



**PFAN**

Accelerating Investment  
for Climate and Clean Energy

# **Call for Proposal**

## **Project Development and Financing Initiative for Climate & Clean Energy in Asia**

**Applications must be received by  
19th July 2017 – 6 p.m. CEST  
(Central European Summer Time)**

## Funding Partners



Norwegian Ministry  
of Foreign Affairs



Australian Government  
Department of Foreign Affairs and Trade



## Hosting Arrangement

PFAN is hosted by the United Nations Industrial Development Organization (UNIDO) in collaboration with the Renewable Energy and Energy Efficiency Partnership (REEEP).

# REEEP<sup>®</sup>



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

## Contact

[application@pfan.net](mailto:application@pfan.net)

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## 1 Introduction

The primary obstacles to large-scale deployment of low carbon, climate resilient technologies are access to finance and a limited pipeline of bankable projects. The Private Financing Advisory Network (PFAN) aims to bridge the gap between investors and entrepreneurs. PFAN is one of few actors in the climate finance space addressing the barriers for small and medium enterprises (SME) in developing countries and emerging economies – shortage of bankable projects on the demand side and ability to assess risk and conservative lending culture on the supply side. PFAN originates projects and funding from the private sector; screens business plans for investment readiness and financeability; selects projects that are economically viable, as well as environmentally and socially beneficial; provides technical assistance to support project development and facilitate finance; builds the capacity of project developers and financiers; and provides access to clean energy businesses and financial institutions through the PFAN network. PFAN also provides feedback to policy makers on constraints encountered and opportunities with respect to the enabling environment.

The objective of the PFAN Project Development and Financing Initiative for Climate & Clean Energy in Asia is to provide coaching support from experienced professionals in developing and refining a financially, socially and environmentally viable business plan; an indispensable document that will be an integral part of subsequent investor outreach. Upon the completion of the coaching phase, these projects will obtain assistance in terms of financial mobilization, follow-up support and deal making facilitation. Some qualified mature projects will have the opportunity to present to potential investors at the Asia Forum for Climate & Clean Energy Financing in Singapore in 2018.

PFAN has raised total financing of \$1.2 billion, which is being used to build, install and operate 701 megawatts (MW) of clean power for 87 projects across Africa, Asia and Latin America (status as of September 2016). These projects – which include solar and wind farms, biomass and biogas power plants, small hydro generation, decentralized renewable energy mini-grids for underserved areas, and others – together translate to over 2.6 million tonnes of CO<sub>2</sub> that would otherwise be released into the atmosphere annually. PFAN works in different countries in all the regions of the world. Asia and Africa currently dominate, at the same time, PFAN is expanding across Latin America and the Caribbean, and recently launched activities in Ukraine, Georgia and Uzbekistan.

## 2 Application Guidelines

### Eligibility

Any person or company actively operating their project in Asia region in countries listed under Schedule 1.

### Focus of Call for Proposal

The project / business must promote or use clean energy and climate technologies, products or services, including, but not limited to:

### Clean Energy Proposals

- Biomass
- Biogas
- Bio-fuels
- Solar
- Wind
- Hydropower
- Tidal / Ocean
- Energy Products from Forestry
- Rural Electrification & Energy Access
- Distributed & Off-grid Generation
- Energy Storage & Conservation
- Energy Efficiency and Demand Reduction
- Waste to Energy
- Emissions Reduction
- Clean Transport

### Investment Amount

In principle, applicant should be seeking total investment in excess of US\$1 million, and up to US\$50 million.

However, in case of energy access / rural electrification (e.g. clean cook stoves, Solar Heat System, mini-grids and such projects),

and climate change adaptation projects the investment sought can be less.

While the investment may be requested or offered in tranches of less than \$1 million, the total amount should be in excess of \$1 million.

The investment amount is not an absolute selection criterion, but will be taken into consideration in the context of the perceived investment attractiveness of the project.

## Acceptable Proposals

Proposals eligible for the initiative, may include, but are not limited to:

- Greenfield & brownfield utility projects, independent power producer and distributed generation projects (for both thermal and electrical energy);
- Existing projects which are operating at low or pilot scale and which are ready for scale-up;
- Projects which increase access to energy for remote communities including rural electrification, off-grid and mini-grid projects, thermal energy and clean cooking solutions;
- New or expanding business ventures in clean energy and related technologies, including downstream projects (focused on deployment of existing technologies) and upstream projects (focused on development and commercialization of a new clean technology);
- Merger, acquisition or joint venture, which will add value to an existing / current clean energy / technology business.

