete]	[Complete]

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	[Complete]
--	------------

We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

☐ Letter of intent to form a joint venture **OR** ☐ JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to ISA for the fulfillment of the provisions of the Contract.

Name of partner:

Signature: _____

Date: _____

Name of partner:

Signature: _____

Date: _____

Name of partner:

Signature: _____

Date: _____

Name of partner:

Signature: _____

Date: _____

Form D: Qualification Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

If JV/Consortium/Association, to be completed by each partner.

Historical Contract Non-Performance

☐ Contract non-performance did not occur for the last 3 years			
☐ Contract(s) not performed for the last 3 years			
Year	Non- performed portion of contract	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

☐ No litigation history for the last 3 years			
☐ Litigation History as indicated below			
Year of dispute	Amount in dispute (in US\$)	Contract Identification	Total Contract Amount (current value in US\$)
		Name of Client: Address of Client: Matter in dispute: Party who initiated the dispute: Status of dispute: Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years.

List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a company or was one of the Consortium/JV partners. Assignments completed by the Bidder's individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so, requested by ISA.

Project name & Country of Assignment	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

☐ Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

Annual Turnover for the last 3 years	Year	USD
	Year	USD
	Year	USD
Latest Credit Rating (if any), indicate the source		

Financial information (in US\$ equivalent)	Historic information for the last 3 years		
	Year 1	Year 2	Year 3
	<i>Information from Balance Sheet</i>		
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	<i>Information from Income Statement</i>		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

☐ Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies;
- Historic financial statements must be audited by a certified public accountant;
- Historic financial statements must correspond to accounting periods already completed and audited. No statements for partial periods shall be accepted.

Form E: Format of Technical Proposal

Please ensure that the information below is adapted in accordance with the technical evaluation criteria included in Section 4. The below sections correspond to the sample criteria included in this template RFP in Section 4]

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organization, including the year and country of incorporation, and types of activities undertaken.
- 1.2 Specific organizational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls.
- 1.3 Relevance of specialized knowledge and experience on similar engagements for fund-raising done in the region/country.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to local conditions and project environment. Details how the different service elements shall be organized, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.
- 2.4 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.
- 2.5 Demonstrate how you plan to integrate sustainability measures in the execution of the contract.
- 2.6 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder's Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

- 3.1 Describe the overall management approach toward planning and implementing the project. Include an organization chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.
- 3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

NAME OF PERSONNEL	[INSERT]
POSITION FOR THIS ASSIGNMENT	[INSERT]
NATIONALITY	[INSERT]
LANGUAGE PROFICIENCY	[INSERT]

	<i>[SUMMARIZE COLLEGE/UNIVERSITY AND OTHER SPECIALIZED EDUCATION OF PERSONNEL MEMBER, GIVING NAMES OF SCHOOLS, DATES ATTENDED, AND DEGREES/QUALIFICATIONS OBTAINED.]</i>
EDUCATION/ QUALIFICATIONS	[INSERT]
PROFESSIONAL CERTIFICATIONS	<i>[PROVIDE DETAILS OF PROFESSIONAL CERTIFICATIONS RELEVANT TO THE SCOPE OF SERVICES]</i> ▪ NAME OF INSTITUTION: [INSERT] ▪ DATE OF CERTIFICATION: [INSERT]

EMPLOYMENT RECORD/ EXPERIENCE	<i>[LIST ALL POSITIONS HELD BY PERSONNEL (STARTING WITH PRESENT POSITION, LIST IN REVERSE ORDER), GIVING DATES, NAMES OF EMPLOYING ORGANIZATION, TITLE OF POSITION HELD AND LOCATION OF EMPLOYMENT. FOR EXPERIENCE IN LAST FIVE YEARS, DETAIL THE TYPE OF ACTIVITIES PERFORMED, DEGREE OF RESPONSIBILITIES, LOCATION OF ASSIGNMENTS AND ANY OTHER INFORMATION OR PROFESSIONAL EXPERIENCE CONSIDERED PERTINENT FOR THIS ASSIGNMENT.]</i>
	[INSERT]
	<i>[PROVIDE NAMES, ADDRESSES, PHONE AND EMAIL CONTACT INFORMATION FOR TWO (2) REFERENCES]</i>

REFERENCES	
	REFERENCE 1:
	[INSERT]
	REFERENCE 2:
	[INSERT]

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experiences, and other relevant information about myself.

Signature of Personnel

Date (Day/Month/Year)

Form F: Financial Proposal Submission Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form G: Financial Proposal Form

Name of Bidder:	[Insert Name of Bidder]	Date:	Select date
RFP reference:	[Insert RFP Reference Number]		

The Bidder is required to prepare the Financial Proposal following the below format and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification.

The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Table 1: Summary of Overall Prices

Specification	Cost (in USD/₹)
Lump sum Consultancy Fee	
Other Cost (if any)	
Taxes (if applicable)	
Total Amount of Financial Proposal	

* A detailed breakdown has to be submitted by each bidder

Section 7: Draft Contract Agreement

The Draft Contract Agreement set out below represents the form of contract that ISA intends to execute with the successful bidder. Bidders are required to review this draft carefully. Any reservations or proposed deviations must be raised during the pre-bid stage or as part of the bidder's comments in Form E (Section 2A). Deviations proposed post-award will not be entertained. ISA reserves the right to disqualify a bidder who, after award, refuses to execute a contract in substantially this form.

