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APPENDICES TO THE PERFORMANCE EVALUATION FINAL REPORT: CLIMATE TECHNOLOGY INITIATIVE PRIVATE FINANCING ADVISORY NETWORK

March 12, 2015

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Development & Training Services, Inc. (dTS) is an international development company that leads initiatives in social and economic development with a view to promoting equality, accountability, and sustainability. For information about dTS and its projects worldwide contact: Development & Training Services, Inc. (dTS), 4600 North Fairfax Drive, Suite 402, Arlington, VA 22203, USA.

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ACRONYMS

| | |
|-------------------|--|
| ADB | Asian Development Bank |
| AFD | French Development Agency |
| BEEF | Bulgaria Energy Efficiency Fund |
| CE | Clean energy |
| CO ₂ e | Carbon dioxide equivalent |
| COI | Conflict of interest |
| CTI | Climate Technology Initiative |
| DFID | United Kingdom Department for International Development |
| dTS | Development and Training Services, Inc. |
| E3 | Bureau for Economic Growth, Education and Environment |
| EBPD | Everyone but project developers |
| EE | Energy efficiency |
| ECP I | Energy Conservation Project I |
| EGTT | Expert Group on Technology Transfer |
| FI | Financial institution |
| GCC | Global climate change |
| GCC M&E | Global Climate Change Monitoring and Evaluation Project |
| GEEP | Georgia Energy Efficiency Program |
| GHG | Greenhouse gas |
| GIZ | German Agency for International Cooperation |
| GWh | Gigawatt hours |
| ICETT | International Center for Environmental Technology Transfer |
| IFC | International Finance Corporation |
| IFI | International financial institution |
| IP | Implementing partner |
| IRB | Institutional review board |
| KII | Key informant interviews |
| LED | Light emitting diode |
| M&E | Monitoring and evaluation |
| MT | Megaton |
| MW | Megawatt |
| OP | Operational partner |
| OSO | Operational stakeholder organization |
| PFAN | Private Financing Advisory Network |
| PV | Solar photovoltaic |
| RE | Renewable energy |
| SDC | Swiss Agency for Development and Cooperation |
| SEF | Sustainable Energy Facility |
| SOW | Statement of Work |
| UNFCCC | United Nations Framework Convention on Climate Change |
| USG | United States Government |

USAID
USG

United States Agency for International Development
United States Government

APPENDIX I: EVALUATION STATEMENT OF WORK

STATEMENT OF WORK

PERFORMANCE EVALUATION OF THE PRIVATE FINANCING ADVISORY NETWORK

June 2, 2014

Submitted to:

The United States Agency for International Development

Prepared by:

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PERFORMANCE EVALUATION OF PRIVATE FINANCING ADVISORY NETWORK

1 INTRODUCTION

dTS and its sub-contractor Tetra Tech have been contracted by USAID, through the Global Climate Change Monitoring and Evaluation Project (GCC M&E), to design and conduct research to inform future programming of the agency's climate change initiatives. USAID believes that the results of this research will provide an essential contribution to learning, in its efforts to mitigate and to reduce vulnerability to climate change.

The Private Financing Advisory Network (PFAN) is an existing public-private partnership, which was established to support the development of alternative energy and energy efficiency businesses by providing mentoring and access to sources of project finance to prospective project developers. PFAN identifies projects that may be suitable for private sector finance and then acts as a project finance coaching and consultancy service to guide these projects toward becoming bankable and securing investment.

2 ACTIVITY DESCRIPTION

PFAN was initiated by the Climate Technology Initiative (CTI) in cooperation with the United Nations Framework Convention on Climate Change (UNFCCC) Expert Group on Technology Transfer (EGTT) and is supported by a number of private sector companies in the financing sectors of the clean energy (CE) / renewable energy (RE) / energy efficiency (EE) industries. The CTI is responsible for coordinating the PFAN Program while the International Center for Environmental Technology Transfer (ICETT) is responsible for administering the program. USAID is a partner of the PFAN alliance and provides support to the program through a cooperative agreement. The agreement runs from Oct 2007 to Sept 2015, and has a budget of \$5 million.

PFAN activities started in 2006 as a pilot project and expanded in 2008. During the scale up, PFAN established regional networks in Latin America, Africa, Asia, and Eastern Europe, as well as dedicated country specific networks. Currently, the program is funded through various international partners, who also may offer support in the form of discounted service rates and fees. Ideally CTI-PFAN will become a stand-alone entity and preparations are underway to facilitate this transition.

The projects accepted into the program are showcased on the PFAN website in a project pipeline summary report and are tracked through financial close. As of March 2013, there were 164 projects in the development pipeline, representing \$4.9 billion of investment. Of these, 38 projects closed, raising \$432 million. Of the 10 financing fora that were held, 422 projects were identified, 116 selected, 84 showcased, and 24 closed, raising \$251 million.

PFAN's main objectives are to:

- Broaden the access to financing for climate friendly and technology transfer projects in the RE/ EE sectors in developing countries and economies in transition;
- Get more renewable energy and climate friendly projects financed in the private sector and thereby to accelerate technology transfer under the UNFCCC.

PFAN targeted the lack of access to financing by bridging the gap between financiers and project developers. By providing mentoring, PFAN helps project developers speak the same language as potential sources of financing and help project developers create more robust business plans.

PFAN provides advice and guidance on:

- Overall project structure
- Finance structuring, and sourcing and procuring financing
- Technical and engineering assistance
- Preparation and presentation of investment proposals

The second aspect of the program is the connection between potential investors and project developers through investor matchmaking, usually in conjunction with a regional workshop where project developers can present their proposals directly to members of the PFAN network.

The program targets midsize projects in the \$1 million to \$50 million range. In order to qualify for PFAN support, a project must undergo a rigorous selection process based on an initial project description, proposal, and other relevant information. Projects accepted into the program go through three more stages of review based on the individual project and the coaching that it receives. In general, these three stages review the following elements of the project:

- Project economics and viability;
- Technical and engineering aspects;
- Problem solving and marketing.

Each review stage is summarized in a formal written memorandum to the project sponsor which provides an analysis of the strengths and weaknesses of the project proposal and suggests next steps for improvement.

As stated in the CTI-PFAN Cooperative Agreement, PFAN's illustrative goals with respect to USAID indicators are

- Percent of projects engaged by PFAN will come to fruition – 33 to 44 percent;
- Total public and private dollars leveraged by USG for energy infrastructure projects – \$180 million; and
- Number of commercially and concessionally financed projects as a result of USG assistance – 24.

PFAN's Cooperative Agreement also states that the following benefits to USAID activities and goals may be anticipated from the support of PFAN:

- "Creation of a new financing resource for USAID, especially for country missions, the Asia Pacific Partnership, Methane to Markets: acceleration of the implementation of priority projects by the creation of expanded access to financing;

- Promotion of sustainable development in developing countries in the areas of CE/RE and EE, achieved by the innovative PFAN approach which is explicitly designed to ensure capacity building (especially in financing) thereby further promoting economic and social stability;
- In the course of their capacity building efforts the PFAN Consultants will be actively using and promoting the use of the UNFCCC Guidebook on preparing Technology Transfer Projects for Financing;
- Promotion and acceleration of the technology transfer process in key areas to help developed and developing countries meet their UNFCCC obligations and to mitigate climate change.”

3 RESEARCH DESIGN AND EVALUATION METHODOLOGY

3.1 EVALUATION PURPOSE

The purpose of the performance evaluation of the PFAN activity is to assess the performance, effectiveness, and sustainability of PFAN and its participants. This evaluation is to provide information for future programmatic and policy-related decision making, contextual learning for USAID and other involved partners and stakeholders, and to demonstrate accountability for resources. Recommendations on specific program elements in the evaluation may also be used to change or update the program’s design or implementation, either now or as the program transitions to a stand-alone entity.

The performance evaluation creates an opportunity for the PFAN activity and GCC to learn from a stakeholder perspective, whether or not developers felt that the barriers and challenges that they faced were addressed sufficiently by the activity, or, if not, how PFAN could address these issues further.

The performance evaluation also creates an opportunity gain greater insight into the longer term impacts of the mentoring and financing support that PFAN provides. The PFAN activity collects information on project developers related to the anticipated financing, GHG benefits, location, and technology type. However, additional information, such as the current status of PFAN projects post-financing, developers’ success on other projects, and the co-benefits that developers and/or their communities receive, is not being collected by the current system that can be collected during the course of the performance evaluation.

The results of the evaluation can be used to adjust the design of the PFAN program within the scope of its mandate, determine the cost effectiveness of USAID’s investment and PFAN’s approach, and provide insights which showcase this program in USAID and CTI-PFAN communications products.

Results from the evaluation will be shared with a variety of stakeholders, including the program coordinators at the CTI and the USAID/GCC office. The results of the evaluation may be distributed to other funding members such as the Renewable Energy & Energy Efficiency Partnership, the Asian Development Bank’s Energy for All Program, the Energy and Climate Partnership of the Americas, and the International Center for Environmental Technology Transfer.

3.2 EVALUATION QUESTIONS

Performance

1. What has been the cost effectiveness of PFAN in relation to:
 - Clean energy technology financing
 - Establishment and maintenance of lender/developer relationships
 - Leveraging private sector resources, such as in kind services and mentoring
 - CE technology deployment?
2. What are the strengths and weaknesses of the PFAN organizational and partnership model?

Effectiveness

3. Why have certain PFAN projects been more or less successful in achieving financial closure?
4. In what ways and to what extent do project developers credit PFAN for their successfully securing financing?
5. Are there barriers which are not being addressed or that are not being addressed effectively? i.e., what additional assistance can PFAN offer under its mandate?

Sustainability and Replication

6. What is the performance of PFAN participants post financial closure, including reaching and maintaining operational status, replicating or expanding business, and producing co-benefits for themselves or their community?
7. What are ways PFAN can change or update the program's design or implementation, either its current form or as the program transitions to a stand-alone entity?

