

Terms of Reference

Assistance to the Development of the Strategic Plan for the Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE) covering the period 2020–2030

1. Background

The Second Meeting of Pacific Ministers of Energy and Transport, held from 2 to 4 April 2014, in Nadi, Fiji, endorsed the establishment of the PCREEE as regional centre of excellence. The centre is co-hosted by the Pacific Community (SPC) and the Government of Tonga and operates under the umbrella of the two coordinating mechanisms for the Framework for Action on Energy Security in the Pacific – the Pacific Energy Oversight Group (PEOG) and the Pacific Energy Advisory Group (PEAG).

PCREEE was inaugurated on 26 April 2017 in Nuku'alofa, Tonga, at the margins of the Third Pacific Regional Energy and Transport Ministers' Meeting. PCREEE operates under the Georesource and Energy Programme (GEP) of the Geoscience Energy and Maritime (GEM) Division of the SPC. The center is also part of a wider south-south and triangular partnership directed to implement the SAMOA Pathway, SDG 7, SDG 9 and the Nationally Determined Contributions under the Paris Agreement (SDG 13). The partnership aims at the creation of a network of regional sustainable energy centres for SIDS in Africa, Caribbean, Pacific and Indian Ocean.¹ PCREEE is also part of the Global Network of Regional Sustainable Energy Centres (GN-SEC).²

Through regional methodologies and tools, the centre assists Pacific Island Countries and Territories (PICTs) to address existing barriers and strengthen drivers for sustainable energy markets, industries and innovation. The Ministers gave PCREEE a strong private sector and industry mandate (the SDG-9 dimension of energy). It supports activities with high relevance for domestic businesses, entrepreneurs and industry. Particularly, the centre promotes:

- Sustainable energy solutions and technologies to enhance the productivity and competitiveness of island industries with high value and job creation potential (e.g. agriculture, tourism, fishery, manufacturing, creative industry);
- Nexus-approaches which combine sustainable energy interventions with productive activities (e.g. value chain development) and other aspects of circular economy (e.g. resource efficiency, cleaner production, waste and water management, recycling);
- Sustainable energy entrepreneurship, industrial development and innovation (e.g. clean-tech, association and cluster building);

PCREEE focuses on private-sector relevant regional interventions in the areas of policy implementation, capacity development, knowledge management, as well as investment and business promotion. UNIDO provides technical services and mentoring throughout the first operational phase of the centre. Financial support is being provided by the Governments of Austria, Norway and the Republic of Korea.

During the start-up phase, the centre has implemented initial technical activities, established its governance structure and finalised its internal rules and procedures. PCREEE is currently establishing its strategic long-term planning framework. In this context, UNIDO and PCREEE are desirous of engaging a professional service provider to develop the 2020-2030 Strategic Plan (SP) of the centre.

¹ Further information is available at: <http://www.pcreee.org>

² www.gn-sec.net

2. Objectives and deliverables of the assignment

The objective of this consultancy service is to develop PCREEE's Strategic Plan (SP) for the period 2020 to 2030. The Plan establishes the vision and mission, scope of mandate, long-term planning and resource framework and sustainability scenario(s) for the centre. In line with the directions of the Ministers, the SP will have a strong focus on the private sector and industry dimension of sustainable energy.

The SP will include a well-developed results and monitoring framework with quantifiable sex-aggregated indicators. The framework will demonstrate the PCREEE theory of change and its contribution to the overall SPC vision and the established division of labour under the FAESP. The annual work plans and progress reports of PCREEE will report to the established indicators in the SP. The SP will also include an estimation of the PCREEE budget and resource requirements and propose a sustainable business model.

The PCREEE Strategic Plan shall be in line with the existing PCREEE Project Document, SPC Strategies Plan: 2016 – 2020 and the new GEM Business Plan. It will provide guidance on PCREEE's operations within SPC and its affiliates and shall be in line with the regional Framework for Action on Energy Security in the Pacific: 2010 – 2020, as well as the Framework for Resilient Development in the Pacific: An Integrated Approach to Address Climate Change and Disaster Risk Management (FRDP) 2017-2030. The SP will also consider the established joint SIDS-SIDS cooperation framework under the GN-SEC.

