

Terms of Reference

Development of the Business Plan for East African Centre for Renewable Energy and Energy Efficiency (EACREEE) covering the period 2019 to 2024

1. Background

The 7th Meeting of the Sectorial Council on Energy of the East African Community (EAC), held in October 2011, mandated the EAC Secretariat to establish the East African Centre for Renewable Energy and Energy Efficiency (EACREEE) with the aim of creating an integrated and inclusive regional EAC market for sustainable energy and climate technology products and services. The increased availability and local supply of these is an important contribution to address the existing rural energy access challenges, increase the competitiveness and productivity of domestic businesses and industry, and improve the environmental footprint of the region (local pollution, GHG emissions). Sustainable energy plays an important role to achieve the set goals in the EAC Industrialisation Policy, covering the period 2012 to 2032. In this context, the EACREEE focus lies on strengthening the productive and innovation capacities of domestic energy businesses to participate in the global value chains of sustainable energy manufacturing and servicing.

The technical and institutional design of the centre was developed during a consultative preparatory process, which was executed by the EAC Secretariat with the technical assistance of the United Nations Industrial Development Organization (UNIDO) and the financial support of the Austrian Development Agency (ADA). At the 33rd Meeting of the EAC Council of Ministers held in Arusha, Tanzania on 29th February 2016, it was decided to establish EACREEE as a Centre of Excellence at the Makerere University College of Engineering, Design, Art and Technology (CEDAT) in Kampala, Uganda. Following further consultations, the Centre was registered with the legal name “East African Centre of Excellence for Renewable Energy and Efficiency Ltd” (EACREEE) – as a non-for-profit company limited by guarantee under the Ugandan Law. EACREEE is member of the Global Network of Regional Sustainable Energy Centres (GN-SEC).¹

After receiving its full legal identity, the centre is currently transiting from UNIDO interim arrangements to its own operations. During the interim-phase, the centre has implemented initial technical activities, established its governance structure and finalised its internal rules and procedures. EACREEE is currently establishing its strategic long-term planning framework. In this context, UNIDO and EACREEE are desirous of engaging a professional service provider to develop the 2019-2024 Business Plan and Action Plan for Implementation. The envisaged business model of the centre is based on mobilization of resources from EAC Member States, climate and development funds, fee-for-services and RE&EE project development, deployment and operations.

2. Objectives and deliverables of the assignment

The EACREEE Business Plan shall be in line with the main EAC Policies, including the EAC Energy Policy and any revisions hereto, and provide guidance on EACREEE’s operation within the EAC and its affiliates. It should also consider the Results Framework in the EACREEE 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 EACREEE 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 SDG-13 on climate change mitigation and adaptation.

¹ www.gn-sec.net

Particularly, the Business Plan will:

- 1) Outline a strategy on how EACREEE will support EAC Member States in achieving and exceeding their renewable energy, energy efficiency and climate mitigation targets set in relevant policies (e.g. NDCs);
- 2) Outline how EACREEE will position itself as a regional focal institution promoting SDG-7 in the EAC region;
- 3) Outline how EACREEE will position itself as a regional focal institution promoting the SDG-9 dimension of SDG-7 and SDG-13; in this context the EACREEE focus lies on promoting sustainable energy solutions in key industries and for productive uses, as well as the strengthening of domestic energy manufacturing and servicing;
- 4) Outline how EACREEE will position itself as an advocacy agent for sustainable energy at an international level and as an active member of the GN-SEC, in line with SDG-17 on partnerships.

The Business Plan and Action Plan for Implementation should be aligned with the main pillars of the established EACREEE Strategic Plan. 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. gender-aggregated measurable indicators), which will ensure effective management, progress monitoring, reporting, validation and evaluation. The annual work plans and progress reports of EACREEE will be linked to the established indicators in the Results Framework. The Business Plan for EACREEE 2019-2024 and its Action Plan for Implementation shall:

- a) Provide SWOT and PESTLE analysis for EACREEE; Take into account the new requirements and priorities set in the EACREEE Strategic Plan, as well as the initial findings of the EACREEE needs assessment and project document; consider latest international technology developments, trends and innovations (e.g. digitalisation, blockchain, 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 EACREEE and shall take into account the individual needs of the EAC Member States;
- c) Review the technical support needs of EAC Member States in the established priority areas of the Strategic Plan, and propose priority deliverables and activities of the centre using the EACREEE Project Document and Needs Assessment as a guide;
- d) Define the scope of the technical EACREEE 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 EACREEE Project Document; create strong links to the GN-SEC platform and other regional centres particularly in Africa.
- 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 EACREEE Project Document; based on the EAC market situation define the scope of EACREEE services;
- f) Provide a set of measurable and verifiable gender aggregated indicators in the form of a Results Framework (including Logical Framework Matrix, which also identifies the risks) for EACREEE 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 EACREEE'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) Provide guidance on how to mainstream gender and social standards into EACREEE as an institution and into all its programmatic activities;
- l) Provide guidance on how to establish a quality and appraisal framework for the technical operations of the centre;
- m) 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;
- n) Provide a strategy for factoring in emission reduction calculations and other important social and economic indicators into all EACREEE activities;
- o) Outline how EACREEE can effectively interact with the EAC Secretariat, East African Power Pool (EAPP), Member States, EAC working groups, the Thematic Hubs as well as rural electrification agencies, development partners, civic society, private sector, academia, state owned agencies including utilities, financiers;
- p) Define the collaboration mechanism between EACREEE, the NFIs, the EACREEE Technical Advisory Committee, and the development partners;
- q) Provide budget and resource requirement scenarios for the implementation of the Business Plan;
- r) 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;
- s) Provide a fund mobilisation strategy to ensure the long-term sustainability of the centre (fee for services, climate and development funding, member state contributions, private sector cooperation);
- t) Propose different reliable and sustainable mechanisms of generating revenue to sustain EACREEE operations and activities without relying on donors;
- u) Define the comparative advantage of EACREEE (in consultation with EAC Secretariat) to attract Action/Technical Assistance Requests from Member States and development partners, and to apply for international financing;
- v) Define the market and the potential stakeholders in order to establish partnerships for generating project funds;
- w) Elaborate scenarios for financial structures of the different projects and services EACREEE will implement;
- x) Project a realistic budget scenario from generating project funds over the next five years;
- y) 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 (incl. list of documents to be reviewed, interviews and meetings to be held)