Proposals must demonstrate that the project is commercially and technically viable with zero or only minimal grant funding required. We advise applicants to structure their proposals taking into consideration this selection and scoring criteria as provided in Section 3.

## Proprietary Information and Confidentiality

The organizers respect the confidentiality of all participants' business concepts and plans. Business concepts, overviews and plans will not be copied for any purposes other than use in the Initiative. The judges also recognize the sensitivity of the materials being presented and undertake that they are bound by the same considerations of confidentiality.

Companies may choose to include the following optional disclaimer on the cover sheet of their submissions, recognizing that it is not a legally binding agreement:

*“This business plan is confidential and is presented solely for the purpose of evaluation in the PFAN Project Development and Financing Initiative for Climate & Clean Energy in Asia. This plan may not be reproduced or redistributed in whole or in part. By accepting a copy of this plan, the recipient agrees not to reproduce or disclose the contents of this plan to third parties without the prior written consent of its authors. “*

Prospective participants in this Initiative may also ask that confidentiality agreements be secured from coaches or organizers. While the organizers appreciate the concerns behind these requests, as a matter of convention and practicality, confidentiality agreements are not signed as part of the Initiative.

## Submission of Applications and Supporting Material

All submissions are to be made online through PFAN's Climate-Invest Management system. Applications sent via Email are not eligible.

To initiate the submission process, applicants are required to access the Climate-Invest registration page as linked below, fill out



necessary information and activate their user account. The applicants can continue to create a new application in the system and submit at any time. However, an application can only be submitted once the registration has been completed through the PFAN team – this can take up to two working days. For additional questions regarding application please approach [application@pfan.net](mailto:application@pfan.net)

**Registration:** [https://climate-invest.fluxx.io/apply/pfan\\_registration](https://climate-invest.fluxx.io/apply/pfan_registration)

**The submission of applications must be made by 6 p.m. (CEST – Central European Summer Time) on [Wednesday 19<sup>th</sup> July 2017](#) from <https://climate-invest.fluxx.io/>.**

Please note the project proposal document to be uploaded should be in **MS Word format**, and should not exceed 20 pages including the cover page, contents, charts, and tables. Shorter documents are preferable to longer ones. Page setup, spacing, font size and type face are at your discretion but the document should be reader friendly. A maximum of 3 annexes may be used to provide additional information (e.g. the cash flow model in **MS Excel format**) provided that these do not exceed a further 10 pages of written information or the combined data volume limit. The total data volume of all files submitted to PFAN should not exceed 20 MB. The Guidelines for Preparation of the Initial Project Proposal can be downloaded from the following:

[http://cti-pfan.net/resource\\_document/guidelines-template-for-preparation-of-an-initial-project-proposal-english/](http://cti-pfan.net/resource_document/guidelines-template-for-preparation-of-an-initial-project-proposal-english/)

Participants selected to advance into the next round will be notified by [Thursday 10<sup>th</sup> August 2017](#). Immediately following this notification, organizers will work with the selected participants to

arrange the agreed coaching support for the next stage of the Initiative.

*Disclaimer: PFAN is using Climate-Invest, a grant management portal to manage the PFAN project pipeline. However, PFAN does not provide any form of grant and offers technical assistance only.*

### 3 Selection Criteria

#### Selection of qualified Project Proposals

All project applications will be screened against a set of criteria that are designed to estimate the quality and commercial / economic maturity of the business proposal, as well as its environmental and social impact. The strongest contenders will be selected and inducted to the PFAN project development pipeline receiving mentorship support on further refining, structuring, and designing their business plans and investment proposals. The initial assessment evaluates proposals based on their overall potential and likelihood of successfully raising finance, while factors related to readiness play a lesser role at this stage. Particular attention will be paid to identifying proposals that exhibit strong management teams, technical feasibility, and a proven business model.

Figure 1 Evaluation Criteria for Project Submission (full details in Annex 2)

No.	Assessment Criteria	Weighting
1	Value Proposition & Business Model	15%
2	Market Understanding and Analysis	15%
3	Management Team	20%
4	Operations & Implementation Plan	10%
5	Financials	10%
6	Risk Mitigation	10%
7	Environmental & Social Benefits	10%

8	Professionalism and Presentation of the Proposal	5%
9	Maturity	5%
	Total	100%

## 4 Coaches

Selected projects will have a coach assigned according to their needs and requirements. They will receive the following PFAN services:

- One-on-one coaching up to an agreed time / monetary value as negotiated between the PFAN management team and the nominated coaches
- Coaching will be provided by industry experts, consultants, advisors, as well as other members of the PFAN Network. The nominated coaches have extensive experience in providing advisory services to clean energy businesses across the globe.
- Coaching input will be provided by e-mail and telephone exchange between the parties.