3.3 RESEARCH DESIGN AND DATA COLLECTION METHODS

3.3.1 DATA COLLECTION AND METHODS

Four data sources will be utilized in this evaluation. The two primary sources will be an anonymous electronic survey open to stakeholders and key informant interviews. The two secondary sources are document and literature reviews and a review of information provided by CTI-PFAN and on its website. The various data sources are described in further detail below. A strategy to address and assess gender within this evaluation will be incorporated into the evaluation plan document. In summary, questions will be asked in order to ascertain the rates of female participation, special challenges that they face, reasons why they might not be participating, and suggestions for getting more women involved.

3.3.2 DATA SOURCES

Two primary sources of data will be utilized: electronic survey instrument and key informant interviews.

Survey Instrument. The target audience for the survey instrument will be PFAN participants, non-participants, implementers, and finance institutions in all PFAN countries. The survey questionnaire instrument will be administered online, incorporating both open- and closed-ended questions as necessary

to answer the detailed evaluation questions (See Evaluation Goals Above). Survey questions will be prepared and submitted to USAID and CTI for review prior to survey launch.

Interviews. In-depth key informant interviews will be planned based on the recommendation of the agreement officer's representative (AOR) and partners' feedback. Key informant interviews will be conducted when possible to provide further insight into collected quantitative data in terms of attitudes and behaviors. The evaluators will identify (with the guidance of the Activity's AOR and CTI-PFAN) and conduct interviews with relevant operational stakeholders, mentors, project developers, and financial institution representatives.

Stakeholder lists, interview questions, and other interview documentation will be prepared in advance and finalized in coordination with USAID and CTI. The information below provides an overview of the types of questions that will be asked in order to inform the evaluation questions above.

PERFORMANCE

1. Assessing the extent to which there is evidence that the program has contributed to achieving the assistance objectives. This may include measures such as size (e.g., megawatts), value (total dollars of secured financing), and technology.
2. Estimating co-benefits of PFAN projects.
3. Determining the success rate, i.e. the ratio of projects that reach financial closure to the projects that are accepted by PFAN.
4. Determining whether stakeholders believe that PFAN has contributed to attainment of the UNFCCC goals.
5. What are the results of PFAN assistance to date in terms of carbon dioxide offset, megawatts (MW) of clean energy, types of technology and financing leveraged?

EFFECTIVENESS

1. Determining the extent to which PFAN helps to address identified obstacles for CE finance.
2. Determining the extent to which identified obstacles match on the ground realities and whether additional types of assistance are warranted or the extent to which the emphasis on assistance matches the ground level reality.
3. Identifying which project elements contribute to success in securing finance.
4. Determining the extent to which the project developers credit PFAN for successfully securing financing.
5. Determining the extent to which projects that received funding were completed and started operations.
6. Determining whether the PFAN mechanism reduces the amount of time and/or cost for a project developer to reach financial closure.
7. Determining whether PFAN participants are pursuing alternative financing assistance and if so, what is the nature of that assistance?
 - How does the alternative assistance compare to PFAN?
 - Who is providing it?
 - Why are they engaged if already participants of PFAN?

8. Determining the extent to which women and women-owned businesses are:
 - Participating in PFAN;
 - Successful in securing financing;
 - Achieving operationalization of projects;
 - PFAN mentoring successfully addresses the needs of women.

SUSTAINABILITY AND REPLICABILITY

1. Assessing the success of PFAN funded projects in obtaining long-term operational status.
2. Determining the extent to which the developers have utilized skills and resources obtained through PFAN (through mentoring) successfully outside of the PFAN mechanism (future projects) and/or transferred those skills to other developers (became mentors).

3.3.3 EXISTING PERFORMANCE INFORMATION

Desk review of documents. To complement the two primary data sources described above (3.3.2 survey instrument and key informant interviews), dTS will review relevant project specific documents such as proposals, reports, scope of works, etc. provided by CTI-PFAN. The evaluation team also will go through these as well as the official websites of PFAN and collect other relevant documents, reports, and data. USAID and CTI-PFAN representatives have provided dTS with various background documents and sources of data. The following is a comprehensive list of documents received or sourced to date:

1. The Request for Proposals (RFP) for the Regional Clean Energy Investment Project;
2. The original and subsequent modifications of the Program Statement for the PFAN Program;
3. The Cooperative Agreement between USAID and ICETT concerning PFAN;
4. An amended PFAN Scope of Work specifically related to PFAN activities within the Economic Community Of West African States and Regional Centre for Renewable Energy and Energy Efficiency;
5. CTI-PFAN presentation given at the UNFCCC Technology Needs Assessment (TNA) Workshop in Bonn, Germany June 2011;
6. Business Plans, Project Data Sheets, and Presentations for the following four CTI-PFAN Projects:
 - Tough Stuff Kenya
 - Cleanopolis Energy Systems India
 - Primavera City Philippines
 - SOIL Ghana
7. The CTI-PFAN Website which includes:
 - Project Development Pipeline
 - Partner information
 - Member information
 - Background and contextual information for CTI-PFAN
 - Success stories
 - Fact Sheets
 - Information about CTI-PFAN Services available

8. The USAID/Eco-Asia CDCP Evaluation;
9. The Clean Energy Independence Report (FY 2011);
10. UNFCCC Guidebook on preparing Technology Transfer Projects for Financing.

4 EVALUATION IMPLEMENTATION

4.1 EVALUATION TEAM COMPOSITION TABLE

The dTS evaluation team is comprised of a dTS team leader, monitoring and evaluation specialist, and potentially a data analyst.

| Name and Qualifications | Role | Responsibilities |
|--|---|---|
| <p>Matthew Addison, MS, Economics Mr. Addison has extensive experience in clean energy finance, clean energy policy and regulation, as well as clean energy evaluation. He has managed teams on a variety of clean energy initiatives for national governments, donor agencies, and private businesses.</p> | <p>Team Leader</p> | <ul style="list-style-type: none"> – Provide clean energy technical expertise for evaluation design and implementation – Supervise survey instrument creation and ensure data quality – Oversight of the drafting of the all reports and deliverables – Provide leadership, coordination and supervision of team members on relevant evaluation activities, including documentation review, interviews, analyses and formulation of conclusions and models |
| <p>Rayne Loken, MA, MPH Mid-Level monitoring and evaluation specialist. She has significant experience in program evaluations, survey design and field-testing, and qualitative and quantitative data analysis. Additionally, she has extensive experience in drafting technical reports and deliverables for USG agencies.</p> | <p>Monitoring and Evaluation Specialist</p> | <ul style="list-style-type: none"> – Draft all reports and deliverables, with feedback from Team Leader – Assist with creation of survey instrument; oversight of survey administration – Supervise the analysis of data and the translation of the data to findings, conclusions, and recommendations – Technical methodological inputs to relevant deliverables – Suggest revisions to the evaluation design to the Team Leader – Day-to-day/home office management of evaluation technical and operational |
| <p>Marc Shapiro, PhD, Political Science Dr. Marc Shapiro has extensive experience in project management, monitoring and evaluation (M&E). His technical specialization within M&E is in leading, designing, and implementing impact evaluations and quantitative methods.</p> | <p>Senior Technical Advisor</p> | <ul style="list-style-type: none"> – Provide technical advice to the Monitoring and Evaluation Specialist – Serve as quality controller across evaluations |

| Name and Qualifications | Role | Responsibilities |
|--|--------------------------------|--|
| <p>TBD, if needed</p> <p>Junior level data analysis associate. Will have 3+ years relevant experience in survey administration, data collection, analysis, and management.</p> | <p>Data Analysis Associate</p> | <ul style="list-style-type: none"> - Survey administration and quality control - Data analysis |

4.2 COORDINATION WITH USAID/GCC, MISSION, AND IMPLEMENTING PARTNER

The evaluation will be coordinated through the USAID/GCC office. The main points of contact for this evaluation are:

- Kate Faulhaber, M&E Specialist USAID
- Zephyr Taylor, PFAN USAID Contracting Officer’s Representative (COR)
- Peter Storey, PFAN Global Coordinator, Director of PPL International
- Elmer Holt, PFAN Manager, Vice Chair of CTI
- Taiki Kuroda, Chief of CTI Secretariat

dTS will copy Ms. Faulhaber, Mr. Taylor, Mr. Storey, and Mr. Kuroda on all requests for data and information from CTI.

5 KEY PRODUCTS

dTS will provide the following deliverables in electronic format. The final report will be delivered in both paper (15 copies) and electronic format. The following is a list and description of proposed deliverables.

5.1 CONTRACTUALLY-REQUIRED DELIVERABLES

Evaluation Scope of Work.

Evaluation Plan. An evaluation plan will be prepared and agreed upon in collaboration with USAID/E3/GCCO and CTI.

Draft Evaluation Report/Final Evaluation Report.¹ Draft and Final Evaluation Reports will include all elements and sections required by the dTS contract² and USAID/PPL’s evaluation guidelines for performance evaluations.³ This includes:

1. research design
2. data collection plan
3. description of the methodology and schedule

¹ Note that as this is a standard performance evaluation and no draft or final interim report will be provided.

² Contract/Order AID-OAA-TO-12-00001

³ USAID Evaluation Report Template <http://usaidsite.carana.com/content/usaid-evaluation-report-template>, and How to Note on Evaluation http://www.usaid.gov/sites/default/files/documents/1870/How-to-Note_Preparing-Evaluation-Reports.pdf

4. data source identification
5. data analysis plan
6. statement on anticipated data quality
7. anticipated survey instruments
8. evaluation team members and stated roles and responsibilities
9. list of additional documents requested from USAID and the implementing partner
10. any logistical or other support that dTS team members will need from USAID or CTI
11. timeline for the entire evaluation activity

Oral Briefing and PowerPoint Presentations. A meeting will be held with relevant stakeholders before the finalization of the report to present and discuss key findings, conclusions, and recommendations. After the evaluation report is finalized, if desired, a summary brownbag PowerPoint presentation will be delivered at USAID's RRB office to a general E3 audience.

Flash drives with data and instruments. dTS will provide clean datasets including metadata in a format suitable for reanalysis. All clean datasets will meet professional standards and be in a format agreed upon with the USAID/GCCO COR, such as Excel, SPSS, or STATA. Final copies of all survey instruments and interview guides will also be provided.

