

Terms of Reference

Development of the Business Plan for Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE) covering the period 2019 to 2023

1. Background

The Thirty-Sixth Regular Meeting of the Conference of Heads of Government of the Caribbean Community (CARICOM), held at Bridgetown, Barbados, 2-4 July 2015, endorsed the establishment of the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE) as the implementation hub for sustainable energy activities and projects within the region. The Secretariat of the centre is situated in Bridgetown, Barbados, and its interim-phase was officially launched on 28 October 2015 during a high-level ceremony.

During the interim-phase, the centre has implemented initial technical activities, established its governance structure and finalised its internal rules and procedures. The legal agreement establishing the CCREEE went into force on 19 May 2018, after receiving a sufficient number of ratifications from the Member States. On 22 May 2018 the CCREEE Headquarters Agreement was signed between the Government of Barbados and CCREEE. With the effectiveness of both agreements the centre received full legal personality in line with CARICOM laws and regulations. In November 2018, the definitive Executive Director of the Centre was appointed, and a Strategic Planning Retreat organised.

CCREEE works closely with the CARICOM Secretariat and is being established with technical support of UNIDO and financial assistance of the Austrian and Spanish Governments. The Centre will support the implementation of the regional priority initiatives, programmes, projects and actions that are necessary for the attainment of the C-SERMS goals and targets. CCREEE is also part of the Global Network of Regional Sustainable Energy Centres (GN-SEC) Programme, coordinated by UNIDO. The centre will work closely with the Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE), based in Tonga, and the ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE), based in Cabo Verde, on joint SIDS energy issues and solutions.

CCREEE is currently establishing its strategic long-term planning framework. In this context, UNIDO and CCREEE are desirous of engaging a professional service provider to develop the 2019-2023 Business Plan and Action Plan for Implementation. The envisaged business model of the centre is based on mobilization of resources from climate and development funds, fee-for-services and RE&EE project development, deployment and operations.

2. Objectives and deliverables of the assignment

The CCREEE Business Plan shall be in line with the Caribbean Sustainable Energy Roadmap and Strategy (CSERMS), provide guidance on CCREEE's operation within CARICOM and its affiliates and shall be in line with the CARICOM Energy Policy (attached) and any revisions hereto. It should also consider the Results Framework in the CCREEE Project Document and the joint cooperation framework of the GN-SEC. The Business Plan and its Action Plan for Implementation shall establish the role of CCREEE in contributing to achieve the cross-cutting objectives of SDG Goal 7 on Sustainable Energy, SDG Goal 9 on inclusive and sustainable industrial development and other interlinked SDGs and in the process synchronizing its activities to the outcome of the UNFCCC's Paris Agreement (such as SDG 12 and 13). Particularly, the Business Plan will:

- 1) Outline a strategy on how CCREEE will support CARICOM Member States in achieving and exceeding their Energy Policy targets based on empirical evidence of their energy efficiency and renewable energy potential; as they implement their Nationally Determined Contributions (NDCs) under the Paris Agreement while advancing their national development priorities;
- 2) Outline how CCREEE will position itself as a regional focal institution promoting SDG-7 (SE4ALL) in the CARICOM region;
- 3) Outline how CCREEE will position itself as a regional focal institution promoting the energy dimension of SDG-9 and supporting the Thematic Hubs objectives (e.g. renewable energy for productive and industrial uses, industrial energy efficiency, energy entrepreneurship and innovation, and investment and business promotion);
- 4) Outline how CCREEE will position itself as advocacy agent for sustainable energy on international level and as active member of the GN-SEC, in line with SDG-17 on partnerships.