## 5 Categorisation of Projects

Once selected, participants will be allotted either to receive an open Pipeline Coaching support or a strictly defined Financing Forum process (see below for more details)

## 6 Pipeline Coaching Process

Participants allotted to PFAN Pipeline Coaching stream will receive one-on-one coaching support from the assigned PFAN Coaches in preparing an investor ready business plan. This support will be provided at no cost to the project teams. The Scope of Work for the PFAN support will be discussed and agreed among

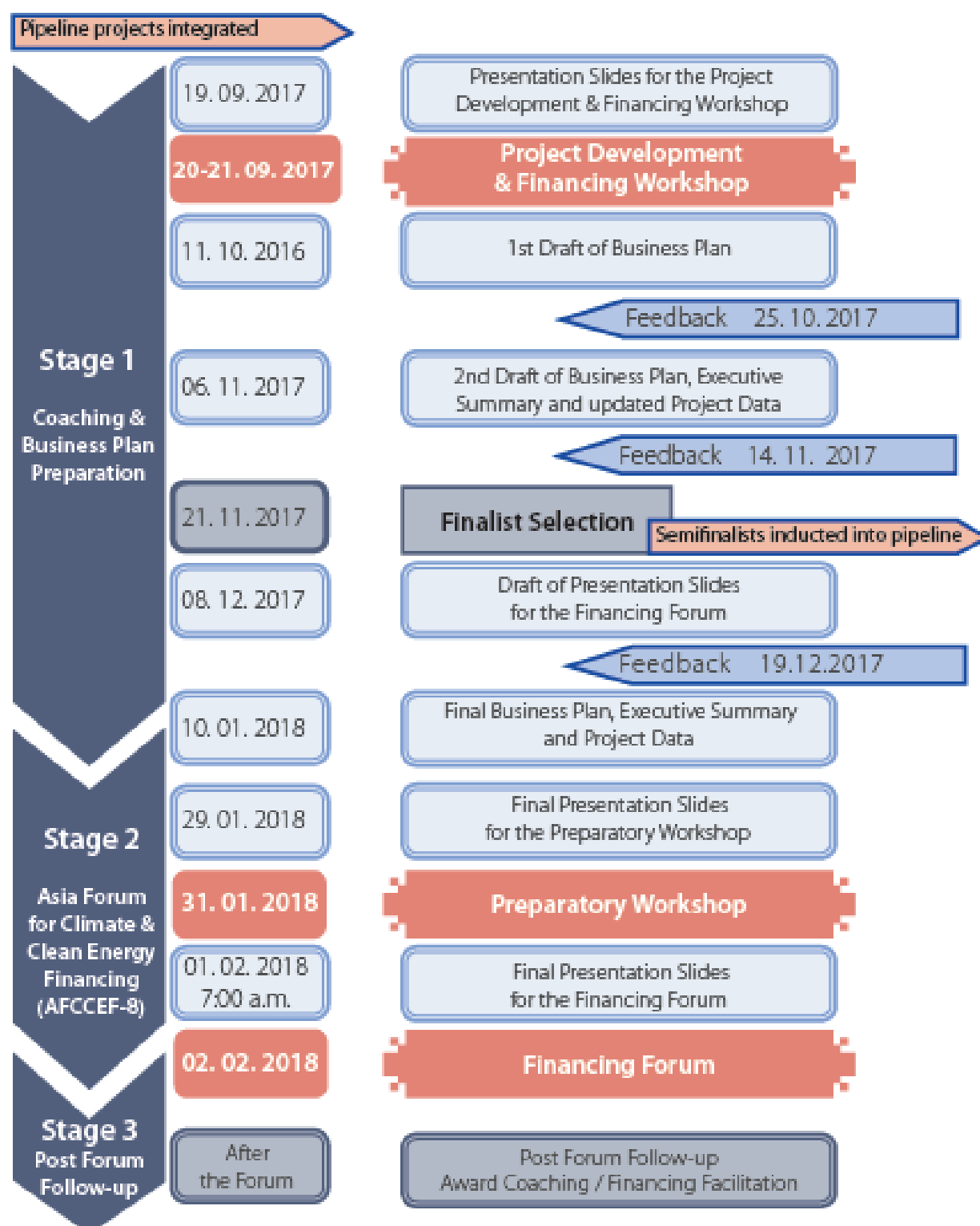
the project team, the assigned coach, and PFAN management to meet project development requirements on each case. The length of the Pipeline Coaching process will vary depending on the type and maturity of the project, but typically for early stage projects it takes between seven (7) to eighteen (18) months before a project becomes ready for introduction to potential investors.