5.2 OTHER DELIVERABLES

Stakeholder Tracking Matrix. This matrix (in Excel format) will be provided to E3 and the IP in order for them to provide dTS with guidance on appropriate points of contact for the survey and interviews. After the matrix is completed, dTS will use it as a tool to track survey and interview completion and response rates. If required, the evaluation team will assign random number codes to each individual survey respondent in order to protect anonymity.

Survey Questionnaires. The survey instrument will be drafted and provided to USAID/GCCO and CTI for comments and feedback before it is launched online. The evaluation team envisions a single master instrument which will use a skip logic format so that it is tailored for the distinct target respondent groups. These groups are: Operational Stakeholders, Mentors, Project Developers, and Financial Institutions.

Interview Guide. The interview guide will be drafted and provided to USAID/GCCO and CTI for comments and feedback before it is utilized. Guidance will be sought from USAID and CTI-PFAN for determining the most appropriate stakeholders to be interviewed. As with the online survey, the interviews will target key informant within the following groups: Operational Stakeholders, Mentors, Project Developers, and Financial Institutions.

All written deliverables will be submitted in accordance with USAID branding requirements.⁴ The final evaluation report will be submitted to the Development Experience Clearinghouse in accordance with all USAID requirements for submittal.

⁴ USAID Branding www.usaid.gov/branding and Graphics Standards Manual <http://www.usaid.gov/branding/gsm>

6 OVERALL TIMELINE

A timeline and level of effort is proposed below. dTS also will provide a budget estimate associated with a work planning Gantt chart. These documents will be provided by dTS after agreement with USAID and CTI-PFAN has been reached on this evaluation SOW.

Other logistical considerations include: availability/responsiveness of project developers, language issues, and the protection of sensitive personally identifying or financial information.

6.1 SCHEDULE

USAID anticipates that the period of performance of this evaluation will be from January 2014 to March 2015. The recommended timeline is as follows:

| Month | Activity |
|----------------------------|--|
| January- April 2014 | Request, receive, and read initial program documents Initial draft of evaluation work plan |
| May 2014 | Stakeholder Tracking Matrix delivered |
| May 2014 | Evaluation SOW delivered |
| June 10th 2014 | Feedback received on SOW from E3 |
| June 17th 2014 | dTS to provide workplanning Gantt and budget after concurrence on this SOW |
| June 25 th 2014 | Draft survey instrument, interview guide, and initial email for blast for review and comment; schedule call with Peter |
| June 27th 2014 | Draft Evaluation Plan for review and comment |
| July 4 th 2014 | Feedback received on survey instrument, interview guide, Stakeholder Tracking Matrix (as appropriate), and initial email from E3 and CTI |
| July 11 th 2014 | Feedback received on Evaluation Plan from E3 |
| July 23 rd 2014 | Final Evaluation Plan Submitted |
| August 4 th | Final survey instrument, interview guide, and Stakeholder Tracking Matrix agreed to by dTS, E3, and CTI |
| July-August 2014 | Submit any additional data requests to PFAN country offices and review material |
| September 1 st | Initial email blast introducing the survey sent out by CTI |
| September – October 2014 | Data Collection (Survey administration and key informant interviews) |

| Month | Activity |
|---|--|
| September 5 th (and every two weeks thereafter through October) | dTS follows up email blast with call scheduling for interviews |
| September 15 th (and every two weeks thereafter through October) | dTS/CTI follows up with email blast reminder for survey |
| September 8 th – October 31 st | dTS hold calls for key informant interviews |
| October – November 2014 | Data Analysis |
| December 12 th 2014 | Evaluation Report Draft for review and comment |
| January 12 th 2015 | Feedback received on Evaluation Report from E3, and CTI (if appropriate) |
| February 13 th 2015 | Final Evaluation Report |
| February 2015 | Dissemination Meeting(s) in Washington, DC |
| March 2015 | Delivery of all data and upload of final report into the DEC |

APPENDIX II: EVALUATION TEAM COMPOSITION TABLE

| Name and Qualifications | Role | Responsibilities |
|--|--------------------------|---|
| <p>Matthew Addison, MS Mr. Addison has extensive experience in CE finance, CE policy and regulation, as well as CE evaluation. He has managed teams on a variety of CE initiatives for national governments, donor agencies and private businesses.</p> | Team Leader | <ul style="list-style-type: none"> ■ Provide CE technical expertise for evaluation design and implementation ■ Supervise survey and KII instrument creation and ensure data quality ■ Supervise oversight of survey administration and analysis of data ■ Translate data into findings, conclusions and recommendations ■ Primary author of all reports and deliverables ■ Provide leadership, coordination and supervision of team members on relevant evaluation activities, including documentation review, interviews, analyses and formulation of conclusions and models |
| <p>Marc Shapiro, Ph.D. Dr. Shapiro has extensive experience in project management and monitoring and evaluation (M&E). His technical specialization within M&E is in leading, designing and implementing impact evaluations and quantitative methods.</p> | Senior Technical Advisor | <ul style="list-style-type: none"> ■ Provide technical advice to the team ■ Supervise the translation of the data to findings, conclusions and recommendations ■ Serve as quality controller across evaluations |
| <p>Farhat Rahman, MS, MPA Mid-level consultant with substantial experience working in survey administration, data collection, analysis and management.</p> | Data Analysis Specialist | <ul style="list-style-type: none"> ■ Survey administration and quality control ■ Data analysis ■ Data interpretation ■ Participate in or conduct KIIs |

| | | |
|--|---------------------------------|---|
| | | <ul style="list-style-type: none"> ■ Technical methodological inputs to relevant deliverables |
| <p>Elizabeth Stahl, BA Ms. Stahl has supported the GCC M&E Project for its duration, providing research, report writing and editing, recruiting, and coordination efforts.</p> | <p>Senior Program Associate</p> | <ul style="list-style-type: none"> ■ Day-to-day/home office technical and operational management of evaluation ■ Assist with creation and conduct piloting of survey instrument and interview guide ■ Facilitate and support survey administration and KIs ■ Support writing and editing of reports |

APPENDIX III: EVALUATION DESIGN MATRIX

| Evaluation Questions | Planned Measures/ Indicators | Data Collection Methods | Data Sources | Limitations |
|---|--|---|--|--|
| <p>1. What has been the cost effectiveness of PFAN in relation to:</p> <p>a. Clean energy technology financing;</p> <p>b. Establishment and maintenance of lender/developer relationships;</p> <p>c. Leveraging private sector resources, such as in-kind services and mentoring; and</p> <p>d. Clean energy technology deployment?</p> | <ul style="list-style-type: none"> ■ Cost effectiveness is a ratio: Megawatt per dollar of USAID funding⁵ funds leveraged per dollar and metric ton of CO₂e⁶ avoided per dollar ■ USAID funds spent per project, Dollars spent per Financial Institution, And prospective investment per dollar. ■ Number of projects funded (by technology type) per dollar Cost per project, and MT of CO₂e avoided per dollar. | <ul style="list-style-type: none"> ■ Document review | <ul style="list-style-type: none"> ■ PFAN documents and administrative records ■ CTI-PFAN website ■ Operational stakeholders (Funding partners and resource partners) ■ IPs ■ PFAN participants (project developers, mentors, financial institutions) ■ International financial institution (IFI)/Donor CE program reports | <p>Principal limitations are:</p> <ol style="list-style-type: none"> 1. PFAN has not collected data on applicants who are not accepted into PFAN; this limits the ability to develop strong counterfactual scenarios. 2. Data are not collected on participants after their projects achieve financial closure. 3. Pipeline data collected and reported by PFAN is incomplete. 4. There have been no previous evaluations or in-depth examinations of PFAN on which to build the current analysis. |
| | | <ul style="list-style-type: none"> ■ Online survey | <ul style="list-style-type: none"> ■ Online survey | <ol style="list-style-type: none"> 1. Sample size includes 159 respondents with uneven distribution across stakeholder types. 2. Only a few project developers reaching closure chose to participate; 3. No commercial bank or financial partners participated. 4. PFAN has not collected data on applicants that are not accepted into PFAN; this limits the ability to develop strong counterfactual scenarios. |

⁵ Throughout the term per dollar is used synonymously with per dollar of USAID funding.

⁶ CO₂e is the carbon dioxide equivalent or a metric used to standardize the different greenhouse gases. It is standard industry nomenclature.

| Evaluation Questions | Planned Measures/ Indicators | Data Collection Methods | Data Sources | Limitations |
|---|--|---|---|---|
| | | <ul style="list-style-type: none"> • Key informant telephone and email interviews | <ul style="list-style-type: none"> • Telephone interviews augmented by email response to questions depending on respondent preferences | <p>The timeframe for telephone interviews was extended to try to increase response rate of under-reporting groups on the survey: financial partners and project developers reaching closure. However, few additional project developers responded as available, and responses to questions asked by a different medium are not necessarily directly comparable.</p> |
| <p>2. What are the strengths and weaknesses of the PFAN organizational and partnership model?</p> | <ul style="list-style-type: none"> ■ Level of satisfaction with technical assistance (TA) and CB received ■ Number of stakeholders reached with CB and TA, disaggregated by gender ■ Beneficiary's perception of the overall value and utility of received/provided PFAN services by sub-group, type of TA, gender ■ Strengths of PFAN observed, by sub-group, gender ■ Weaknesses of PFAN observed by sub-group, gender ■ Measurable level of cooperation between operational stakeholder organizations (OSO) and among OSOs and IP ■ Effectiveness of and satisfaction with the: <ul style="list-style-type: none"> - Contributions and accountability of each participating USG agency - Current structure of inter-agency relationship under PFAN - The mode in which interagency relationships facilitate goal | <ul style="list-style-type: none"> ■ Online survey ■ Key informant telephone interviews | <ul style="list-style-type: none"> ■ PFAN documents and administrative records ■ CTI-PFAN website ■ Operational stakeholders (Funding partners and resource partners) ■ IPs ■ PFAN participants (project developers, mentors, financial institutions) ■ Online survey | <p>See above</p> |