On November 22-23, 2018, The Executive Board held a Strategic Planning Retreat that identified three (3) key priorities:

1. **Create** - Market Intelligence Repository; to develop a Knowledge Hub aimed at enhancing the capacity within the Caribbean energy sector; that allows for access to curated human resources and use of smart information that will drive the decision making
2. **Optimise** - Support and accelerate innovative applications of technology, policy and finance through the development of instruments, such as but not limited to risk reduction, financial incentives and technical assistance;
3. **Embed and Transform** – Utilise sustainable energy as a means to advance the well-being of at risk and vulnerable groups;

The Business Plan and Action plan for Implementation should be aligned to these priorities (retreat output attached). The Business Plan and its Action Plan for Implementation shall also define a feasible and sustainable scenario of budget and resource requirements. The Business Plan shall include a detailed Results Framework (incl. measurable indicators) which will ensure effective management, progress monitoring, reporting, validation and evaluation. The annual work plans and progress reports of CCREEE will be linked to the established indicators in the Results Framework. The Business Plan for CCREEE 2019-2023 and its Action Plan for Implementation shall:

- a) Provide SWOT and PESTLE analysis for CCREEE; take into account the new requirements and priorities set in the CCREEE Strategic Retreat, as well as the initial findings of the CCREEE needs assessment and project document; consider latest international technology developments and trends (e.g. storage, e-mobility);
- b) Take into consideration best-practice business plan examples of other intergovernmental centres, private energy service companies and other viable industrial business models but avoid blue-prints at the same time. The process requires close coordination with CCREEE and shall take into account the individual needs of the CARICOM Member State;
- c) Review the technical support needs of CARICOM Member States in the established priority areas of the Strategic Retreat, and propose priority deliverables and activities of the centre using the CCREEE Project Document and Needs Assessment as a guide;
- d) Define the scope of the technical CCREEE mandate, strategic positioning, key functions and services of the centre by taking into account the comparative advantage of other national and regional institutions and the CCREEE Project Document;
- e) Review and update the activities/deliverables in the result areas on policy support, knowledge management, capacity building and investment and business promotion in the CCREEE Project Document;
- f) Provide a set of measurable and verifiable indicators in the form of a Results Framework (including Logical Framework Matrix which also identifies the risks) for CCREEE to enable the evaluation of

its progress of implementation. This should also include quantifiable specifications of the target groups for the respective output area and a system to monitor progress and impact on the respective target group;

- g) Based on the established technical requirements, review the readiness of CCREEE's organisational structure and required capacity in fulfilling its mandate and make recommendations; suggest amendments as required;
- h) Review the organizational management structure, decision making processes, reporting lines and work flows of operation (Operational Handbook);
- i) Define the skill sets necessary of the positions to be hired;
- j) Describe the partnership and financing structure to be adopted to meet its mandate;
- k) Develop communication strategy and awareness raising activities;
- l) Provide guidance on how to mainstream gender and social standards into CCREEE as an institution and into all its programmatic activities;
- m) Provide guidance on how to establish a quality and appraisal framework for the technical operations of the centre;
- n) Provide guidance on how to mainstream environmental aspects into the institution itself, as well as in 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;
- o) Provide a strategy for factoring in emission reduction calculations into all CCREEE activities;
- p) Outline how CCREEE can effectively interact with the CARICOM Secretariat, Caribbean Electric Utilities Association (CARILEC), Organisation of Regional Electricity Regulators Association (OOCUR), Member States (through Directorates of Energy and National Focal Institutions (NFIs)), CARICOM working groups, the Thematic Hubs as well as rural electrification agencies, development partners, civic society, private sector, academia, state owned agencies including utilities, financiers;
- q) Define the collaboration mechanism between CCREEE, the NFIs, the CCREEE Technical Committee, and the development partners;
- r) Provide budget and resource requirement scenarios for the implementation of the Business Plan;
- s) Define the running cost of the Centre, broken down to operational costs and technical program costs (activity based). The budget should also factor in the necessary gender equality, social and environmental safeguards;
- t) Provide a resources mobilisation strategy to finance the budget and planned further activities;
- u) Propose different reliable and sustainable mechanisms of generating revenue to sustain CCREEE operations and activities without relying on donors;
- v) Define the comparative advantage of CCREEE (in consultation with CARICOM Secretariat) to attract Action/Technical Assistance Requests from Member States and development partners, and to apply for international financing;
- w) Define the market and the potential stakeholders in order to establish partnerships for generating project funds;
- x) Elaborate scenarios for financial structures of the different projects and services CCREEE will implement;
- y) Project a realistic budget scenario from generating project funds over the next five years;
- z) Project the time to reach the break-even status from the present funding and development partner support required until then;

Deliverable 1:

- Final Inception report

Deliverable 2:

- Draft Business Plan including all elements listed under the objectives of this TOR

Deliverable 3:

- Final Business Plan - Final Mission and presentation of Final Business Plan with all comments incorporated (incl. results framework and budget, marketing and communication plan, risk assessment, SWOT & PESTLE, Budget scenarios, and any other task listed in this assignment). Submission of the publishable Summary of the Business Plan.