When a project is considered to be mature enough to be presented to investors, PFAN will provide investment facilitation services as elaborated in section 8: Investment Facilitation, or such project may be brought into the Financing Forum stream which is an intensive process that is conducted in a business plan competition format as outlined in section 7. Regardless of which stream a project may undergo, the coaching service is structured to meet project development requirements and all projects will get a chance for investment facilitation when the time is right.

## **7 Asia Forum for Climate & Clean Energy Financing (AFCCEF) Process**

Projects that are allotted to the 8th Asia Forum for Climate & Clean Energy Financing (AFCCEF-8), which is conducted in a business plan competition format, will undergo a strict process as outlined below.

Figure 2 Timeline for Asia Forum for Climate & Clean Energy Financing



## Stage 1: Coaching and Business Plan Preparation

In this stage of business plan guidance, the assigned PFAN Coaches will assist the project teams in preparing an investor ready business plan. This support, up to four working days (32 hours) in total, will be provided at no cost to the project teams. Additionally, the Project Development & Financing Workshop will be held in Bangkok on [Wednesday and Thursday 20<sup>th</sup> - 21<sup>st</sup> September 2017](#) (date to be confirmed) for all selected participants to provide expert input and support in a group environment. Guidelines for the presentation of the Business Plan will be made available at the Project Development & Financing Workshop.

By COB (CEST) on [Wednesday 11<sup>th</sup> October 2017](#), the teams are expected to have developed the first draft of Business Plan.

The feedback from the assessment of the submitted business plans by the PFAN Coordinators will be provided to all teams on [Wednesday 25<sup>th</sup> October 2017](#).

By COB (CEST) on [Monday 6<sup>th</sup> November 2017](#), the teams are expected to submit the second draft of Business Plan and 2-3 pages Executive Summary as a stand-alone document.

Based on the submitted Business Plans and recommendations by the assigned PFAN Coaches, up to 10 teams will be selected and announced as Finalists on [Tuesday 21<sup>st</sup> November 2017](#), to proceed to the final stage - Financing Forum.

Those who are selected as Finalists will be invited to present their proposals to investors and a judging panel at the Financing Forum in Singapore.

By COB (CEST) on [Friday 8<sup>th</sup> December 2017](#), Draft Presentation slides for the Financing Forum shall be submitted. The feedback from the Coordinators will be shared with the respective teams on [Tuesday 19<sup>th</sup> December 2017](#).

The Final draft of Business Plan, stand-alone Executive Summary will be due on [Wednesday 10<sup>th</sup> January 2018](#). This Business Plan and stand-alone Executive Summary shall be sent to a panel of judges for assessment on [Thursday 18<sup>th</sup> January 2018](#). Final Presentation slides shall be submitted on [Monday 29<sup>th</sup> January 2018](#).

## **Stage 2: Asia Forum for Climate & Clean Energy Financing (AFCCEF-8)**

The program outline of the Financing Forum in Singapore on [31<sup>st</sup> January to 2<sup>nd</sup> February 2018](#) is as follows:

### [31<sup>st</sup> January and 1<sup>st</sup> February 2018: Preparatory Workshop](#)

The first day will consist of a Workshop where the Finalists will receive feedback on their presentation from PFAN coaches and Investment Facilitation Team. On the second day Finalists will be afforded an opportunity to incorporate the feedback and put the finishing touches on their presentations and practice their pitch. There will be opportunities for mock presentations / dry runs in preparation for the formal presentations on 2<sup>nd</sup> February.

### [2<sup>nd</sup> February 2018: Financing Forum](#)

The intention is that a number of interested investors will be invited to join the Financing Forum and each Finalist will be given the opportunity to make a 15-minute presentation. This presentation will be in front of interested investors and a panel of judges who will choose the winners of the PFAN Asia Climate & Clean Energy Financing Award. The results of the deliberation will be announced and the Award will be presented at the post-Forum reception.

All Finalist project teams that have taken part in the Forum will be invited to participate in the reception where team members and investors can continue to network and carry on discussion.

Note: The organizers will sponsor the full costs for travel, accommodation and participation for one participant from each team to attend the Project Development & Financing Workshop (for shortlisted projects), as well as the Financing Forum (for Finalists). Travel support can only be provided to participants originating their journey from within the Asian region.

### **Stage 3: Post Forum Follow-up**

After the conclusion of the Financing Forum, the award winning teams in the Business Plan Competition will be eligible to receive additional one-on-one coaching, 'Award Coaching' to further support in refining their business plans and promoting their investments with investors, which may also include being showcased at other forums and events of PFAN, the Sponsors and Co-Organizers.