| Evaluation Questions | Planned Measures/ Indicators | Data Collection Methods | Data Sources | Limitations |
|---|---|--|---|------------------|
| | <p style="text-align: right;">attainment in each agency</p> <ul style="list-style-type: none"> - Coordination between agencies | | | |
| <p>3. In what ways and to what extent do project developers credit PFAN for having successfully secured financing for their projects?</p> | <ul style="list-style-type: none"> ■ Respondents credit PFAN for results ■ Finance entities credit PFAN for results ■ Respondents undertake additional CE investments⁷; ■ Finance entities move into non-PFAN CE funding⁸ | <ul style="list-style-type: none"> ■ Document review ■ Online survey ■ Key informant telephone interviews | <ul style="list-style-type: none"> ■ PFAN documents and administrative records ■ CTI-PFAN Website ■ Operational stakeholders (Funding partners and resource partners) ■ Implementing partners ■ PFAN participants (project developers, mentors, financial institutions) ■ Online survey | <p>See above</p> |
| <p>4. Are there barriers that are not being addressed or that are not being addressed effectively? i.e., what additional assistance can PFAN offer under its mandate?</p> | <ul style="list-style-type: none"> ■ CE penetration rates ■ Ratio of PFAN projects funded ■ Beneficiary responses ■ Non-PFAN participant CE project developers or financier track record or responses | <ul style="list-style-type: none"> ■ Document review ■ Online survey ■ Key informant telephone interviews | <ul style="list-style-type: none"> ■ PFAN documents and administrative records ■ Operational stakeholders (Funding partners and resource partners) ■ IPs ■ PFAN participants (project developers, mentors, financial institutions) ■ IFI/Donor CE program reports ■ Online survey | <p>See above</p> |

⁷ Too few closed projects responded to the survey to make this meaningful.

⁸ This was not applicable as all financial entities responding to the survey had already been engaged in clean energy prior to working with PFAN.

| Evaluation Questions | Planned Measures/ Indicators | Data Collection Methods | Data Sources | Limitations |
|--|--|--|---|-------------|
| 5. What is the performance of PFAN participants, post financial closure, including reaching and maintaining operational status, replicating or expanding business and producing co-benefits for themselves or their community? | <ul style="list-style-type: none"> ■ Percent of operating projects to closed projects; ■ Reasons for not starting operations ■ Percent developing new CE projects ■ Percent expanding business ■ Types and amounts of co benefits produced | <ul style="list-style-type: none"> ■ Document review ■ Online survey ■ Key informant telephone interviews | <ul style="list-style-type: none"> ■ Online survey | See above |
| 6. What are ways PFAN can change or update the program's design or implementation, either in its current form or as the program transitions to a stand-alone entity? | <ul style="list-style-type: none"> ■ Country representation, sustainability (based on a number of factors specified in the data collection instrument) ■ Perceived degree of coordination and cooperation (based on a number of factors specified in the data collection instrument) ■ Level of satisfaction with CB and TA received ■ Partner beneficiary perceptions of strengths and weaknesses of current PFAN approaches ■ Perceptions on the optimal lifespan of the PFAN program | <ul style="list-style-type: none"> ■ Online survey ■ Key informant telephone interviews ■ In situ in-person/remote interviews with operational stakeholders | | See above |

APPENDIX IV: DETAILED EVALUATION METHODS AND LIMITATIONS

The dTS current evaluation team includes a team leader (Matthew Addison), senior program associate (Elizabeth Stahl), senior technical advisor (Marc Shapiro), and data analyst (Farhat Rahman). Team members were selected based on their experience in energy and evaluation. For example, the team leader is an acknowledged CE expert and has conducted numerous CE evaluations and designs.

1.1 CHARACTERISTICS OF SURVEY RESPONDENTS

This section discusses the demographics of the three groups of survey respondents on which the project is mainly focused: developers, coaches, and FIs. Project developers⁹ are a primary focus of the evaluation since they receive the bulk of the technical assistance, business training, and support from PFAN. Understanding both the type of developer that PFAN attracts and those that participated in the survey and interviews is important in understanding the results of this evaluation.

1.1.1 SAMPLING AND/OR SELECTION CRITERIA

Within the context of the PFAN evaluation, there are two distinct populations: (1) the project developers, where $N = 468$, and (2) the operational stakeholders, mentors/coaches, resource partners, and FIs, where $N = 218$. The population of project developers is distinct with no known overlaps with the other sub-groups. However, there exists substantial overlap among potential respondents from the other four sub-groups in terms of duty and function within the “everyone but project developers” (EBPD) population. The evaluation retroactively determines separate EBPD sub-group response rates based on the self-categorization of survey respondents during the survey process.

In some cases, multiple representatives from an institution were contacted for the survey. Due to low sample sizes, each respondent from the same institution is given the same weight as a single respondent from another institution. Therefore, an institution with multiple respondents could be represented multiple times in the population.

The evaluation team relied on CTI to provide candidates for the KIIs that are, to the extent possible, representative across the various countries and regions where PFAN is operating. PFAN is currently operating in 15 Asian countries, 24 African countries, 13 Latin American and Caribbean countries, four countries within the Commonwealth of Independent States and Central Asia, and 12 countries that do not fall into those categories. The online survey was emailed to all participants who had been identified by PFAN. The evaluation team sent out 687 emails that included the survey invitation and instructions, with 674 invitations delivered successfully, generating a total of 156 responses. Table 1 indicates the response rate relative to the overall population size.

Table 1: Survey Characteristics

⁹ Project developers include individuals, companies, communities, and NGOs.

| PFAN Entity | Number of Stakeholders receiving survey invitation | Number of Survey Respondents | Survey Response Rate |
|---|--|------------------------------|----------------------|
| Project Developers | 468 | 111 | 23.7% |
| Project Developers Reaching Financial Closure | 44 | 2 | 11.4% |
| Financial Institutions | 68 | 5 | 7.4% |
| Operational Stakeholders | 57 | 20 | 35.1% |
| Coaches | 46 | 11 | 23.9% |
| Resource Partners | 48 | 9 | 18.8% |

Source: PFAN Survey

Operational stakeholders included representatives from USAID, CTI, ICEETT, United States Department of State, the Renewable Energy and Energy Efficiency Partnership, the Energy and Climate Partnership of the Americas, International Development Research Centre, and other PFAN managerial and funding stakeholders. Representatives from these organizations were interviewed in order to obtain insights into the multi-lateral interagency partnership, management and operations, and program design and execution. The team interviewed only those that identified as willing to be interviewed.

Coaches included both individuals and organizations that provide advisory and capacity building services to project developers and businesses. Coaches were interviewed in order to ascertain their perspectives on the efficacy of the PFAN approach to mentorship, usefulness of services, addressing barriers to securing finance, and overall successes and challenges of PFAN.

Project developers included individuals and businesses that are seeking or have sought access to PFAN coaching and financial investment matching services. Project developers were interviewed in order to gain insight into perceived efficacy of PFAN services, including coaching and financial investor matching.

Resource partners tend to be government agencies in developing countries that have been set up to support CE investments in their countries. They help to ensure that efforts are aligned with governments and project objectives. They provide local context and support in terms of investment climate and CE technology needs and gaps.

Financial institutions include representatives from banks, investment funds, and lending organizations. Representatives from FIs were interviewed in order to gain further insight into the barriers to CE investment, the efficacy of the PFAN approach to addressing these barriers, and individual perceptions of the usefulness of PFAN overall as an approach to bridging the gap between CE projects and investment.

1.1.2 PROJECT DEVELOPERS

There are three broad categories of developers – developers with closed projects, developers still in the pipeline and developers that were deemed not qualified very early on and excluded from PFAN assistance. PFAN reports some data for the first two categories but does not collect data projects that are rejected as not qualified. However, PFAN had the email addresses of many African and a few Asian projects that were

unsuccessful applicants in recent RFP processes for respective regional financing fora. Numerous developers in this category completed the survey. Their responses are not considered in this section and later where they do not have knowledge of an item. When their views are considered, it is noted separately from those of PFAN developers who have been accepted into the program.

Based on the survey results, the typical PFAN developer that received USAID support is a male only-owned company (57 percent)¹⁰ that has pursued multiple CE projects (75 percent) and has sought financing from other sources before his company approached PFAN (74 percent). Slightly more than one out of three (37 percent) have been successful in obtaining financing outside of their participation with PFAN. Many of the developers did not report financial data, but based on the 44 developers reporting financial in the survey, the total amount of investment required is \$1.5 billion, and the average PFAN project costs \$34.8 million. These figures are outlined in Table 2, which provides the financial statistics of the overall pipeline and the survey respondents.

Table 2: Summary Financial Statistics

| | Survey Respondents | Total Current Pipeline |
|--------------------------------|--------------------|------------------------|
| Number of Project Developers | n = 44 | n = 255 |
| No. Reaching Financial Closure | 4 | 49 |
| Total Investment | \$1,529,383,945 | \$6,682,968,215 |
| Average Investment | \$34,758,726 | \$26,310,898 |
| Minimum Investment | \$20,000 | \$100,000 |
| Maximum Investment | \$250,000,000 | \$830,000,000 |
| Standard Deviation | \$69,986,507 | \$83,860,687 |

Source: PFAN survey

Additionally, Table 3 provides a comparison between the survey and pipeline data based on technology (left three columns) and geography (right three columns). The reported results from the survey are quite different from PFAN operations to date in two primary ways. First, closed projects are under-represented. Forty-nine projects have reached closure and another 255 are in the pipeline. This means that at the time of this evaluation 16 percent of PFAN projects are closed. Only four survey respondents had closed. Second, the geographic representation in the survey is very different from the PFAN population. There is wide geographic difference between the survey population and the total population of PFAN project developers. Asia is significantly underrepresented while Africa countries have responded heavily.

Table 3 presents summary statistics for the PFAN pipeline and the survey respondents.