The SP will demonstrate how PCREEE contributes to the attainment of the Sustainable Development Goals (SDGs), particularly to:

- SDG-7 on ensuring access to affordable, reliable, sustainable and modern energy for all;
- SDG-9 on building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation;
- SDG-12 (responsible consumption and production patterns), SDG-13 (take action to combat climate change and its impacts) which relate to the outcome of the UNFCCC's Paris Agreement;
- SDG-17 on multi-stakeholder partnerships

Specifically, the service provider will:

- a) Undertake a SWOT and PESTLE analysis regarding PCREEE, its vision, mission, theory of change, scope of mandate, comparative advantage (value proposition), provided services and already established project portfolio and implemented activities; the analysis will consider the new requirements and priorities set by SPC, Leaders and PICTs Ministers, as well as the initial findings of the PCREEE needs assessment and project document; it will also consider the strong private sector/industry focus of PCREEE and latest international technology trends (e.g. storage, e-mobility, digital mini-grids);
- b) Based on the analysis and changed technical requirements, review the readiness of PCREEE's organisational structure and capacity in fulfilling its mandate and make recommendations; suggest amendments as required;
- c) Take into consideration best-practice business plan examples of other intergovernmental centres, non-profit and industrial business models;
- d) Update the PCREEE design (incl. theory of change) and recommend amendments in the existing program and project portfolio in line with the technical support needs of SPC Member States, priorities of the domestic private sector, as well as the comparative advantage of other national and regional institutions (e.g. Pacific NDC Hub); the design will consider links to the GN-SEC platform and other regional centres with SIDS mandate (e.g. CCREEE, ECREEE);

- e) Develop the PCREEE results and monitoring framework, which includes quantifiable sex-aggregated indicators, and allows to track the progress and impact of the PCREEE by 2030. The framework will provide an overview on the major programs, projects and activities of the centre and clearly demonstrate its contribution to the PICTs and international development goals.
- f) Review the organizational management and staff chart, decision making processes, reporting lines and work flows of operation; define the skill sets necessary of the positions to be hired;
- g) Draw-up the budget and resource requirement scenarios for the implementation of the Strategic Plan and the portfolio of suggested programs, projects, services and activities; distinguish between core costs (overhead) and operational costs for technical activities.
- h) Based on financial sustainability scenarios, develop the business model of the centre and propose reliable revenue mechanisms to sustain PCREEE staff and operations (e.g. from climate and development funds, fee-for-services, RE&EE project development);
- i) Outline how PCREEE will interact with the SPC Secretariat, PICTs, other regional organisations (e.g. PPA, SEIAPI, SPREP, Association of Development and Financing Institutions in the Pacific or ADFIP, Pacific Islands Private Sector Organisation or PIPSO), Member States, SPC Georesources and Energy Programme, the Thematic Hubs as well as rural electrification agencies, development partners, civic society, private sector, academia, state owned agencies including utilities, financiers and chambers of commerce;
- j) Provide guidance on how to establish a quality and appraisal framework for the technical operations of the centre;
- k) Provide guidance on how to mainstream environmental aspects into the institution itself, as well as all of its programmatic activities, including environmental safeguards to ensure no harm or degradation to the environment and natural resources and to ensure climate resilience and adaptive capacity;
- l) Provide guidance on how to mainstream gender and social standards into PCREEE as an institution and into all its programmatic activities;

Deliverable 1:

- Final Inception report (incl. list of documents to be reviewed, interviews and meetings to be held)

Deliverable 2:

- PESTLE/SWOT Analysis and updated PCREEE baseline/needs assessment

Deliverable 3:

- Final Strategic Plan (incl. results framework and budget, sex-aggregated indicators, risk assessment, SWOT & PESTLE, budget scenarios, and any other task listed in this assignment) and publishable summary;