### **Note: Coaching and Business Plan Development**

One representative from the senior management team of each of the selected projects will be required to attend a Project Development & Financing Workshop in Bangkok, Thailand (date to be confirmed) and will receive coaching at no direct cost to further develop their business plan and investment proposals. PFAN coordinator will select coaches from its cadre of experienced clean energy specialists and assign them to individual projects based on fit, taking into account criteria such as relevant experience with technology, business model, and country of operation. The coaching will be designed to focus on the specific requirements of each selected project, with a view to prepare



projects for Finalist Selection and possible participation in the Financing Forum.

Finalist Selection is based upon the same criteria as during the initial project submission. However, the main focus of evaluation is individual participant readiness as determined by each coach, and outlined in the criteria listed in the table below. This portion of assessment would judge teams based on a critical review of the business plan and an evaluation of the applicant's attractiveness and readiness to support meaningful discussions with investors. Thus a different evaluation weighting is applied.

At this point, participants are categorized as either Finalists or Semi-Finalists. Finalists will be eligible to make presentations of their businesses at the Financing Forum and continue in the competition.

**Semi-Finalists**, while eliminated from progressing in the competition, will continue to receive coaching under the Pipeline Stream to develop their business plans for possible participation in future Financing Forums.

Figure 3 Evaluation Criteria for Finalist Selection (see Schedule 2 for full list)

No.	Assessment Criteria	Weighting
1	Value Proposition & Business Model	10%
2	Market Understanding and Analysis	10%
3	Management Team	10%
4	Operations & Implementation Plan	10%
5	Financials	10%
6	Risk Mitigation	10%
7	Environmental & Social Benefits	5%
8	Professionalism and Presentation of the Proposal	10%
9	Maturity	25%
	<b>Total</b>	<b>100%</b>

## Note: Financing Forum: Final Business Plan Presentations

Up to 10 Finalists will be given the opportunity to present to investors and the judging panel at the Financing Forum. After each presentation, there will be a round of Q&A from the judges, each of which will be provided with a copy of the business plan ahead of the Forum for advanced review and preparation. The adjusted assessment criteria listed below will be used by the judging panel to identify the most attractive projects, and serve as the basis for final decisions in awarding winners.

Figure 4 Evaluation Criteria at the Financing Forum (see Schedule 2 for full list)

No.	Assessment Criteria	Weighting
1	Value Proposition & Business Model	15%
2	Market Understanding and Analysis	10%
3	Management Team	10%
4	Operations & Implementation Plan	10%
5	Financials	15%
6	Risk Mitigation	10%
7	Environmental & Social Benefits	10%
8	Professionalism and Presentation of the Proposal	10%
9	Maturity	10%
	Total	100%

## 8 Investment Facilitation

Subject to recommendation from the coaches and AFCCEF-8 selection committee, selected participating teams, the Finalists and Semi-finalists and respective PFAN coaches will continue receiving centralised support from the PFAN Investment Facilitation Team over and above the support already provided by the coaches. It is envisaged that this team will be available to:

- Provide expert investment facilitation and transaction structuring support to the Coach and the project ;
- Work with the project and the Coach to increase the project's appeal to investors
- Make targeted introductions to investors from the global network and from the investment Facilitation Team's contact database;
- Support investment negotiations between the project, coach and introduced investors;
- Provide support and input to meeting due diligence and conditions precedent;

## 9 Judging Panel

The judging panel will consist of industry experts, investors and financiers chosen from and familiar with the local business environment of the projects. To ensure suitability and objectivity of the judges and avoid possible conflicts of interest the judging panel will only be nominated and announced after selection of the projects for the Business Plan Competition

## 10 The Awards

The PFAN Asia Climate & Clean Energy Financing Awards will be made to the 3 most promising applicants, as evaluated by judges at the Financing Forum, based on the criteria outlined in Section 3. It is anticipated that after the conclusion of the forum, all participating teams will continue to receive PFAN support with investment promotion. In addition, the 3 award winners will receive additional one-on-one coaching and further support in refining their business plans and promoting their investments with investors, which may also include being showcased at other forums and events of PFAN, the Sponsors and Co-Organizers

## 11 Organizers

Listed are the profiles of the co-organizing committee involved in putting together this initiative:

**Private Financing Advisory Network (PFAN)** is a multilateral, public-private partnership hosted by UNIDO in cooperation with REEEP. PFAN was established to bridge the gap that exists between investors and financiers on the one hand, and entrepreneurs and project developers on the other. PFAN targets clean energy projects that may be suitable for private-sector finance at an early stage and then acts as a project financing coaching and consultancy service to guide such projects to bankability and financial closure. <http://www.pfan.net>