Table 3: PFAN Developer Demographics

¹⁰ Female-owned companies constitute 11% of the survey respondents, and the remainder (32%) are entities that are jointly owned between males and females.

| By Technology | PFAN Pipeline | Survey respondents | By Region | PFAN Pipeline | Survey Respondents |
|-----------------|---------------|--------------------|-------------------------|---------------|--------------------|
| Biofuels | 11.0% | 10.3% | S Asia | 13.2% | 18.1% |
| Biomass | 13.6% | 20.6% | Asia Pacific | 0.5% | 0% |
| Biogas | 11.8% | 11.3% | China | 8.6% | 0% |
| W2E | 4.4% | 14.4% | SE Asia | 25.0% | 9.0% |
| Clean Transport | 2.2% | 1.0% | CISCA | 0.5% | 1.3% |
| Hydro | 20.6% | 7.2% | East Africa | 21.4% | 24.2% |
| Wind | 4.4% | 6.2% | Southern Africa | 19.1% | 20.5% |
| Solar | 17.1% | 17.5% | West Africa | 5.0% | 17.9% |
| EE | 9.2% | 11.3% | Latin America Brazil | 2.7% | 0% |
| Other | 5.7% | | CAC | 4.1% | 9.0% |
| | 100.0% | 100.0% | | 100.0% | 100.0% |

It is inadvisable, based upon the data available, to draw conclusions about technology differences other than that they exist. Drivers for technology choice are natural resource availability, competition from other energy sources, enabling frameworks and incentives, and market needs. For example, it is expected that solar photovoltaic (PV) would have a better chance of succeeding in the CAC or East Asia region than in Africa because the average income in CAC or East Asia is much higher than in Africa, and the people of CAC or East Asia are generally already higher on the energy ladder than those in Africa.¹¹

1.1.3 FINANCIAL INSTITUTIONS

Only five representatives of FIs responded to the survey: two development finance institutions, one private investor, a private equity fund, and a broker organization. Commercial banks were completely missing from the survey but also appear to be only minimally involved in PFAN. The data provided by PFAN did not indicate any commercial banks involved in the financial closures to date. Four out of five respondents offer both loans and equity, and one provides only equity financing. All were involved in the CE finance business prior to participating in PFAN.

When asked why they choose to participate with PFAN if they were already providing CE financing, the principal reason cited was one of reduced costs. Second was PFAN's reputation for helping projects to attain financial closing.

¹¹ Based on analysis by dTS team.

1.1.4 COACHES

Eleven coaches out of 46, representing 24 percent of the PFAN coaching population, participated in the survey. Female coaches represented 18 percent of the respondents, as compared to 9 percent of the total PFAN coaching population. Table 4 indicates the countries in which the respondent coaches have worked with PFAN and the percentage these countries represented in closed projects and pipeline projects. The responding coaches have experience in countries that account for 52 percent of closed projects and 57 percent of pipeline projects.

Table 4: PFAN Coach Demographics

| Project Location | Coach Working Location | % Total Closed Projects in Country | % Total Pipeline Projects in Country |
|-------------------|------------------------|------------------------------------|--------------------------------------|
| BW - Botswana | 2 | 4% | 0.7% |
| CV - Cape Verde | 1 | - | 0.3% |
| ET - Ethiopia | 1 | - | 0.7% |
| GT - Guatemala | 1 | - | 0.0% |
| IN - India | 2 | 10% | 11.5% |
| KE - Kenya | 2 | 4% | 7.6% |
| MZ - Mozambique | 1 | 2% | 4.9% |
| NA- Namibia | 1 | - | 0.7% |
| NP - Nepal | 1 | - | 0.7% |
| PH - Philippines | 1 | 20% | 14.9% |
| TH - Thailand | 1 | 2% | 1.7% |
| TZ - Tanzania | 1 | 4% | 1.4% |
| UG - Uganda | 1 | 6% | 6.6% |
| ZA - South Africa | 1 | - | 5.2% |

Eleven coaches reported country location.

1.2 RESEARCH DESIGN

The evaluation uses a convergent parallel mixed method design that allows for the collection of qualitative and quantitative data concurrently as well as analysis of the two data sets separately. This approach considers several perspectives and reduces gaps in information. The quantitative instruments are needed for obtaining and analyzing generalizable statistical data. Qualitative instruments are well suited for explaining processes and impacts. Together, the two parts provide both analytical and explanatory power, while validating the findings through triangulation of data from multiple sources. Given the challenges with data collection as well as the importance of learning lessons, as opposed to merely measuring differences, this mixed method approach is considered both appropriate and essential.

Four data sources were used to collect the cross-sectional data. The two primary sources were qualitative KIIs centered on subjective data and a confidential, primarily quantitative, electronic survey open to most PFAN stakeholders. The two secondary sources were a document and literature review, and information provided by CTI and obtained from the PFAN website. The various data sources are described in further detail in the following sub-section.

1.3 DATA COLLECTION METHODS

The evaluation design matrix (**Error! Reference source not found.**) below provides an overview of the evaluation questions, measures and indicators, methods, and data sources required to answer those questions. The list of indicators provides the background context on the types of information that the evaluation collects.

1.3.1 DATA SOURCES

ADMINISTRATIVE AND INSTITUTIONAL DATA

Administrative and institutional data include documents provided to dTS by either CTI or USAID that address the organization and administration of PFAN. The evaluation team has also accessed PFAN's official website and has collected other relevant documents, reports, and publicly available data.

EXISTING PERFORMANCE INFORMATION

- In addition to the administrative and institutional data described above, dTS carried out a desk review of relevant project-specific documents provided by USAID and CTI or collected by dTS.

1.3.2 DATA COLLECTION

DATA COLLECTION INSTRUMENTS

The evaluation used two types of primary data collection instruments: an online survey instrument and a KII guide. Using SurveyMonkey, an online software tool, the evaluation team developed a survey for project developers, coaches, operational stakeholders, resource partners, and financial institution (FI) representatives.¹² Based on the respondent's role within PFAN, the survey was piped (responses to one question directed the respondent to specific subsequent questions) and customized to gather information specific to each of the subgroups. The logic piping within the survey allowed for greater control over which questions each respondent saw and directed them to answer only the survey questions relevant to their sub-group. At the end of the survey instrument, respondents could choose to participate in a KII. The evaluation team contacted respondents who provided email addresses to schedule interviews.

The KII guide consisted of general questions for all informants and the distinct and targeted interview guides for each of the sub-groups. Questions in the general section were aimed toward determining an informant's opinion of the strengths and weaknesses of PFAN, their perspectives on the effectiveness of PFAN in fulfilling its objectives to increase access to CE financing and accelerate technology transfer, and their suggestions for improving the program.

¹² Coaches are individuals who provide business coaching to developers on a cost-share basis. Resource partners are organizations, such as non-governmental organizations or government-owned CE entities, which have a vested interest in promoting CE and see PFAN as assisting them in achieving their objectives. Operational stakeholders are donors, implementers, country coordinators, and other PFAN project personnel.

1.3.3 DATA ANALYSIS PLAN

An analysis map was developed that linked each evaluation question and/or sub-question to the corresponding survey question(s) for quantitative data and to the corresponding KII guide question(s) for related qualitative data. As question and item numbering varies somewhat across population sub-groups, there was a separate, but related, mapping for each sub-group in order to efficiently organize data collection and map correlations across the population as a whole.

The evaluation team used Excel's pivot tables (cross tabs) and IBM's SPSS predictive analytics software to analyze data. Quantitative data from the online survey were analyzed for descriptive statistics (e.g. frequencies, means, and medians) and for correlations of key responses with exposure to specific PFAN activities, individual roles, and responsibilities. Qualitative data provided as part of the online survey was used primarily for descriptive, anecdotal information and further analysis, depending on the length of the narrative. Qualitative data collected as part of KIIs were analyzed in depth for emergent patterns of perceptions, representations, portrayals of utility and effectiveness, and aspects that suggest potential sustainability.

1.3.4 STAKEHOLDERS INTERVIEWED

In-depth KIIs were planned based on the recommendation of the Agreement Officer's Representative and CTI partners' feedback. KIIs were conducted when possible to provide further insight into collected quantitative data in terms of attitudes and behaviors. The evaluators identified and conducted interviews with relevant operational stakeholders, coaches, project developers, resource partners, and FI representatives.

The KIIs were used to provide additional detail in areas that could not be adequately dealt with in the survey. Seventy-one persons self-identified their stakeholder status as indicated in Table 5.

Table 5: Number of Self-Identifying KII

| | Operational Stakeholders | Coaches | Resource Partners | Developers | Financial Partners | Total |
|---------------------|--------------------------|---------|-------------------|------------|--------------------|-------|
| Number Volunteering | 9 | 4 | 2 | 55 | 1 | 71 |
| Number Contacted | 9 | 4 | 2 | 48 | 2 | 65 |
| Number Interviewed | 4 | 4 | 2 | 22 | 2 | 34 |

Of the developers that responded to the request for interviews, two had reached financial closure, and a third was listed in the pipeline as having reached financial closure but funds had not yet been disbursed?

1.4 DATA QUALITY

dTS' evaluation team has designed the quantitative and qualitative data collection instruments and methodologies in order to meet the expectations for data quality specified in the USAID Automated Directives System 203, *Assessing and Learning*, namely validity, integrity, reliability, precision, and timeliness. Key steps taken by dTS' evaluation team to promote data quality include pre-testing of survey instruments,

performing multiple mock KIs, training and close supervision of enumerators as needed, data entry controls, qualitative data recording, summarizing, transcribing, and use of mixed methods.

1.5 STRENGTHS AND LIMITATIONS OF EVALUATION METHODS

1.5.1 CONFLICTS OF INTEREST

Within the scope of the PFAN performance evaluation, there are three potential conflicts of interest (COIs) that have arisen and are being mitigated. The first COI is that two members of the evaluation team routinely work in the CE field and may have access to proprietary data. To avoid this potential COI, these members have signed nondisclosure agreements and do not have access to data with identifiers such as name or email. Relevant data are stripped of this information except (1) where respondents have self-identified that they are willing to be interviewed and thus the results of the interview would be available; and (2) where PFAN has identified other interview participants.

Outside of the team, there are two other COIs. One potential COI is that USAID is a funding partner of PFAN as well as a managing client of dTS, specifically the GCC M&E project that is carrying out this evaluation. In this role, USAID has the opportunity to provide both technical and managerial direction to the evaluation team and their work products.