3. Scope of work and time schedule

TASKS	DELIVERABLES	Working days (w/d) spread over 5 months
1. Physical kick-off meeting to discuss the inception report at SPC HQ in Fiji (or PCREEE HQ in Tonga); UNIDO and other key stakeholders will participate by	Presentation of the inception report and the proposed methodology (incl. draft table of contents of the Strategic Plan, as well as list of documents to be	4.00

<p>skype or video conference; the contractor will present best-practice examples of (business) strategic plans of similar intergovernmental centres.</p>	<p>reviewed, planned stakeholder meetings, examples of best practice strategic plans) Minutes of phone calls held with stakeholders Draft inception report</p>	
<p>2. Together with PCREEE, compile a list of all relevant documents and stakeholders in the region which need to be considered in the positioning of PCREEE; coordinate with UNIDO on relevant GN-SEC documents; the list requires approval by UNIDO and PCREEE;</p>	<p>List of relevant documents List of Stakeholders</p>	<p>2.00</p>
<p>3. Update the PCREEE baseline/needs assessment by undertaking a SWOT and PESTLE analysis regarding PCREEE, its vision, mission, theory of change, scope of mandate, comparative advantage (value proposition), provided services and already established project/program portfolio; the analysis will consider the new requirements and priorities set by SPC, Leaders and PICTs Ministers, as well as the initial findings of the PCREEE needs assessment and project document; it will also consider the strong private sector/industry focus of PCREEE and latest international technology trends (e.g. storage, e-mobility, digital mini-grids);</p> <p>This activity will also include the review of the available documentation on the national energy priorities, targets and situation incl. baseline reports and assessments, SPC energy policy and MS energy policies and action plans, or strategic documents such as the Nationally Determined Contributions, and past and on-going projects in the region; it will also include telephone/skype interviews with stakeholders in PICTs, including the SPC Secretariat, UNIDO, and other development partners. The NDC implementation plans of the SPC Member States should be also considered in the review; the consultants will also get in touch with other GN-SEC centres (e.g. CCREEE, ECREEE);</p>	<p>SWOT/PESTLE analysis and updated PCREEE needs/baseline assessment;</p>	<p>12.00</p>
<p>4. Based on the analysis, changed technical requirements and needs of SPC Member States, the PCREEE design (incl. vision, mission, theory of change, scope of mandate, comparative advantage, value proposition) and its results and monitoring framework (incl. quantifiable</p>	<p>Updated PCREEE design, results and monitoring framework (incl. sex-aggregated measurable indicators), as well as program, project and service portfolio;</p>	<p>8.00</p>

sex-aggregated indicators) will be updated (based on the original project document). The framework will provide an overview on the major programs, projects and activities of the centre and demonstrate its contribution to the PICTs and international development goals. The framework allows to track the progress and impact of the PCREEE by 2030. The results framework will include all key PCREEE programs, projects and services for the next 5 years of operation (2020-2025). It will also give an outlook on the following 5 years (2025 – 2030); The design will also consider links to the GN-SEC platform and other regional centres with SIDS mandate (e.g. CCREEE, ECREEE);

<p>5. Based on the updated results framework, the draft Strategic Plan (2020 to 2030) will be developed. It will establish a sustainable business model for PCREEE. The SP will update the organisational chart and staff documents of the centre in line with the established requirements (e.g. JDs); The SP will also frame the detailed PCREEE budget and resource requirements for the next 5 years (and an estimation for the following 5 years). The budget will distinguish between core costs (overhead) and operational costs for technical activities. The business model will propose reliable revenue mechanisms to expand PCREEE staff and operations (e.g. from climate and development funds, fee-for-services, RE&EE project development); it will also detail the market potential of the proposed activities and its income generation capacity.</p>	<p>Draft PCREEE Strategic Plan 2020-2030, incl. the sustainable business model.</p>	<p>10.00</p>
<p>6. Presentation of the outline or the draft Strategic Plan at one of the PCREEE meetings; Review and include final comments;</p>	<p>Meeting minutes and received inputs during discussions</p>	<p>3.00</p>
<p>7. Provide the fully edited and designed Strategic Plan (incl. graphic design) ready to be published; provide also a publishable separate summary of the strategic plan;</p>	<p>Fully edited and designed Strategic Plan Document (incl. graphic design) in English Publishable summary</p>	<p>1.00</p>
<p>TOTAL</p>		<p>40 Working Days</p>