3. Scope of work and time schedule

TASKS	DELIVERABLES	Working days (w/d) spread over 4 months	in % of total
1. A one (1) day review of the strategic planning session output and expound on strategy retreat output (attached). Collecting input through phone calls and E-mails from CREEE EB, CCREE Secretariat, CARICOM Secretariat, ADA and UNIDO in the design phase of the concept and methodology. The contractor will highlight best-practice examples of business plans of similar intergovernmental centres inter alia.	Presentation of the inception report and the proposed methodology (incl. draft table of contents of the Business and Action Plan for Implementation, as well as list of documents to be reviewed, planned stakeholder meetings, examples of best practice business plans) Minutes of phone calls held with stakeholders Draft inception report	10.00	12%
2. Under the guidance of CCREEE, compile a list of all relevant documents and stakeholders in the region which need to be considered in the positioning of CCREEE; coordinate with UNIDO on relevant GN-SEC documents; Review of the selected documents.	List of relevant documents List of Stakeholders	3.00	4%
3. Detailed review of the analysis of the problem statement as identified in the CCREEE Project Document and Needs Assessment; The review will include the review of available documentation on the energy situation including the CSERMS baseline report and assessment, CARICOM energy policy and Member State energy policies and action plans, or strategic documents, and past and on-going projects in the region, as well as telephone (e-mail) interviews with stakeholders in each CARICOM member state, including the CARICOM Secretariat, UNIDO, ADA, and other development partners. The NDCs of the CARICOM Member State should also be considered in the review; skype interviews with PCREEE and ECREEE will be undertaken; the review will put Caribbean trends also into the context of	Problem statement of the Business Plan and Action Plan for Implementation clearly defined and analysis of the needs of the different stakeholders carried out.	12.00	14%

wider international technology trends;		
4. Based on the rigorous analysis above, the design of interventions/activities that CCREEE should focus on in its initial 5 years of operation (2019-2023) will be developed; it will provide more details on the activities of CCREEE in the first 3 years of operation (2019-2021) with reference to Section C of the Project Document. Moreover, a risk analysis and possible mitigation measures, SWOT and PEST analysis of the CCREEE will be undertaken;	Activities of the CCREEE are defined over a 5-year period with a more detailed analysis for the first 3-year period (2019-2021). Risk assessment, SWOT and PEST of the CCREEE are carried out and logical framework for the Centre developed.	10.00 12%
5. Based on the proposed objectives, expected outcomes, outputs and activities of CCREEE, the detailed 2019-2023 CCREEE Business Plan and Action Plan of Implementation will be developed, including all elements listed under "objectives", detailing the market potential of the proposed activities, its income generation capacity, expenditures, cash-flow analysis, emission reduction and local environmental impact, gender impact; moreover it will discuss the financial and economic viability, budget scenarios etc. The Business Plan should also include a Results Framework to support M,R,V&E.	Draft Business Plan and an Action Plan for its Implementation 2019-2023 for CCREEE is developed, emphasizing sustainability of the Centre. A Draft Results Framework to support M,R,V&E is delivered as part of the Business Plan (incl. measurable indicators)	18.00 22%
6. Presentation of the outline or the draft Business Plan at the CCREEE Technical Committee/Executive Board meeting scheduled to take place in the beginning of the 2 nd quarter of 2019;	Meeting minutes and received inputs during discussions	5.00 6%
7. Review the organizational CCREEE chart and staffing levels (with detailed TORs for each proposed staff member); ensure that CCREEE will be able to deliver on its mandate while continuing to operate in a sustainable manner (section D of the Project Document); the TOR shall emphasize gender equality as well as social and environmental competence. Based on an assessment of existing capacities and on-going activities, propose institutions to be focal points of the activities of CCREEE in each CARICOM member state;	Organizational structure, staff compliment and TORs for the proposed staff of CCREEE proposed. National focal institutions identified further to a detailed analysis of the capacities.	7.00 8%
8. Propose and substantiate at least five (5) RE and EE flagship programmes/projects that CCREEE could develop and implement in the first 2-3 years and	At least five (5) programmes or projects templates are developed.	8.00 10%