The second potential COI is that CTI, through directive from USAID, has been provided the opportunity to review and comment on the evaluation team's work products including the survey instrument and key informant interview guide. In addition, CTI is responsible for providing the evaluation team with contact information for all PFAN stakeholders and participants who have been involved with the pipeline projects. The evaluation team is unable to independently verify the data provided by CTI.

To mitigate any potential COI that may affect research or findings, the evaluation team has not altered any document, report, instrument, or guide in a way that substantively changes the data to be collected and/or the findings to be disseminated based on feedback from either USAID or CTI.

The evaluation team was not able to independently verify the population characteristics within each stratum, as some individuals may have been included in more than one category. Therefore, it cannot be stated with certainty that the probability sample derived from each group is representative of the population. As discussed in the next sub-section, precision of the estimates for online surveys may also be an issue.

The specific findings of the evaluation may not apply to the diverse PFAN population. However, since a mixed-methods approach is used, a degree of certainty can be attached to more general findings and recommendations presented to CTI and USAID because they will be supported through more than one data source. Many of the metrics in this report will not accurately reflect the long-term potential since PFAN is still an on-going project. Two examples of this discrepancy include the following.

Cost-effectiveness. The cost effectiveness of the activity, in terms of investment leveraged, MWs, and GHGs avoided, is provisional in that it measures investment leveraged and MWs at reported financial close¹³, not at project operation. GHGs avoided are based ex ante on assumptions for capacity factors and using default emission factors, and do not represent verified ex post reductions. Additional project benefits

¹³ PFAN does not report at financial closure but rather when their assistance to project developers end; when there is an agreement to finance but not when actual financing is consummated.

not currently represented in the pipeline data could result from scale up and operation, resulting in an understatement of the projects' effectiveness.

Sustainability and Replicability. It is difficult to measure sustainability and replicability in a reliable manner in the short run. Many of these projects have been undertaken by new businesses and it is hard to determine now whether they will weather the course of time and be sustainable. Measuring replicability is complicated by the fact that it takes time to build capacity, change minds, penetrate markets, and have an impact on business and financial institutions.

APPENDIX V: QUALITATIVE DATA COLLECTION INSTRUMENTS¹⁴

TEMPLATE: INFORMED CONSENT FOR INTERVIEW

Same for all the following interview guides; included in this document only once.

ROLE or DESIGNATION: _____ NAME: _____

Hello, I'm _____ from dTS. dTS is carrying out an evaluation of The Private Financing Advisory Network (PFAN) for the purpose of finding out how well the program has been meeting the needs of internal and external stakeholders like you.

You are invited to participate, on a free and voluntary basis, in an interview on how various aspects of the PFAN are working. This interview is not compulsory and you may withdraw your consent to participate at any time before or during the interview without negative consequences. You can choose not to answer any or all questions. If you agree to participate, you will be asked a number of open-ended questions. This interview should not take more than 60 minutes to complete. We can discuss any of your concerns during your interview. Following the interview, we may contact you again in several days to confirm information.

We will need to record the session in order to capture points made in response to the questions. The discussion will be transcribed, all digital recordings and notes will remain confidential, and will be kept in a secure place. The recording of your verbal responses will be used for analysis only and will not be distributed beyond the evaluation team. Your name will not be identified or linked to any quotes in any public reports summarizing the findings of these interviews, unless you request it. Unless specified otherwise, a list of all interviewees will be included as an annex.

Do you prefer to remain anonymous? Yes No

If you have further questions about this project, the results of this study, or if you have a research-related problem, you may contact any one of researcher team members listed here: Rayne Loken (RLoken@onlinedts.com); Matthew Addison (mwaddison@cox.net).

The evaluation report is expected to be completed in January 2014 and will be circulated to the PFAN participating agencies, USAID/GCCO, Climate Technology Initiative (CTI), and other stakeholders shortly thereafter. The report can also be shared with all those interviewed, upon request.

Do you agree to participate in this study? Yes No

[For the interviewer/administrator] I have followed the agreed evaluation protocol to obtain consent from the participant. S/he apparently understands the nature and the purpose of the study and consents to participate. S/he has been given the opportunity to ask questions, which have been answered satisfactorily.

Designee/evaluator's signature: _____ DATE _____ 2014/2015

¹⁴ This appendix satisfied the contractual requirement for documentation of tools/methods used for estimation/calculation of GCC outcomes.

PROJECT DEVELOPER KEY INFORMANT INTERVIEW GUIDE

For developers with projects accepted to the pipeline

Which sector did your project target?

a.) Waste to Energy

b.) Clean Transport

c.) Biofuels

d.) Biogas

e.) Solar

f.) Hydro

g.) Energy Efficiency

h.) Biomass

i.) Other: _____

Please list the size and unit of measure of this project. Possible units of measure include: MW, KW, cubic meters, cubic feet, tonnes per year, and litres per year.

Size _____ Unit of Measure _____

What was the total cost of this project in US Dollars? _____

What was the value of your equity contribution in US Dollars? _____

When did your project reach closure (Month and Year)?

How long did it take for you to reach closure once you had been accepted into the PFAN pipeline (in months)?

At what stage was your project when it was proposed to PFAN?

a. Concept

b. Business plan developed

c. Some investment committed

d. Other: Please Describe?

Why do you believe that your project was accepted into the PFAN program?

Do you think the selection process could be improved or are you happy with the time and information required to be considered and then selected to participate?

What do you think could make the selection process better?

In your experience, how effective have PFAN efforts been for you in terms of:

a. Technical and engineering assistance

b. Preparation and presentation of investment proposals

- c. Establishment and maintenance of lender/developer relationships
- d. Finance structuring, and sourcing and procuring financing

- Was the mentor an appropriate match for your project?
- In what ways and to what extent do you credit PFAN for successfully being matched with an investor?
- What are the three most important barriers to clean energy investment?
(1) _____, (2) _____, (3) _____
- What are the barriers to clean energy investment that PFAN is successfully addressing?
(1) _____, (2) _____, (3) _____
(4) _____
- What are the barriers to clean energy investment that PFAN is **NOT** successfully addressing?
(1) _____, (2) _____, (3) _____
- In what ways and to what extent do you credit PFAN for assisting you to successfully secure financing?
- What are likely to be the lasting impacts of PFAN on your project?
- What are likely to be the lasting impacts of your project as a result of PFAN?
- Would you recommend using the PFAN resources to someone else who is trying to secure financing for a CE project? Why or why not?
- In your experience, were private sector financial institutions engaged in an effective manner? Are there ways to increase their participation in PFAN?
- Access to finance has been identified by multiple organizations as one of the primary barriers to clean energy technology deployment. To what extent do you believe PFAN has successfully addressed this barrier?
- Are there barriers (to securing financing) which are not being addressed or that are not being addressed effectively? i.e., what additional assistance can PFAN offer under its mandate?
- PFAN is looking at ways to keep it going once donor funding has stopped. Would you be willing to pay a success fee for the PFAN services?
- If so, how much would you be willing to pay?
- Would you be willing to pay for coaching services?
- Would you be willing to pay for the Investor networking services?
- Does your company have any programs that are designed to deal with gender issues or promote gender is hiring?
- In designing your project, did you take into account the needs of women, children or the elderly? For example, a cookstove project will generally benefits women and children more than men.

- To summarize, what would be some specific recommendations and lessons you might suggest in order to enhance PFAN performance moving forward?
- On what date (Month and Year) did your project start commercial operations?
- Is it still operating?
- If not, why not?_____
- If it has not started commercial operations, why not?_____
- Have you or will you undertake another clean energy project?
- If you have already begun another clean energy project, what is the sector, size and units and total costs?
- Is there anything else you want to tell us about PFAN?

PROJECT DEVELOPER KEY INFORMANT INTERVIEW GUIDE ALTERNATIVE

For developers with projects deemed not qualified/not accepted to the pipeline

- What is your position within that organization?
- Was your proposal unsolicited or did you send it in response to a call for proposals?
- Was your project greater than US \$1 million and less than US \$50 million?
- At what stage was your project when it was proposed to PFAN?
 - e. Concept
 - f. Business plan developed
 - g. Some investment committed
 - h. Other: Please Describe?
- Why was your project not accepted into the PFAN program?
- Based on your experience with PFAN, what do you think your organization/project could have done differently in order to successfully secure financing in the future?
 - What do you believe PFAN should do differently to better address barriers facing projects like yours?
- Have you been able to find financing?
- Did your participation in the PFAN process, help you improve your project?
- If you have not found financing, will you improve your project and resubmit to PFAN?
- If not, why not?
- Would you recommend using the PFAN resources to someone else who is trying to secure financing for a CE project? Why or why not?
- Do you have any suggestions as to how the PFAN program can be changed or updated in order to better suit the needs of participants?
- To summarize, what would be some specific recommendations and lessons you might suggest in order to enhance PFAN performance moving forward?
- Is there anything else you want to tell us about PFAN?

FINANCIAL INSTITUTION KEY INFORMANT INTERVIEW GUIDE

We are interested in your experience with PFAN.

- Are you familiar with the PFAN's overall objectives?
 - **Objective 1:** *Broaden the access to financing for climate friendly and technology transfer projects in the RE/EE sectors in developing countries and economies in transition.*
 - **Objective 2:** *Get more renewable energy and climate friendly projects financed in the private sector and thereby accelerate technology transfer.*

- From your organization's perspective, to what extent have PFAN's program objectives been met?
- From your perspective, do you think PFAN successfully addresses country-specific needs for clean energy technology? Does PFAN successfully address country-specific needs for clean energy financing? Could you provide examples or explain why not?
- Do you have any suggestions as to how the PFAN program design or implementation strategy can be changed or updated in order to better suit the needs of participants?
- To summarize, what would be some specific recommendations and lessons you might suggest in order to enhance PFAN performance moving forward?
- Is there anything you have observed or that you anticipate might **hinder progress** toward achievement of PFAN's objectives?
 - Can you provide examples?
 - What about the scope of the program? (Thematic and geographical scope)
- Is there anything you have observed or that you anticipate might **facilitate/support the achievement** toward achievement of PFAN's objectives?
 - Can you provide examples?
 - What about the scope of the program? (Thematic and geographical scope)
- Do you have experience engaging with other PFAN partners/agencies?
 - If Yes, were the relationships well managed?
 - What was the effect of the multilateral approach on efficiency and effectiveness of projects working with PFAN?
- In your experience, how effective have PFAN efforts been for you in terms of:
 - a. Establishment and maintenance of lender/developer relationships
 - b. Finance structuring, and sourcing and procuring financing
 - c. Preparation and presentation of investment proposals

- In what ways and to what extent do you credit PFAN for successfully being matched with a project developer?