The activities under this contract should be completed within a period of 5 months from the effectiveness of the contract. A total amount of 40 working days within this period is foreseen which includes home based work and travel days. It is estimated, that the assignment will require two missions to PICTs. Three (3) working days are required in Fiji, Suva and one week in Tonga, Nuku’alofa with the PCREEE team. Moreover, one mission would be required to present the draft strategic plan in one of the upcoming SPC energy/environmental meetings. The proposed time-schedule for the implementation of activities is as follows:

Deliverables	1	2	3	4	5
Deliverables 1 to 2: Inception Report					
Deliverable 3: PESTLE/SWOT Analysis and updated baseline/needs assessment					
Deliverables 4 to 7 – Final Strategic Plan					

In addition, the contractor will be required to deliver the following:

- Item High-resolution photographs (min. 3 MB, at least 50 pieces) – that illustrate the undertaken activities. The consultants will cede all appertaining rights to unlimited use of the respective pictures to PCREEE (SPC) and UNIDO.
- Item All used raw files and calculation sheets in editable form (e.g. xls)

4. Coordination and Reporting

Under the general guidance and reporting to the Manager of PCREEE, and in close coordination with the UNIDO Project Manager, the service provider will be responsible for developing the detailed 2020-2030 PCREEE Strategic Plan. This will be closely coordinated with the NFIs in SPC Member States and other partners. All developed products under this assignment (incl. raw files and editable forms) will become property of PCREEE (SPC) and UNIDO.

5. Qualification and Evaluation Criteria

QUALIFICATION AND EVALUATION CRITERIA
<ul style="list-style-type: none"> • Registered consultancy company, individual consultant (registered as company) or organisation with at least five (5) years of existence and public and private consulting experience; • Immediate availability of the contractor; • The offered team shall have at least 10 years or work experience in strategic business management, consulting and organisational development; as well as at least 7 years of work experience in sustainable energy consulting; • The offered team shall demonstrate good knowledge of the PICTs sustainable energy landscape and SIDS energy issues; • Quantity and quality of the demonstrated academic background of the project team in business management and administration, as well as sustainable energies. One of the experts obtains at least a relevant MBA master’s degree on engineering and/or sustainable energies; • Quantity and quality of the provided track-record of the project team regarding the preparation of business plans and strategic documents with similar complexity; • Quantity and quality of the provided track-record of the project team regarding renewable energy

and energy efficiency policy, as well as project planning and implementation;

- The project team as a whole shall be fluent in English. Additional knowledge of French is an added value;
- Experience with gender mainstreaming strategies is an added value;
- Strong problem solving, communication, research and outstanding analytical writing skills, with a proven ability to write analytical reports;
- Ability to communicate effectively in order to communicate complex and technical information to technical and general audiences;
- Proven ability to lead and coordinate multidisciplinary teams;
- Availability throughout the whole consultancy service period, to regularly engage in Skype meetings with the core team and relevant partners;

6. Application Procedure

Applicants shall submit their written proposals in English:

- Short technical proposal (including proposed approach and methodology, work and activity plan, detailed CVs of experts, copies of university degrees, certifications, licenses as well as proven track record of implemented assignments);
- Financial proposal in EUR including all costs and taxes (includes a detailed work-time-expert-diagram indicating daily rates for individual team members);
- Documents demonstrating the track-record of the project team (e.g. business plans and strategies, energy documents);

7. Further information

Applicants are requested to submit their proposals in English no later than **May 23, 2019, 23:00 hrs, CET**, by registering on the UNIDO procurement system (www.unido.org/procurement). Only in case of difficulties, submissions could exceptionally be sent to procurement@unido.org, by providing an objective and convincing explanation for doing so. Applicants can get in touch with the PCREEE Secretariat based in Tonga.

8. Further information

www.pcreee.org

www.SPC.org

www.unido.org

www.gn-sec.net

PCREEE Project Document