Contract for Services	
Between the International Solar Alliance and M/s XXXXXXXXXXXXXXXX	
1. Country Where Services Will be Provided: India	
2. ☐ Request for Quotation ☐ Request for Proposal ☐ Invitation to Bid ☐ direct contracting Proposal Number: XX/XX/XXXX/2026-ISA, Dated: XX XX XXXX	
3. Contract Reference (e.g. Contract Award Number): XX/XX/XXXX/2026-ISA	
4. Long Term Agreement: [No]	
5. Subject matter of the Contract: ☐ goods ☒ services ☐ goods <i>and</i> services	
6. Type of Services: XX	
7. Contract Starting Date: XX/XX/XXXX	7. Contract Ending Date: XX/XX/XXXX
8. Total Contract Amount: XXXXXXXXXXXXXXXXXXXX	
8a. Advance Payment: XXXX	
8b. Conversion rate: XXXX	
8c. Payment Currency: XXXX	
8d. Payment Milestones: Annexure-I	
9. Applicable Terms and Conditions: ISA General Terms of Business for Contracts apply (attached)	
10. Payment Method: ☒ fixed price ☐ cost reimbursement	
11. Contractor's Name: XXXXXXXX	
12. Contractor's Contact Person's Name: XXXXXXXX Title: XXXXXXXX Email: XXXXXXXX	
13. ISA's Contact Person's Name: XXXXXXXX Title: XXXXXXXX Email: XXXXXXXX	
14. Contractor's Bank Account to which payments will be transferred: Beneficiary: XXXXXXXXXXXXXXXX Account number: XXXXXXXXXXXXXXXX Bank name: XXXXXXXXXXXXXXXX Bank address: XXXXXXXXXXXXXXXX SWIFT: XXXXXXXXXXXXXXXX IFSC: XXXXXXXXXXXXXXXX	
15. Liquidated damages: Will be imposed as follows: a. Where the contractor fails to fulfill the performance of the deliverables in accordance with the specified timelines in the approved strategy document or	

b. Where there is non-satisfactory performance of the contract in line with the contract terms, the contractor shall be liable to pay ISA the liquidated damages of a daily charge of 1% (one percent) of the total contract sum, for each day of the daily occurrence, up to a maximum amount of 15% (fifteen percent) of the contract sum; which surcharge is deductible from the vendor's outstanding invoices.

Provided that ISA may the event of the contractor's default or failure to meet a timeline issue a Notice of Breach as a warning of first instance; and in the second instance terminate the contract; and the invoice due shall be calculated on a pro-rata basis following the provision of this section.

16. Period for submission of reports for Services: As per the TOR

This Contract consists of the following documents, which in case of conflict shall take precedence over one another in the following order:

1. This face sheet ("Face Sheet").
2. ISA General Terms of Business for Contracts attached hereto.
3. Terms of Reference (TORs) and Schedule of Payments, incorporating the description of services, deliverables and performance targets, time frames, schedule of payments, and total contract amount.
4. The Contractor's Technical Proposal dated xxxxxxxxxxxxxx and Revised Financial Proposal, dated xxxxxxxxxxxxxx **OR** Technical and Financial Proposal dated xxxxxxxxxxxxxx, these documents not attached hereto but known to and in the possession of the Parties, and forming an integral part of this Contract.

All the above, hereby incorporated by reference, shall form the entire agreement (the "Contract") between the ISA and the Contractor (together referred to as the "Parties"), superseding the contents of any other negotiations and/or agreements, whether oral or in writing, pertaining to the subject of this Contract.

This Contract shall enter into force on the date of the last signature of the Face Sheet by the duly authorized representatives of the Parties, and terminate on the Contract Ending Date indicated on the Face Sheet.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have on behalf of the Parties hereto signed this Contract at the place and on the day set forth below.

For the Contractor		For the International Solar Alliance	
Signature:		Signature:	
Name:		Name:	

Title:		Title:	
Date:		Date:	

Annexure-I

Terms of Reference and Schedule of Payments

Scope of Work – Same as per the RFP

Payment Terms:

Milestone-based payment schedule

Deliverables	Payment Schedule
XXXXXXXX XXXXXXXX XXXX XXX XXXXXXXX XXXXXXXX XXXX XXXX	XXXXXX
XXXXXXXX XXXXXXXX XXXX XXX XXXXXXXX XXXXXXXX XXXX XXXX	XXXXXX
XXXXXXXX XXXXXXXX XXXX XXX XXXXXXXX XXXXXXXX XXXX XXXX	XXXXXX

**The invoice will be processed after receiving the satisfactory report from the Requesting Unit.*

A.

Supplier Code of Conduct, Fraud, Corruption: [ISA Supplier Code of Conducts.pdf](#)

General Conditions of Contract: [ISA GTBs.pdf](#)