- In your experience, were private sector financial institutions engaged in an effective manner? Are there ways to increase their participation in PFAN?
- Access to finance has been identified by multiple organizations as one of the primary barriers to clean energy technology deployment. To what extent do you believe PFAN has successfully addressed this barrier?
 - Specifically, the single most identified barrier was collateral was too high? What can be done to reduce collateral requirements?
 - Do you have the same collateral requirements for projects that are part of the PFAN program as you would/do for those that are not?
 - Among Financial Institutions, the lack of favorable government policies was the most important barrier. Do you agree and if so, can you explain what these are and how PFAN might address these?
 - Have the opinions of financial institutions been taken into consideration in PFAN design and implementation? Could you provide examples or provide your thoughts on why or why not?
 - Will your investment contribute to positive advances in clean energy technology?
 - Beyond the additional projects that were brought to you through PFAN, what additional value has it been to your entity?
 - In the countries where you have participated with PFAN, do you see any lasting changes resulting from PFAN's efforts that will continue to promote clean energy finance once PFAN is closed?
 - Would you be willing to pay PFAN a success fee to help cover its costs?
 - Will your company continue to engage with PFAN? If not, why not?
 - Does your company have a gender program?
 - Has it implemented gender sensitive activities to advance Gender Equality and Women's Empowerment?
 - Is there any preference in lending to woman owned projects?
 - Are any of your PFAN projects, woman owned?
 - Are any of your professional staff women?

OPERATIONAL STAKEHOLDER KEY INFORMANT INTERVIEW GUIDE

We are interested in your experience with PFAN.

- What is your organization's role in PFAN?
- What is your position within that organization?
- Are you familiar with the PFAN's overall objectives?
 - **Objective 1:** *Broaden the access to financing for climate friendly and technology transfer projects in the RE/EE sectors in developing countries and economies in transition.*
 - **Objective 2:** *Get more renewable energy and climate friendly projects financed in the private sector and thereby accelerate technology transfer under the UNFCCC.*
- What role have you played in accomplishing specific PFAN objectives in the following areas?
 - i. Capacity Building and mentorship: Workshops/training
 - ii. Clean Energy Project Development
 - iii. Financial investment
 - iv. PFAN Program administration, planning, and development
 - v.
- From your organization's perspective, to what extent have PFAN's program objectives been met?
- To what degree have program accomplishments been captured and communicated to internal and external stakeholders?
- From your perspective, do you think PFAN successfully addresses country-specific needs for clean energy technology? Does PFAN successfully address country-specific needs for clean energy financing? Could you provide examples or explain why not?
- Do you have any suggestions as to how the PFAN program design or implementation strategy can be changed or updated in order to better suit the needs of participants?
- To summarize, what would be some specific recommendations and lessons you might suggest in order to enhance PFAN performance moving forward?

- Are there any other key stakeholders that you recommend we talk to, who could provide an insight and valuable input into the PFAN evaluation? (Request name, Agency/Affiliation/Contact information)
- Access to finance has been identified by multiple organizations as one of the primary barriers to clean energy technology deployment. To what extent do you believe PFAN has successfully addressed this barrier?
- Have the opinions of technical experts and/or host country and regional leadership have been taken into consideration in PFAN design and implementation? Could you provide examples or provide your thoughts on why or why not?
- How effective has the Climate Technology Initiative (CTI) as the coordinating body, been at developing implementation strategies, monitoring progress, documenting lessons learned, general planning, etc.?

→ Why do you think that is? Could you provide examples to illustrate?

From your perspective, how effective have PFAN efforts been in achieving:

- a. Clean energy technology financing
- b. Establishment and maintenance of lender/developer relationships
- c. Leveraging private sector resources, such as in kind services and mentoring
- d. CE technology deployment?

Why do you believe certain PFAN projects been more or less successful in achieving financial closure?

Is there anything you have observed or that you anticipate might **hinder progress** toward achievement of PFAN's objectives?

→ Can you provide examples?

→ What about the scope of the program? (Thematic and geographical scope)

Is there anything you have observed or that you anticipate might **facilitate/support the achievement** toward achievement of PFAN's objectives?

→ Can you provide examples?

→ What about the scope of the program? (Thematic and geographical scope)

In your view, how effective is the multilateral approach to funding for PFAN? (By this it is meant multiple entities that finance PFAN, each with different and overlapping objectives) Does this relationship seem to promote or hinder PFAN implementation?

How do you view the existing interagency structure and coordination? (By this it is meant the role of the various funding entities)

→ What appears to work well? What isn't working so well? Why do you think that is?

→ Has anything unexpected (positive or negative) come out of the current structure?

→ How well has the administrative structure worked (Interagency committee, technical team, country teams)?

Do you have experience engaging with other PFAN partners/agencies such as ADB, REEP or USAID, ?

→ If Yes, were the relationships well managed?

→ What was the effect of the multilateral approach on efficiency and effectiveness of projects working with PFAN?

→ [FOR USAID] What have been the USAID-specific challenges with engaging with other partners and how have these impeded overall project accomplishments (if they have)?

To what degree do the roles of PFAN USG partners in decision-making and implementation relate to each agency's capacities and program needs?

→ Why do think that is? Could you provide examples to illustrate?

How has the issue of attribution of program successes between agencies been addressed within PFAN's design process and during implementation?

To your knowledge, does PFAN currently monitor progress and track performance? To this end, have benchmarks or targets for success been established and are data collected on the indicators to track progress? If so:

→ Can you provide some examples of indicators or targets that are being tracked?

→ Can you explain how these data are being collected and managed?

→ What agency(ies)/partners provide oversight to this process?

Is a centralized information management system in place where activity/project data (performance metrics), financial records, grantee information, or administrative affairs for the whole of PFAN in place?

→ If Yes, which partner(s) manage this system?

→ If No, do you feel that this could be helpful to ongoing program management?

→ Do you have any comments or suggestions concerning this system?

Have the lessons learned during PFAN implementation been used for decision-making to improve program implementation? Have these lessons been recorded? How effective would you say this has been? Why or why not?

In your experience, were private sector financial institutions engaged in an effective manner? Are there ways to increase their participation in PFAN?

Are there systems in place to support a transition for PFAN to become a stand-alone entity (absent of external support)?

What are the strengths and weaknesses of the PFAN organizational and partnership model?

Gender-Specific Questions

• Has PFAN developed a gender sensitive program approach to assist alternative energy and energy efficiency project developers, businesses and consumers?

• If so, please explain:

• Has PFAN implemented gender sensitive activities to advance Gender Equality and Women's Empowerment?

• If so, please explain:

• Has PFAN reduced gender gaps relating to:

○ Project developers receiving PFAN's advice/guidance/mentoring services?

○ PFAN assisted businesses that have been successful in getting financing?

- Have businesses that have benefited from PFAN developed gender sensitive personnel, product development and marketing systems as a result of PFAN assistance?
- Are businesses that have benefited from PFAN meeting gender sensitive consumer needs, demands and standards as a result of PFAN assistance?
- Going forward, what actions should PFAN take to achieve gender equality results?

MENTOR/COACH KEY INFORMANT INTERVIEW GUIDE

We are interested in your experience with PFAN.

- What is your position within the organization?
- Are you familiar with the PFAN's overall objectives?
 - **Objective 1:** *Broaden the access to financing for climate friendly and technology transfer projects in the RE/EE sectors in developing countries and economies in transition.*
 - **Objective 2:** *Get more renewable energy and climate friendly projects financed in the private sector and thereby accelerate technology transfer under the UNFCCC.*
- From your organization's perspective, to what extent have PFAN's program objectives been met?
- From your perspective, do you think PFAN successfully addresses country-specific needs for clean energy technology? Does PFAN successfully address country-specific needs for clean energy financing? Could you provide examples or explain why not?
- Do you have any suggestions as to how the PFAN program design or implementation strategy can be changed or updated in order to better suit the needs of participants?
- As a mentor, did you participate in the direct capacity building efforts of PFAN? Can you describe what those efforts were, where they took place, and with whom?
 - What observations and impressions can you share?
- Do you think, given your expertise and experience, your match to this project developer was appropriate?
- In what ways and to what extent do you credit PFAN for successfully being matched with a project developer?
- Why do you believe certain PFAN projects have been more or less successful in achieving financial closure?
- Have the opinions of technical experts and/or host country and regional leadership been taken into consideration in PFAN design and implementation? Could you provide examples or provide your thoughts on why?
- Coaches participating in the online survey indicated that the most important barrier was inexperienced project developers. Clearly, coaches are one thing that PFAN can do to correct this. What else could PFAN do to reduce or eliminate this barrier?
- Access to finance has been identified by multiple organizations as one of the primary barriers to clean energy technology deployment. To what extent do you believe PFAN has successfully addressed this barrier?
- Specifically, the single most identified barrier was collateral was too high? What can be done to reduce collateral requirements?

Is there anything you have observed or that you anticipate might **hinder progress** toward achievement of PFAN's objectives?

- Can you provide examples?
- What about the scope of the program? (Thematic and geographical scope)
- What about the multi-agency composition of PFAN?

Is there anything you have observed or that you anticipate might **facilitate/support the achievement** toward achievement of PFAN's objectives?

- Can you provide examples?
- What about the scope of the program? (Thematic and geographical scope)
- What about the multi-agency composition of PFAN?

Has PFAN developed a gender sensitive program approach to assist alternative energy and energy efficiency project developers, businesses and consumers? If so, explain.

Has PFAN implemented gender sensitive activities to advance Gender Equality and Women's Empowerment? If so, explain.