**United Nations Industrial Development Organization (UNIDO)** is the specialized agency of the United Nations that promotes industrial development for poverty reduction, inclusive globalization and environmental sustainability. PFAN is hosted and administered by UNIDO. <http://www.unido.org/>

**Renewable Energy and Energy Efficiency Partnership (REEEP)** is a quasi-international organization that advances markets for clean energy in developing countries. Founded during the Johannesburg UN Conferences of Sustainable development in 2002, REEEP has built up unparalleled experience in managing funds and delivering outcomes for nearly two hundred clean energy projects in the developing world. REEEP is the co-host and executing partner for PFAN. <http://www.reeep.org/>

**United States Agency for International Development (USAID)** promotes long-term and equitable economic growth by supporting economic growth, agriculture and trade, including sustainable energy initiatives; global health; and democracy, conflict prevention and humanitarian assistance. USAID supports CTI PFAN through its Bureau for Economic Growth, Education and the Environment (E3) in Washington, DC, as well as its Regional Development Mission for Asia (RDMA) based in Bangkok, Thailand. RDMA acts as the Regional Coordinator for CTI PFAN in Asia. [www.usaid.gov](http://www.usaid.gov)

#### **USAID Private Financing Advisory Network-Asia program (PFAN-Asia)**

The U.S. Agency for International Development (USAID) regional Private Financing Advisory Network-Asia program assists businesses, governments, and others in Asia's developing countries to mobilize and scale up investments in clean energy. USAID supports PFAN both at the global level and at the regional level through its Regional Development Mission for Asia, providing funding for the regional PFAN Asia Platform.

**International Center for Environmental Technology Transfer (ICETT)**, established in 1990 by Mie Prefecture and Yokkaichi City with the active support of the Japanese national government, industries and academic circles, is contributing to international environmental conservation efforts by transferring Japan's accumulated technological and administrative know how and experiences to developing countries, with an emphasis on meeting specific needs in each country. [www.icett.or.jp/english](http://www.icett.or.jp/english)

**The Energy for All Program (E4A)** is the Asian Development Bank's (ADB) response to the growing challenge of energy poverty

in Asia and the Pacific. Its objective is to provide modern energy access to 100 million people by 2015. This is achieved by a two-pronged approach that seeks to mainstream energy access within ADB's operations department, and facilitates private sector investment for the replication and expansion of energy access enterprises in Asia and the Pacific.

<http://www.adb.org/sectors/energy/programs/energy-for-all-initiative>; [www.energyforall.info](http://www.energyforall.info)

The [Sustainable Energy Association of Singapore \(SEAS\)](#) represents the interests and provides a common platform for companies in Renewable Energy, Energy Efficiency, Carbon Development and Trading, and Financial Institutions to meet, discuss, collaborate and undertake viable projects together. The Association extends its focus to include Capacity Building, Technology Strengthening and Market Intelligence assisting its members in achieving Sustainable Growth locally and regionally via enterprise development, market development, training and learning platforms. SEAS plays a strategic role in aiding the realisation of Singapore's vision, to be a Global Clean Energy Hub where products and solutions are developed and exported. SEAS has also built strategic collaborative relations with regional clean energy industry organisations, multilaterals and key government institutions enabling projects for its members. [www.seas.org.sg](http://www.seas.org.sg)

[Full Advantage Co., Ltd.](#) is a regional Project Developer and Consulting Company in the field of Energy and Environment whose mission is to help our partners and clients harness untapped resources, creative processes and appropriate technological solutions in generating cleaner, more affordable energy, conserving it and contributing to a greener, more sustainable environment. Full Advantage is the nominated

Regional Coordinator for Asia and will manage the PFAN Asia regional platform in the near future.

[www.full-advantage.com](http://www.full-advantage.com)

**Dawn Consulting** is a boutique firm specializing in corporate financial consulting. It is in the space of venture capital, private equity, project funding, working capital funding, foreign direct investment, external commercial borrowings, due diligence, transaction structuring, mentoring and in corporate strategy consulting. Dawn Consulting have provided service to companies throughout India and overseas in a broad range of industries; manufacturing, engineering, real estate, financial services, infrastructure and mining and service sectors like information technology, hospitality and others over the last 17 years.