identify potential donors to be approached for funding for each programme or project. Each of the 5 programmes/projects will have detailed aim, objectives, activities, outputs, outcomes and proposed budget. It should also be highlighted which SDGs are addressed and their relevance with regards to climate change mitigation and/or adaptation.

<p>9. Review inputs from the CCREEE, CARICOM Secretariat, SIDS DOCK and UNIDO; Participate at and present the final draft Business Plan to the Executive Board Meeting which will take place in a Barbados, in April 2019; Review and include final comments from the Executive Board and submit the final business plan.</p>	<p>Reviewed final document Presentation to the CCREEE Executive Board</p>	<p>5.00</p>	<p>6%</p>
<p>10. Provide the fully edited and designed Business Plan and Action Plan (incl. graphic design) ready to be published; provide also a publishable separate summary of the business plan;</p>	<p>Fully edited and designed Business Plan and Action Plan Document (incl. graphic design) in English Publishable summary</p>	<p>2.00</p>	<p>6%</p>
<p>TOTAL</p>		<p>80 Working Days</p>	<p>100%</p>

The activities under this contract should be completed within a period of 4 months **80 Working Days** from the effectiveness of the contract. A total amount of 80 working days within this period is foreseen which includes home based work and travel days. The assignment may require two travels within the Caribbean. The proposed plan for the implementation of activities and deliverables:

Deliverables	1	2	3	4
Deliverables 1 to 2 – Inception Report				
Deliverables 3 to 6 – Draft Business Plan				
Deliverables 7 to 10 – Final Business Plan				

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

- Item High-resolution photographs (min. 3 MB, at least 20) – that illustrate the undertaken activities. The consultants will cede all appertaining rights to unlimited use of the respective pictures to CCREEE, CARICOM Secretariat, UNIDO and ADA.
- 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 Executive Director of CCREEE, and in close coordination with the UNIDO Project Manager, the service provider will be responsible for developing the detailed 2019-2023 CCREEE Business Plan and its Action Plan for Implementation. The development of the Business plan and its Action Plan for Implementation will be closely coordinated with the NFIs in CARICOM Member States, ADA and other partners. The Business Plan will be presented to CCREEE Executive Board of Directors, for discussion and adoption. All developed products under this assignment (incl. raw files and editable forms) will become property of CCREEE.

5. Qualification and Evaluation Criteria

QUALIFICATION AND EVALUATION CRITERIA

- Registered company or organisation with at least five (7) years of public and private consulting experience;
- Immediate availability of the contractor;
- 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 and another one at least as master's degree on engineering and/or sustainable energies;
- The team leader shall have at least 15 years or work experience in strategic business management, consulting and organisational development; one of the experts has at least 8 years of experience in sustainable energy consulting;
- Quantity and quality of the provided track-record of the project team regarding the preparation of business plans and strategic documents of similar projects or cooperation with similar size and 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;
- Excellent knowledge of the international and Caribbean sustainable energy landscape is a prerequisite, incl. the CARICOM Energy Policy and Strategy Roadmap (CSERMS);
- Experience with gender mainstreaming strategies is an added value;
- Project team as a whole shall be fluent in English. The working language for the assignment will be English;
- 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 **January 17, 2019**, by registering on the UNIDO procurement system (www.unido.org/procurement). In case of difficulties, submissions could exceptionally be sent to procurement@unido.org, by providing an objective and convincing explanation for doing so.

8. Further information

CCREEE Project Document (incl. needs assessment)

CARICOM Energy Policy

Agreement Establishing CCREEE

Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS); Baseline Report and Assessment

www.ccreee.org

www.caricom.org

www.se4allnetwork.org