



Terms of Reference

Consulting Services - for the establishment of the ECREEE Strategic Implementation Plan 2017 - 2021

Including clear indicators - monitoring framework for ECREEE Strategic Plan 2017 - 2021

1. Background

The ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) was established in 2010 in response to the energy poverty deficit faced by the countries in West Africa, and in addition the need to mitigate the effects of climate change on the provision of energy. This was a strategic decision by West African leaders under the auspices of the ECOWAS Commission— in an attempt to reduce the huge energy deficit and to promote renewable energy and energy efficiency in the region. Specifically, the overall objective of ECREEE is to contribute to the sustainable economic, social and environmental development of West Africa by improving access to modern, reliable and affordable energy services, energy security and reduction of energy related externalities (GHG, local pollution). To realize its mandate, ECREEE works include to create a favorable framework for renewable energy and energy efficiency markets in the region by supporting activities to reduce existing barriers such as technology, finance, economic, business, legal and policy misalignment. Others include institution, knowledge and capacity.

In less than a decade of existence, some of the key successes of ECREEE are: the adoption by the ECOWAS leaders of the vision of ensuring universal access to energy by 2030 in the region the approval of four major regional policies on Renewable Energy (RE) and Energy Efficiency (EE). Furthermore, ECREEE has become a center of excellence for renewable energy and energy efficiency in the region and reference for other economic blocks in Africa to set up similar agencies. Currently, through the work of ECREEE and partners, the ECOWAS region has a renewable energy, energy efficiency, bioenergy, and gender in energy policies. These policies are at various stages of adoption by the ECOWAS member States to be integrated into their national energy development. The adoption of the policies by the countries are supported by ECREEE and its partners. These activities are expected to result in reducing the energy deficit in the region and also make energy affordable to the many who cannot be reached with the existing technologies.

In line with objective of the agency a new Plan for 2017 - 2021 has been developed and adopted. This plan is the blueprint for ECREEE in the next five years and is focus on leading the determination of the West African countries to realize its vision of universal access to reliable and affordable energy by 2030. ECREEE's interventions will pay particular attention to RE and EE, with emphasis on facilitating the development and implementation of sustainable energy projects. The ECREEE Strategic Plan also pertains to communications, fund raising, monitoring and evaluation, financial accountability, information technology and management organization to enable a successful execution of its agenda. All of which call for purposeful implementation of strategic decisions with actions leading to the realization of the set out goals and objectives. The ECREEE Strategic Plan 2017 - 2021 aims to consolidate and improve on virtually being the go to institution when it comes to RE and EE in West Africa. ECREEE will support the private sector, governments, and all stakeholders in developing and implementing real tangible projects on the ground in West Africa. ECREEE aims to become indispensable in the field of RE and EE in view of its mandate given ascribed to it by its stakeholders in West Africa.

In this context, ECREEE requires a **Strategic Implementation Plan**. A vital document needed for the ECREEE management to achieve its purpose, goals and objectives as stated in its strategic Plan for 2017 - 2021. A Strategic implementation plan develops and documents the processes, decisions needed to be followed to put the strategic plan into action in order to reach the desired goals and objectives stated. It includes establishing feedback mechanisms/channels, indicators and progress reports to ensure that the strategic plan and the Centre's workforce plan are on track. This strategic implementation plan is the vital documented, verifiable and monitored link between the actions of ECREEE and its strategic plan as well as its workforce plan. It will, amongst others, provide the clear indicators and the long term monitoring framework for ECREEE activities in relations with its adherence to the strategic plan. It will ensure that all activities contribute and report to the overall framework of the ECREEE strategic plan.

2. Duties and responsibilities of the Consultant

Under the overall guidance of the Executive Director of ECREEE, the consultant is responsible for developing a strategic implementation plan for ECREEE with regards to the ECREEE strategic plan 2017 - 2021 and the ECREEE workforce plan 2018.

- Conduct comprehensive desk research on ECREEE's mandate, creation and evolution as an institution including its role, areas of coverage, staffing, and financial resources.
- Research and desk review ECREEE's strategic plan 2017-2021 as well as with current context, processes, scope, systems and timeframes. Including its impacts on the ECREEE's workforce.

- Research and Desk review ECREEE's Work force plan 2018 with current context, processes, scope, systems and timeframes.
- Research with findings ECREEE's monitoring and evaluation needs.
- Research and desk review all ECREEE's strategic reports, evaluations and other relevant documents to date.
- Research organizational behaviour, processes and capacities.
- Conduct relevant interviews with key ECREEE staff in Praia, Cabo Verde.
- Conduct an on-site internal organizational capacities scan to identify organizational capacities and deficiencies towards carrying out strategic plan.
- Analysis of current internal organizational capacities scan results.
- Analyse and evaluate findings, identify deficiencies.
- Develop strategic implementation plan aligned with the Strategic Plan 2017-2021.
- Revise and finalize ECREEE strategic implementation plan 2017 - 2021.
- Submit developed ECREEE strategic implementation plan 2017 - 2021 according to ECREEE standards.

3. The Key Deliverables

Over the course of the assignment, a series of deliverables are expected. They include:

- Draft the Table of Contents and draft a list of key data to be collected during the field mission.
- Draft list of stakeholders to meet and the main topics to be covered.
- Conduct meetings with a significant sample of ECREEE's staff.
- Presentation of draft strategic implementation plan to ECREEE's management.
- Finalize strategic implementation plan.

4. Competencies of the Consultant

ECREEE is seeking a consultant (could be individual consultant, a firm or consortium of firms/individuals).

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree (Doctorate/PhD) in Strategic Management, Business development, Business administration, Human resources, or related field.

Technical and functional experience:

- Minimum of 10 years' experience in business development and strategic management.
- Strong experience on organization strategies and business development.
- Experience in formulating strategies for government institutions as well as international and national organizations.
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.

- Working experience in developing countries.
- Working experience in the ECOWAS region.
- Relevant experience in fields of energy, renewable energy and energy efficiency

Languages:

Fluency in any of the official ECOWAS languages (English, French and Portuguese) is required.

5. Travel

The consultant will be expected to undertake necessary travel to Praia, Cabo Verde.

6. Reports

The consultant will report to the Executive Director of ECREEE. The Consultant is required to prepare an inception report at the beginning and a final completion report at the conclusion of the assignment. The reports are to be prepared in English language.

7. Timeframe

The assignment is expected to take about 4 months.

8. Proposal

The consultant should submit a proposal including technical and financial proposals. The technical proposal should provide information, approach, and methodology on how the assignment will be conducted and will be evaluated on the basis of the responsiveness to the Terms of Reference. The technical proposal should also include the CV(s) (in case of firms or consortium, of the core experts) as well as any relevant information. The financial proposal should include two parts - the cost reimbursable expenses, and the fees for the activities to be undertaken.

9. Applications

Technical and financial offers should be submitted to tender@ecreee.org Deadline for Proposal Submissions: 26th April 2019, 23:00 UTC-1