Has PFAN reduced gender gaps relating to:

- Project developers receiving PFAN's advice/guidance/mentoring services?
- PFAN assisted businesses that have been successful in getting financing?

Have businesses that have benefited from PFAN developed gender sensitive personnel, product development and marketing systems as a result of PFAN assistance?

Are businesses that have benefited from PFAN meeting gender sensitive consumer needs, demands and standards as a result of PFAN assistance?

Going forward, what actions should PFAN take to achieve gender results?

APPENDIX VI: SOURCES OF INFORMATION

PFAN-Sourced Documents

- Request for Proposals (RFP) for the Regional Clean Energy Investment Project;
- Complete list of PFAN stakeholders and contact information;
- PFAN presentations;
- Business Plans, Project Data Sheets and Presentations for the following three PFAN Projects: Cleanopolis, Biofuel Soil Ltd Ghana, and Primavera City;
- PFAN Call for Proposals (Various);
- The PFAN Website;
- PFAN Quarterly Reports;
- PFAN Project Pipeline;

Other Documents

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APPENDIX VII: DISCLOSURE OF ANY CONFLICT OF INTEREST

Within the scope of the PFAN performance evaluation, there are three potential conflicts of interest (COIs) that have arisen and are being mitigated. The first COI is that two members of the evaluation team routinely work in the CE field and may have access to proprietary data. To avoid this potential COI, these members have signed nondisclosure agreements and do not have access to data with identifiers such as name or email. Relevant data are stripped of this information except (1) where respondents have self-identified that they are willing to be interviewed and thus the results of the interview would be available; and (2) where PFAN has identified other interview participants.

Outside of the team, there are two other COIs. One potential COI is that USAID is a funding partner of PFAN as well as a managing client of dTS, specifically the GCC M&E project that is carrying out this evaluation. In this role, USAID has the opportunity to provide both technical and managerial direction to the evaluation team and their work products.

The second potential COI is that CTI, through directive from USAID, has been provided the opportunity to review and comment on the evaluation team's work products including the survey instrument and key informant interview guide. In addition, CTI is responsible for providing the evaluation team with contact information for all PFAN stakeholders and participants who have been involved with the pipeline projects. The evaluation team is unable to independently verify the data provided by CTI.

To mitigate any potential COI that may affect research or findings, the evaluation team has not altered any document, report, instrument, or guide in a way that substantively changes the data to be collected and/or the findings to be disseminated based on feedback from either USAID or CTI.

Following are disclosures of potential conflicts of interest from the evaluation team members participating in data collection activities.

Disclosure of Real or Potential Conflict of Interest for USAID Evaluations

Instructions:

Evaluations of USAID projects will be undertaken so that they are not subject to the perception or reality of biased measurement or reporting due to conflict of interest.¹ For external evaluations, all evaluation team members will provide a signed statement attesting to a lack of conflict of interest or describing an existing conflict of interest relative to the project being evaluated.²

Evaluators of USAID projects have a responsibility to maintain independence so that opinions, conclusions, judgments, and recommendations will be impartial and will be viewed as impartial by third parties. Evaluators and evaluation team members are to disclose all relevant facts regarding real or potential conflicts of interest that could lead reasonable third parties with knowledge of the relevant facts and circumstances to conclude that the evaluator or evaluation team member is not able to maintain independence and, thus, is not capable of exercising objective and impartial judgment on all issues associated with conducting and reporting the work. Operating Unit leadership, in close consultation with the Contracting Officer, will determine whether the real or potential conflict of interest is one that should disqualify an individual from the evaluation team or require recusal by that individual from evaluating certain aspects of the project(s).

In addition, if evaluation team members gain access to proprietary information of other companies in the process of conducting the evaluation, then they must agree with the other companies to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.³

Real or potential conflicts of interest may include, but are not limited to:

1. Immediate family or close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.
2. Financial interest that is direct, or is significant/material though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.
3. Current or previous direct or significant/material though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.
4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.
5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.
6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.

¹ USAID Evaluation Policy (p. 8); USAID Contract Information Bulletin 99-17; and Federal Acquisition Regulations (FAR) Part 9.5, Organizational Conflicts of Interest, and Subpart 3.10, Contractor Code of Business Ethics and Conduct.

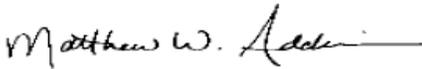
² USAID Evaluation Policy (p. 11)

³ FAR 9.505-4(b)

Disclosure of Conflict of Interest for USAID Evaluation Team Members

| | |
|---|---|
| Name | Matthew Addison |
| Title | Evaluation Team Lead – PFAN Evaluation |
| Organization | Development & Training Services, Inc. |
| Evaluation Position? | <input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member |
| Evaluation Award Number (contract or other instrument) | AID-RAN-I-00-09-00015, AID-OAA-TO-12-00001 |
| USAID Project(s) Evaluated (Include project name(s), implementer (IP) name(s) and award number(s), if applicable) | Potentially including: India Partnership to Advance Clean Energy – Deployment (PACE-D), IP Nexant; The Climate Technology Initiative Private Financing Advisory Network (PFAN); Central America Regional Clean Energy Initiative (RCEI), Tetra Tech |
| I have real or potential conflicts of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | <p>Long ago worked for Nexant and Tetra Tech. But then I have worked for everyone in the business and that does not impact my objectivity. Our work needs to be based on empirical, quantitative data to the fullest extent possible and this allows anyone with a little background to examine our hypotheses and conclusions.</p> |

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

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|------------------|---|
| Signature |  |
| Date | 11/27/13 |

Disclosure of Conflict of Interest for USAID Evaluation Team Members

| | |
|---|--|
| Name | Elizabeth Stahl |
| Title | Senior Associate |
| Organization | Development & Training Services, Inc. |
| Evaluation Position? | <input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member |
| Evaluation Award Number (contract or other instrument) | AID-RAN-I-00-09-00015, AID-OAA-TO-12-00001 |
| USAID Project(s) Evaluated (Include project name(s), implementer (IP) name(s) and award number(s), if applicable) | The Climate Technology Initiative Private Financing Advisory Network (PFAN) |
| I have real or potential conflicts of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| <p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

| | |
|------------------|---|
| Signature |  |
| Date | 08/12/14 |

Disclosure of Conflict of Interest for USAID Evaluation Team Members

| | |
|--|---|
| Name | Marc Shapiro |
| Title | Project Leader |
| Organization | Development & Training Services, Inc. |
| Evaluation Position? | <input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member |
| Evaluation Award Number (contract or other instrument) | AID-RAN-I-00-09-00015, AID-OAA-TO-12-00001 |
| USAID Project(s) Evaluated (Include project name(s), implementer (IP) name(s) and award number(s), if applicable) | The Climate Technology Initiative Private Financing Advisory Network (PFAN) |
| I have real or potential conflicts of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> | |
| | <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. |

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

| | |
|------------------|---|
| Signature |  |
| Date | 1/6/2014 |

Disclosure of Conflict of Interest for USAID Evaluation Team Members

| | |
|--|--|
| Name | Farhat Rahman |
| Title | Data Analyst |
| Organization | Development & Training Services, Inc. |
| Evaluation Position? | <input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member |
| Evaluation Award Number (contract or other instrument) | AID-RAN-I-00-09-00015, AID-OAA-TO-12-00001 |
| USAID Project(s) Evaluated (Include project name(s), implementer (IP) name(s) and award number(s), if applicable) | The Climate Technology Initiative Private Financing Advisory Network (PFAN) |
| I have real or potential conflicts of interest to disclose. | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. | |

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

| | |
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| Signature |  |
| Date | 11/25/2014 |

APPENDIX VIII: OPTIONS FOR IMPROVED TRANSPARENCY AND DOCUMENTATION

Given the nature of the PFAN collaborative agreement, there are significant opportunities for improved transparency and documentation which would increase PFAN's knowledge and capacity as a clean energy developer. This report has mentioned many of these.

USAID should consider treating PFAN like a typical contract in funding data collection and monitoring and evaluation. At this point, PFAN collects only the data it thinks it needs to comply with policies and achieve a target level of financial closures. Suggestions for types and sources of additional data include:

1. **Comprehensive data on applicants that will not be enrolled in PFAN**, including retaining contact information. Some applicants heretofore labeled 'not qualified', in some instances, have in fact simply been turned away because PFAN did not have enough funding to handle them. Several benefits can be obtained by collecting this information.
 - First, disaggregating these applicants could help PFAN and others understand how much larger the pool of "right" projects is than can be shown by the PFAN pipeline alone. Donors might be more inclined to increase funding if the pool of potential fundable projects is larger than can be seen from the pipeline.
 - Second, it helps PFAN communicate to qualified, but not accepted, applicants that they were not disqualified but rather not accepted due to a lack of funding. PFAN currently informs them they are not qualified. While this does not have consequences for PFAN, it can be quite a difference to a developer and help to encourage them if their project is promising but simply excluded for reasons of PFAN capacity. This group could be tracked for success as a counterfactual group for evaluation purposes
 - Third, it might help PFAN target future outreach and communications to reduce the number of applicants that are likely to be not qualified.
2. **Data on financial closures closer to, if not at, the time of closing.** PFAN currently relies on information from the coaches on the intent of the financial institution to close as the marker for closed projects. There is no way to know how many of these closures actually take place since neither the financial institution nor the developer reports back to PFAN, and PFAN does not collect data once their assistance stops, which occurs before the actual closure. Funding PFAN to provide coaching services through financial closure will not only increase the accuracy of financial closings, but it will also provide much needed assistance, as discussed in this evaluation.
3. **Data on status and select key indicators for formerly PFAN-supported projects currently in operations.** Data collection from projects funded by PFAN that are operating (or not) will help USAID understand the impact of its funding on the final beneficiaries of the project.

There are other areas where greater data collection will benefit USAID, PFAN, and developers but all of this requires additional or reallocated funding.

Data from this survey should not be posted nor made public without significant scrubbing of data fields, as it might be possible to identify individual respondents by the information they provided in their survey and interview responses.

APPENDIX IX: ONLINE SURVEY INSTRUMENT

Please see the attached PDF of the SurveyMonkey online survey instrument,