[www.consultdawn.com](http://www.consultdawn.com)

**CSi Energy Solutions International (CSi)** is a consulting firm that specializes in market analysis, business development, financial packaging and investment facilitation. CSi has implemented projects in the Philippines, Indonesia, India, Thailand and other Asian countries in the renewable energy, energy efficiency, clean transport, and environment sector. Currently, CSi is the country coordinator of PFAN in the Philippines. [www.cleanenergy.com.ph](http://www.cleanenergy.com.ph)

**PPL International** is an independent financing advisor specializing in structuring projects and raising finance and investment for clean & renewable energy projects in developing countries. PPL works in Africa, Asia and the CIS and Eastern Europe. PPL is the Global Coordinator of PFAN. [www.ppl-int.com](http://www.ppl-int.com)

## Schedule 1 – List of Eligible Project Locations

- Bangladesh
- Bhutan
- Cambodia
- India
- Indonesia
- Laos
- Malaysia
- Maldives
- Mongolia
- Myanmar
- Nepal
- Pakistan
- Philippines
- Sri Lanka
- Thailand
- Timor-Leste
- Vietnam



## Schedule 2 – Evaluation Criteria

### Evaluation Criteria for Project Submission

No.	Assessment Criteria	Weighting
1	<b>Value Proposition &amp; Business Model:</b> <ul style="list-style-type: none"> <li>- Is the underlying project / business rationale clearly stated?</li> <li>- Is the investment proposition clearly stated?</li> <li>- Is the project / business commercially feasible &amp; profitable?</li> <li>- Is the business / project model clearly described?</li> <li>- Is the proposition attractive to investors?</li> <li>- Is the business model scalable? To what extent?</li> <li>- Is the competitive advantage clear?</li> </ul>	15%
2	<b>Market Understanding and Analysis:</b> <ul style="list-style-type: none"> <li>- Identification of core customers</li> <li>- Identification of competitors and potential substitutes</li> <li>- Analysis and knowledge of the market size, trends, barriers and prospects</li> <li>- Description of the project's competitive strategy, strengths and weaknesses</li> </ul>	15%
3	<b>Management Team:</b> <ul style="list-style-type: none"> <li>- Experience and track record of the team</li> <li>- Is the team capable of delivering the project</li> <li>- Are solutions provided for potential management gaps</li> </ul>	20%
4	<b>Operations &amp; Implementation Plan:</b> <ul style="list-style-type: none"> <li>- Analysis of key implementation milestones and approach</li> <li>- Analysis of the activities necessary to transform the inputs / activities into the final project / product / service</li> </ul>	10%
5	<b>Financials:</b> <ul style="list-style-type: none"> <li>- Overview of capital expenditures, revenues and cost structure</li> <li>- Explanation of assumptions</li> <li>- Proposed financing structure</li> <li>- Financial projections and sensitivity analysis</li> <li>- Defined exit opportunities for investors</li> <li>- Do the financials mirror the verbal projections of the plan?</li> <li>- Funding requirements, potential sources of funds and attractiveness of such an investment to those funds</li> </ul>	10%
6	<b>Risk Mitigation:</b> <ul style="list-style-type: none"> <li>- Are the principal risks and appropriate mitigation strategies identified?</li> </ul>	10%
7	<b>Environmental &amp; Social Benefits:</b> <ul style="list-style-type: none"> <li>- Reduction of GHG</li> <li>- Other environmental &amp; social benefits (job creation, health etc)</li> </ul>	10%
8	<b>Professionalism and Presentation of the Proposal:</b> <ul style="list-style-type: none"> <li>- Structure &amp; presentation of document</li> <li>- Easy to read and comprehend</li> </ul>	5%
9	<b>Maturity</b> <ul style="list-style-type: none"> <li>- How mature is the project/business?</li> <li>- How soon can it be implemented?</li> <li>- How close is it to investor ready?</li> </ul>	5%
	Total	<b>100%</b>