Deliverable 2:

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

Deliverable 3:

- Final Business Plan (incl. results framework and budget, gender 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 4 months	% of total
1. Review of existing EACREEE documents and preparation of an inception report based on consultations with the main stakeholders (e.g. EAC, UNIDO, ADA); The contractor will highlight best-practice examples of business plans of similar intergovernmental centres inter alia; the draft inception report will be discussed during a kick-off meeting by skype;	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 EACREEE, compile a list of all relevant documents and stakeholders in the region which need to be considered in the positioning of EACREEE; coordinate with UNIDO on relevant GN-SEC documents;	List of relevant documents List of Stakeholders	3.00	4%
3. Detailed review and update of the problem analysis, logic of intervention, mandate, value proposition and comparative advantage of EACREEE in line with the EACREEE Project Document and Needs Assessment; This will include the review of key documents (e.g. EAC baseline reports and assessments, EAC energy policy and Member State energy policies and action plans, or strategic documents, and past and on-going projects in the region); it will also include telephone (e-mail) interviews with stakeholders in each EAC member state, including the EAC Secretariat, UNIDO, ADA, and other development partners; The NDCs of the EAC Member State should also be considered in the review; the consultants will also get in touch with other GN-SEC centres (e.g. EACREEE, SACREEE, RCREEE) to discuss lessons learned; the review will put East African trends into the context of wider international technology trends;	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%
4. Based on the rigorous analysis above, the design of interventions/activities/services that EACREEE should focus on in its initial 5 years of operation (2019-2024) will be developed; it will provide more details on the activities of EACREEE in the first 3 years of operation (2019-2022). Moreover, a	Activities of the EACREEE are defined over a 5-year period with a more detailed analysis for the first 3-year period (2019-2022). Risk assessment, SWOT and PEST of the EACREEE are carried out and logical	10.00	12%

risk analysis and possible mitigation measures, SWOT and PEST analysis of the EACREEE will be undertaken; framework for the Centre developed.

5.	Based on the proposed objectives, expected outcomes, outputs and activities of EACREEE, the detailed 2019-2024 EACREEE Business Plan and Action Plan of Implementation will be developed, including all elements listed under “objectives”, detailing the market potential of the proposed activities/services, 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 2019-2024 for EACREEE 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 one EACREEE meeting (e.g. Technical Advisory Committee & Board of Directors) scheduled to take place in 2019;	Meeting minutes and received inputs during discussions	5.00	6%
7.	Review the organizational EACREEE chart and staffing levels (with detailed TORs for each proposed staff member); ensure that EACREEE will be able to deliver on its mandate while continuing to operate in a sustainable manner; 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 EACREEE in each EAC member state;	Organizational structure, staff compliment and TORs for the proposed staff of EACREEE 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 EACREEE could develop and implement in the first 2-3 years and 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.	At least five (5) programmes or projects concept notes are developed (max. 5 A4 pages).	8.00	10%
9.	Review inputs from the EACREEE, EAC Secretariat, EAC Member States and UNIDO; Participate at and present the final draft Business Plan in one of the EACREEE meetings; Review and include final comments and submit the final business	Reviewed final document Presentation to the EACREEE Executive Board Fully edited and designed business plan ready to be	5.00	6%

plan.	published		
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;	Fully edited and designed Business Plan and Action Plan Document (incl. graphic design) in English Publishable summary	2.00	6%
TOTAL		80 Working Days	100%

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 to the East African region. The proposed plan for the implementation of activities and deliverables:

Deliverables	Months			
	1	2	3	4
Deliverables 1 to 2 – Inception Report				
Deliverables 3 to 6 – Draft Business Plan				
Deliverables 7 to 10 – Final Business Plan and Project Concept Notes				

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 EACREEE, EAC 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 EACREEE, and in close coordination with the UNIDO Project Manager, the service provider will be responsible for developing the detailed 2019-2024 EACREEE 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 EAC Member States, ADA and other partners. The Business Plan will be presented to EACREEE Executive Board of Directors, for discussion and adoption. All developed products under this assignment (incl. raw files and editable forms) will become property of EACREEE and UNIDO.

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 East Africa sustainable energy landscape is a prerequisite;
- Experience with gender mainstreaming strategies is an added value;
- Project team as a whole shall be fluent in English. The working languages 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 **March 09, 2019, (CET time)** 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

EACREEE Project Document

EACREEE Strategic Plan

EAC Energy and Climate Policies

EAC Industrialisation Policy and EAC Industrial Competitiveness Report 2017

www.EACREEE.org

www.EAC.org

www.gn-sec.net