## Evaluation Criteria for Finalist or Semi-Finalist Selection

No.	Assessment Criteria	Weighting
1	<b>Value Proposition &amp; Business Model:</b> <ul style="list-style-type: none"> <li>- Is the underlying project / business rationale clearly stated?</li> <li>- Is the investment proposition clearly stated?</li> <li>- Is the project / business commercially feasible &amp; profitable?</li> <li>- Is the business / project model clearly described?</li> <li>- Is the proposition attractive to investors?</li> <li>- Is the business model scalable? To what extent?</li> <li>- Is the competitive advantage clear?</li> </ul>	10%
2	<b>Market Understanding and Analysis:</b> <ul style="list-style-type: none"> <li>- Identification of core customers</li> <li>- Identification of competitors and potential substitutes</li> <li>- Analysis and knowledge of the market size, trends, barriers and prospects</li> <li>- Description of the project's competitive strategy, strengths and weaknesses</li> </ul>	10%
3	<b>Management Team:</b> <ul style="list-style-type: none"> <li>- Experience and track record of the team</li> <li>- Is the team capable of delivering the project</li> <li>- Are solutions provided for potential management gaps</li> </ul>	10%
4	<b>Operations &amp; Implementation Plan:</b> <ul style="list-style-type: none"> <li>- Analysis of key implementation milestones and approach</li> <li>- Analysis of the activities necessary to transform the inputs / activities into the final project / product / service</li> </ul>	10%
5	<b>Financials:</b> <ul style="list-style-type: none"> <li>- Overview of capital expenditures, revenues and cost structure</li> <li>- Explanation of assumptions</li> <li>- Proposed financing structure</li> <li>- Financial projections and sensitivity analysis</li> <li>- Defined exit opportunities for investors</li> <li>- Do the financials mirror the verbal projections of the plan?</li> <li>- Funding requirements, potential sources of funds and attractiveness of such an investment to those funds</li> </ul>	10%
6	<b>Risk Mitigation:</b> <ul style="list-style-type: none"> <li>- Are the principal risks and appropriate mitigation strategies identified?</li> </ul>	10%
7	<b>Environmental &amp; Social Benefits:</b> <ul style="list-style-type: none"> <li>- Reduction of GHG</li> <li>- Other environmental &amp; social benefits (job creation, health etc)</li> </ul>	05%
8	<b>Professionalism and Presentation of the Proposal:</b> <ul style="list-style-type: none"> <li>- Structure &amp; presentation of document</li> <li>- Easy to read and comprehend</li> </ul>	10%
9	<b>Maturity</b> <ul style="list-style-type: none"> <li>- How mature is the project/business?</li> <li>- How soon can it be implemented?</li> <li>- How close is it to investor ready?</li> </ul>	25%
	Total	100%

## Evaluation Criteria at the Financing Forum

No.	Assessment Criteria	Weighting
1	<b>Value Proposition &amp; Business Model:</b> <ul style="list-style-type: none"> <li>- Is the underlying project / business rationale clearly stated?</li> <li>- Is the investment proposition clearly stated?</li> <li>- Is the project / business commercially feasible &amp; profitable?</li> <li>- Is the business / project model clearly described?</li> <li>- Is the proposition attractive to investors?</li> <li>- Is the business model scalable? To what extent?</li> <li>- Is the competitive advantage clear?</li> </ul>	15%
2	<b>Market Understanding and Analysis:</b> <ul style="list-style-type: none"> <li>- Identification of core customers</li> <li>- Identification of competitors and potential substitutes</li> <li>- Analysis and knowledge of the market size, trends, barriers and prospects</li> <li>- Description of the project's competitive strategy, strengths and weaknesses</li> </ul>	10%
3	<b>Management Team:</b> <ul style="list-style-type: none"> <li>- Experience and track record of the team</li> <li>- Is the team capable of delivering the project</li> <li>- Are solutions provided for potential management gaps</li> </ul>	10%
4	<b>Operations &amp; Implementation Plan:</b> <ul style="list-style-type: none"> <li>- Analysis of key implementation milestones and approach</li> <li>- Analysis of the activities necessary to transform the inputs / activities into the final project / product / service</li> </ul>	10%
5	<b>Financials:</b> <ul style="list-style-type: none"> <li>- Overview of capital expenditures, revenues and cost structure</li> <li>- Explanation of assumptions</li> <li>- Proposed financing structure</li> <li>- Financial projections and sensitivity analysis</li> <li>- Defined exit opportunities for investors</li> <li>- Do the financials mirror the verbal projections of the plan?</li> <li>- Funding requirements, potential sources of funds and attractiveness of such an investment to those funds</li> </ul>	15%
6	<b>Risk Mitigation:</b> <ul style="list-style-type: none"> <li>- Are the principal risks and appropriate mitigation strategies identified?</li> </ul>	10%
7	<b>Environmental &amp; Social Benefits:</b> <ul style="list-style-type: none"> <li>- Reduction of GHG</li> <li>- Other environmental &amp; social benefits (job creation, health etc)</li> </ul>	10%
8	<b>Professionalism and Presentation of the Proposal:</b> <ul style="list-style-type: none"> <li>- Structure &amp; presentation of document</li> <li>- Easy to read and comprehend</li> </ul>	10%
9	<b>Maturity</b> <ul style="list-style-type: none"> <li>- How mature is the project/business?</li> <li>- How soon can it be implemented?</li> <li>- How close is it to investor ready?</li> </ul>	10%
	Total	100%